







## Columbia PUBLIC SCHOOLS

www.cpsk12.org

## 2018-19 Budget

Approved by the Columbia Board of Education June 11, 2018 Columbia, Missouri 65203 County of Boone









## 2018-19 Budget

Approved by the Board of Education June 11, 2018

Dr. Peter Stiepleman, Superintendent Heather McArthur, Treasurer

> 1818 West Worley Street Columbia, MO 65203 Telephone: (573) 214-3400 Fax: (573) 214-3401 www.cpsk12.org

#### **TABLE OF CONTENTS**

| EXECUTIVE SUMMARY                                  | <u>Page</u> |
|----------------------------------------------------|-------------|
| Message from Superintendent and Finance Department | 2           |
| Budget Overview and Statutory Requirements         |             |
| Budget Message                                     |             |
|                                                    |             |
| Revenue                                            |             |
| Revenue Explanation                                | 7           |
| Total Revenue by Fund Comparison                   | 7           |
| Total Revenue by Source                            |             |
| Three Major Revenue Sources                        | 9           |
|                                                    |             |
| Expenditures                                       | 40          |
| Expenditure Explanation                            |             |
| Total Expenditures by Fund Comparison              |             |
| Expenditures by Function Expenditures by Object    |             |
| Total Operating Expenditures by Object             |             |
| Total Operating Expenditures by Object             |             |
| Total Operating Experiances per ADA                |             |
| Debt Service                                       |             |
| Debt Service                                       | 14          |
| General Obligation Bond History                    | 14          |
| Certificates of Participation                      | 15          |
|                                                    |             |
| Fund Summary                                       |             |
| Total Ending Fund Balance Comparison               |             |
| Budget Forecasting and Planning                    |             |
| Summary Budget – All Programs                      |             |
| Summary of All Funds – Five Year Forecast          | 19          |
| Organization/Enrollment/Performance                |             |
| Message from the Superintendent                    | 22          |
| Vision, Mission, Purpose and Values                |             |
| Student Achievement                                |             |
| Highly Qualified Staff                             | 25          |
| Columbia Board of Education                        |             |
| Organization                                       | 27          |
| Student Enrollment Trends                          | 28          |
| Budget Preparation Timeline                        | 29          |
| Allocation of Human and Financial Resources        | 30          |
| Meritorious Budget Award                           | 36          |
|                                                    |             |
| ORGANIZATIONAL SECTION                             |             |
| ON CARILLA HORAL GLO HOR                           |             |
| Buildings                                          | 38          |
| District Map                                       |             |
| School Building Information                        |             |
| Organizational Charts                              |             |

| Board of Education and Committees                                                                                                                                                  |        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Five-Year Strategic Plan                                                                                                                                                           |        |
| Summary of Significant Accounting Policies                                                                                                                                         | 57     |
| Board of Education Budget Parameters                                                                                                                                               | 64     |
| Budget Goals and Priorities                                                                                                                                                        | 65     |
| Budget Preparation Timeline                                                                                                                                                        |        |
| General Revenue Explanation                                                                                                                                                        | 68     |
| General Expenditure Explanation                                                                                                                                                    |        |
| Alternative and Other Tax Revenues                                                                                                                                                 |        |
| FINANCIAL SECTION                                                                                                                                                                  |        |
| Forecast and Budgeting Discussion                                                                                                                                                  | 76     |
| Budget Considerations - Revenue                                                                                                                                                    |        |
| Budget Considerations – Expenditures                                                                                                                                               |        |
| Budget Considerations – Future Budget Forecasting and Fund Balance Manage                                                                                                          | ment77 |
| Major Fund Explanations                                                                                                                                                            | 78     |
| Fund Balance Reporting – Governmental Funds                                                                                                                                        |        |
| Summary of All Funds Summary of All Funds                                                                                                                                          | 82     |
| Summary Revenue All Objects                                                                                                                                                        |        |
| Summary Expenditures All Funds by Object Graph                                                                                                                                     |        |
| Summary Expenditures All Funds by Object Graph                                                                                                                                     |        |
| District Operating Funds District Operating Funds Summary District Operating Funds – 2018-19 Budget by Fund District Operating Funds – Revenues and Expenditures Summary and Graph | 93     |
| District Operating Funds – Nevendes and Expenditures Summary and Graph  District Operating Revenues Summary                                                                        |        |
| District Operating Reventes Summary  District Operating Expenditures by Object Summary and Graph                                                                                   |        |
| District Operating Expenditures by Object Ourimary and Graph  District Operating Funds Expenditures by Function Summary                                                            |        |
| District Operating Funds Revenue Graphs                                                                                                                                            |        |
| District Operating Funds Expenditures Graphs                                                                                                                                       |        |
| Elementary School Instruction                                                                                                                                                      |        |
| Middle School Instruction                                                                                                                                                          |        |
| High School Instruction                                                                                                                                                            |        |
| Summer School Instruction                                                                                                                                                          |        |
| Douglass High Instruction                                                                                                                                                          |        |
| General Instruction (At Risk Programs for Delinquent and Neglected Youth)                                                                                                          |        |
| Special Education Instruction                                                                                                                                                      |        |
| Early Childhood Special Education                                                                                                                                                  |        |
| Gifted Program                                                                                                                                                                     |        |
| Title I                                                                                                                                                                            |        |
| English Language Learners                                                                                                                                                          |        |
| Vocational Instruction                                                                                                                                                             |        |
| Student Activities & Athletics                                                                                                                                                     |        |
| Adult Basic Education                                                                                                                                                              |        |
| Supplemental Education (Tuition) Services                                                                                                                                          |        |
| Guidance & Counseling Services                                                                                                                                                     |        |
| Pupil Services                                                                                                                                                                     |        |
| Educational Media Services                                                                                                                                                         |        |
| Support Services and Instructional Staff                                                                                                                                           |        |
| Administrative Services                                                                                                                                                            |        |
| Other Administrative Services                                                                                                                                                      |        |
| Business Services                                                                                                                                                                  |        |
|                                                                                                                                                                                    |        |

|                      | ance Services                                                        |            |
|----------------------|----------------------------------------------------------------------|------------|
|                      | Services                                                             |            |
| Transpo              | ortation Services                                                    | 151        |
|                      | ch and Information Systems                                           |            |
|                      | nity Services                                                        |            |
|                      | nildhood Education                                                   |            |
|                      | as Teachers                                                          |            |
|                      | inancing Uses                                                        |            |
| Other i              | Transing 0303                                                        |            |
| Special Funded F     | Programs                                                             |            |
|                      | ry Special Funded Programs                                           | 164        |
|                      | Funded Programs – 2018-19 Budget by Fund                             |            |
|                      | Funded Programs Revenue Summary                                      |            |
|                      | Funded Programs Expenditures Summary by Object and Graph             |            |
| Special              | Funded Programs Expenditures Summary by Fund and Graph               | 109<br>170 |
| Special              | runded Programs Expenditures Summary by Fund and Graph               | 170        |
| Debt Service Fun     | nd                                                                   |            |
|                      | ımmary                                                               | 171        |
|                      | ervice Fund Summary                                                  |            |
|                      | · · · · · · · · · · · · · · · · · · ·                                |            |
| Debt Se              | rvices                                                               | 173        |
| Capital Projects F   | Jund                                                                 |            |
|                      | Projects Fund Summary                                                | 176        |
|                      |                                                                      |            |
|                      | Projects                                                             |            |
|                      | Revenue and Expenditure Planning                                     |            |
|                      | Projects Listing 2018-19                                             |            |
| Long Ra              | ange Capital Improvement and Financing Plan                          | 182        |
| Ni strition Compiose | . Trimal                                                             |            |
| Nutrition Services   |                                                                      | 404        |
|                      | n Services Fund Summary                                              |            |
| Nutrition            | n Services                                                           | 185        |
| Student Activities   | Fund                                                                 |            |
|                      |                                                                      | 400        |
|                      | Activities Fund Summary                                              |            |
| Student              | Activities                                                           | 189        |
| Adult Education [    | Tund                                                                 |            |
| Adult Education F    |                                                                      | 400        |
|                      | ducation Fund Summary                                                |            |
| Adult Ed             | ducation                                                             | 193        |
| 0 ( 10               |                                                                      |            |
| Grants and Dona      |                                                                      | 400        |
|                      | and Donations Fund Summary                                           |            |
| Grants a             | and Donations                                                        | 197        |
|                      |                                                                      |            |
| INFORMATIONAL SE     | CTION                                                                |            |
| INI ONINATIONAL GE   | . TION                                                               |            |
| History of the Col   | lumbia Public School District                                        | 200        |
|                      | on                                                                   |            |
|                      | and Actual Value of Taxable Property                                 |            |
|                      | es per \$100 Assessed Valuation – Direct and Overlapping Governments |            |
|                      | ies and Collections                                                  |            |
|                      | trict's Property Tax Rate to the Average Homeowner                   |            |
|                      |                                                                      |            |
|                      | st Data for Comparison Districts                                     |            |
|                      | Summary of General Obligation Bonds                                  |            |
|                      | Bonded Debt Outstanding                                              |            |
|                      | ling Debt by Type                                                    |            |
| Legal Debt Margi     | n Information                                                        | 211        |

| Compensation | on                                                                 |     |
|--------------|--------------------------------------------------------------------|-----|
| •            | Highly Qualified Staff                                             |     |
|              | Compensation Overview                                              |     |
|              | Compensation Summary                                               |     |
|              | Number of Employees by Function                                    |     |
|              | Extra Duty Stipend Descriptors                                     |     |
|              | Category I Stipends                                                |     |
|              | Category I Stipends Criteria                                       |     |
|              | Category II Stipends                                               |     |
|              | Category III Stipends                                              |     |
|              | Category IV Stipends                                               |     |
|              | Category V Stipends                                                |     |
|              | General Supervision Stipends                                       |     |
|              | Extended Contract Days                                             |     |
|              | Special Payroll Hourly Rate Schedule                               |     |
|              | Salary Schedules                                                   |     |
|              | Work Calendars                                                     | 261 |
| Supple       | mental                                                             |     |
|              | Operational Grants by Fund                                         | 290 |
|              | Nutrition Services Meal Prices for 2018-19                         | 291 |
|              | Self-Insured Summary All Programs                                  |     |
|              | Self-Insured Employee Benefits - Medical and Flexible Benefit Plan |     |
|              | Self-Insured Employee Benefits - Dental                            |     |
|              | Self-Insured Employee Benefits - Worker's Compensation             |     |
|              | Board of Education Paid Employee Benefits                          |     |
|              | Enrollment Projection Methodology                                  |     |
|              | 2016-17 Enrollment and Demographics Study                          | 300 |
| Perforn      | nance Indicators                                                   |     |
|              | Demographics                                                       | 302 |
|              | MAP and End of Course Exam                                         |     |
|              | ACT                                                                |     |
|              | Advanced Placement                                                 |     |
|              | Graduation and Dropout Rate                                        |     |
| 01           |                                                                    |     |
| Glossa       | Ty<br>Glossary                                                     | 308 |
|              | Clossary                                                           |     |
|              |                                                                    |     |
| APPENDICE    | :8                                                                 |     |
| Append       | lix I: Revenues                                                    |     |
| • •          | Revenue Variance Summary - District Operating Funds                | 320 |
|              | Revenue Variance Summary - Special Funded Programs                 |     |
|              | Revenue Variance Summary - Summary All Funds                       |     |
| Annone       | liv II. Evnandituras                                               |     |
| Append       | lix II: Expenditures                                               | 220 |
|              | Expenditure Variance Summary - District Operating Funds            |     |
|              | Expenditure Variance Summary - Special Funded Programs             |     |
|              | Expenditure Variance Summary - Summary All Functions               | 333 |

# Final Budget 2018-19

# **EXECUTIVE SUMMARY**





#### **Columbia Public Schools**

#### 2018-19 Annual Budget

#### **Executive Summary**

#### A Message from the Superintendent and Finance Department

The 2018-19 budget represents the financial plan of the Columbia Public School District ("District") for the coming fiscal year. Its primary purpose is to provide timely and useful information concerning the past, present, and projected financial status of the District to facilitate financial discussions that support the mission, goals, and objectives of the Board of Education. The District's vision, mission, purpose and values as reflected in Policy AD guide this process.

#### Vision: Our desired future state

To be the best school district in the state.

#### Mission: Why we exist

We provide an excellent education for our students by adhering to organizational goals.

#### Purpose: What we do

To be a *valuable asset* for our community by preparing our children so that they will be competitive in an ever-changing, unpredictable world.

#### <u>Values:</u> The non-negotiable family principles that guide us

- Honesty
- Teamwork
- Adaptability

- Focus on
- Mutual
- Equity

- what works
- respect
- Commitment
- Transparency Persistence

The District's three focus areas represent our commitment to our community.

- 1. All students will graduate college and career ready
- 2. Every teacher will become the best
- 3. Our operations support our mission

#### We believe schools exist to allow access.

- Access to a great curriculum;
- Access to skilled teachers and a nurturing environment;
- Access to experiences beyond the core curriculum;
- · Access to interest based activities before and after school; and
- Access to school—we must be a system that eliminates barriers for children.

The words Achievement, Enrichment, and Opportunity (AEO) represent the WHY for everything we do. This budget and the decision making and planning behind it are structured to support these goals and attain the vision, mission and purpose of the District.

#### **Budget Overview and Statutory Requirements**

Chapter 67 of the Missouri State statutes requires school districts to prepare an annual budget to identify available resources and guide district spending for the ensuing school year. The statute requires the school district budget document to include five specific components:

- 1. A budget message describing the important features of the budget and major changes from the preceding year;
- 2. Estimated revenues to be received from all sources for the budget year, with a comparative statement of actual or estimated revenues for the two years next preceding, itemized by year, fund, and source;
- 3. Proposed expenditures for each department, office, commission, and other classification for the budget year, together with a comparative statement of actual or estimated expenditures for the two years next preceding, itemized by year, fund, activity, and object;
- 4. The amount required for the payment of interest, amortization and redemption charges on the debt of the political subdivision;
- 5. A general budget summary including individually identified interfund transfers.

In no event shall the total proposed expenditures from any fund exceed the estimated revenues to be received plus any fund balance for the beginning of the budget year. The statute further prohibits a district from budgeting for a negative fund balance in any fund. The school district's Board of Education is to formally adopt this budget in June prior to the beginning of the new fiscal year on July 1.

State statutes, in conjunction with generally accepted accounting principles (GAAP) and in accordance with the definitions of the Governmental Accounting Standards Board (GASB) statement of principles on fund accounting systems, have determined the funds appropriate for public school operations. The District follows the legal requirements of the State of Missouri for fund accounting and constructs its budget utilizing the following approved funds:

Funds (GAAP) State Fund Incidental General Teacher's - Special Revenue Teacher's **Capital Projects Capital Projects Debt Service Debt Service** Grants and Donations – Special Revenue Incidental Nutrition Services - Enterprise Incidental Adult Education - Enterprise Incidental Student Activities - Fiduciary Incidental (See the glossary for definitions of these funds)

The District's budget for the 2018-19 fiscal year includes revenues, expenditures, and fund balances for the District in total and presents revenues, expenditures, and fund balances for the District's Operating Funds, which are comprised of the General and Teacher's Funds. Detailed fund schedules provide further information on the activities within each fund and include an analysis of the proposed budget for the 2018-19 fiscal year. Budget schedules are also included summarizing estimated revenues by object and source as defined by the Department of Elementary and Secondary Education (DESE).

#### **Background on the District**

The area served by the District encompasses 303 square miles and includes a population that is estimated to exceed 152,000. This area includes the City of Columbia with a population of approximately 120,000.

The District was organized on January 7, 1873. The first high school opened in 1895 on the site where Jefferson Middle School now stands. In 1909 a bond issue was approved for Columbia High School, which is now a wing of Jefferson Middle School. In 2018-19, the District will include 21 elementary schools, six middle schools, three senior high schools, one alternative high school and one career and technical education center. The District also offers Pre-K classrooms in school buildings and two owned facilities. The Center for Early Learning–North opened in January 2017 housing Pre-K and Early Childhood Special Education classrooms.

K-12 enrollment of the District continues to grow and change, reflecting a more diverse student population. Nearly 45% of our students qualify for the free and reduced lunch program and 7% are English Language Learners. Today 47% of our students attend our elementary schools, 23% middle schools and 30% attend high schools.

#### **Student Performance**

In the fall of 2015, upon review by Department of Elementary and Secondary Education, the District was accredited. To receive accreditation, districts must earn at least 70% of the points possible on the Annual Performance Report (APR). The District received a score of over 84% in the most recent review, which included 100% of the possible points for graduation rates. The classification is made using the APR from the Missouri School Improvement Program (MSIP 5) and includes these standards.

Academic Achievement Subgroup Achievement

College and Career Readiness Attendance Graduation Rate

The District uses a scorecard to track and report progress on organizational goals relating to student achievement, including the use of perceptual data (how students, parent, and employees feel about the District). With a focus on academic progress, third grade reading levels, and graduation goals, improvement has been made in many areas in recent years. One example of that progress is on the following goal.

#### Percent of Students Proficient or Advanced on the Missouri Assessment Program (MAP):

|                                            | <u> 2011-12</u> | <u> 2014-15</u> | <u>Change</u> |
|--------------------------------------------|-----------------|-----------------|---------------|
| All students                               | 55.5%           | 60.6%           | 5.1% increase |
| African-American students                  | 21.9%           | 26.4%           | 4.5% increase |
| Student eligible for free or reduced lunch | 31.5%           | 35.5%           | 4.0% increase |

Even with these successes, work remains in many areas, including **AEO**. Intentional focus is being made in the areas of attendance, the participation gap and disproportionality, when it comes to discipline and career-center courses. Our budget is created being reflective of our needed areas of improvement as well as continuing to provide opportunities and challenges to all students focusing on enrichment and opportunity.

#### **Budget Message**

We will be fiscally responsible with taxpayer money. This document and the planning that goes into development of the document are primary evidence of the Board's commitment to this statement. The process we use to develop our budget requires a great deal of analysis. The decisions we make in the short-term need to be sustainable in the long-term. Columbia Public Schools works collaboratively with schools, District programs and District administration to develop strategies and align resources in a manner that reflects our vision, mission and values.

We believe that budget development is the foundation of meeting our District's vision and mission to be the best district in our state.

As in 1873, available resources and restricted funding impact how we prioritize our budgetary allocations. Realizing our vision and assuring our three focus areas are ever in the forefront require carefully planned current and future budget practices.

Columbia Public Schools continues to rely upon and receive the support of the local taxpayer to fund the operating budget of the District. In 2006-07 a new state foundation formula was implemented driven by four primary factors in order to determine an individual school's state funding -

- Average Daily Attendance (ADA), which is derived by averaging together a twice annual count of students attending during specified count periods multiplied times an attendance rate of all students for the year, is the first component.
- The State Adequacy Target (SAT) is derived by averaging the cost per pupil of districts in Missouri who receive a perfect score in the Annual Performance Report and is to be recalculated every two years.
- The Dollar Value Modifier (DVM) which is an adjustment based on local cost of living indicators.
- The final factor in the calculation is the Local Effort as established in 2004-05. The impact of the local effort factor is to assure that communities continued to support the cost of their local school budgets at a rate equal to or greater than what was in place in 2004-05.

After just three years, the foundation formula appropriation in the state budget was inadequate to fund the formula as written. The SAT was not recalculated every two years as prescribed in the formula and a new component became an unexpected fifth factor in determining a district's annual state funding — appropriation adjustment. In 2009-10, rather than funding the formula as calculated, the state funded 98.66%. This partial allocation continued until 2015-16 and dipped to as low as 92.58% in 2012-13. While the allocation was 100% in 2015-16 and 2016-17 and projected to be the same in 2017-18, the SAT is expected to be at \$6,241 which is only \$124 more per student than in 2006-07 when the formula was first implemented. This results in an average increase per student of only \$11 per year.

In 2016-17, the state made adjustments to the thresholds required to receive weighted (additional) funding for students in certain groups – free and reduced lunch, special education and English Language Learners. This effort increases funding for districts with high student populations in these categories. It also increases the funding required state wide which in turn has an impact on the SAT. With a continued lack of funding to meet the formula state wide as written, each year one or more factors is adjusted. While the appropriation percentage for next year is 100%, the SAT must be reduced. Failure to meet the SAT as prescribed in the formula reduces funding for 2017-18 for Columbia Public Schools by an estimated \$11.2 million as it is estimated to be at \$6,800.

In May 2018, the Department of Elementary and Secondary Education increased the 2017-18 SAT from \$6,180 to \$6,241 which will result in an unanticipated increase in state funding of \$1.1 million, if realized. The timing of this increase makes it unusable in the year it is received, however, provides additional balances in the operating fund. This lack of state funding is being made up by the taxpayers of Columbia through an approval of an increase to our operating tax levy ceiling. In April 2016, our community passed a levy that allowed us to increase our local property tax rate by up to 65 cents for the 2016 tax year. Without this increase, our ability to present a budget that focuses on recruiting and retaining high quality employees, access to Achievement, Enrichment, and Opportunity for all students and meeting our ongoing growing

operations, would be impossible. The levy estimations allow for an expected increase in operating revenues of \$13.5 million.

The increase in local funding was used to allow for improvement in salaries of all employee groups, increasing staffing and services to support students in the area of AEO and to continue the operations of the District, including the increase in the annual operating budget for the opening of Beulah Ralph Elementary School. Details on these improvements are found throughout the document and on the Budget Goals and Priorities on page 65.

The 2018-19 budget totals \$224.7 million of operating revenue and operating expenditures and transfers of \$221.9 million, resulting in an increase of operating fund balance by \$2.8 million. When considering all funds, total revenue is budgeted at \$286.6 million and expenditures at \$320.6 million for a net decrease in fund balance of \$34.0 million.

As summarized by the schedule below, the District is planning for a total beginning fund balance (all funds) of \$176.8 million at July 1, 2018, and ending fund balance of \$142.7 million at June 30, 2019. For District Operating Funds, beginning fund balance at July 1, 2018 is projected to be \$63.9 million and ending fund balance at June 30, 2019 to be \$66.7 million which is 30.25% of budgeted expenditures. See page 18 for the Summary Budget – All Programs for 2018-19.

|                                          | Operating Funds | <u>All Funas</u> |
|------------------------------------------|-----------------|------------------|
| Projected Beginning Fund Balance, July 1 | \$ 63,913,136   | \$ 176,765,004   |
| Budgeted Revenues plus Transfers         | \$ 224,673,621  | \$ 286,588,515   |
| Budgeted Expenses plus Transfers         | \$ 221,904,310  | \$ 320,624,194   |
| Increase (Decrease) in Fund Balance      | \$ 2,769,311    | \$ (34,035,679)  |
| Budgeted Ending Fund Balance             | \$ 66,682,447   | \$ 142,729,325   |

The decrease in total fund balance comes from the budgeted excess expenditures over revenues in the Capital Projects Fund. The decrease in fund balance in the Capital Projects Fund is a planned decrease in fund balance as bond funds received in previous years will be spent down as capital projects are completed.

We are pleased to present a budget that positions our students to be ready for life after high school. We appreciate the contributions of every stakeholder during the development of this document, and we will not soon forget the trust and support of our taxpayers. The decisions we've made support our mission to provide every child with an excellent education. Our administration is committed to providing transparency with regard to District finances, and we will prudently allocate the funds entrusted to us. This document is presented to you by the Finance Department with a desire to provide a clear and transparent insight into the 2018-19 budget.

Ms. Heather McArthur, CPA Interim Chief Financial Officer

Dr. Peter Stiepleman Superintendent of Schools

#### **Revenue Explanation**

The District's budget reports total revenue by Total Funds and by Operating Funds. Total Fund reports include the four funds required by Missouri State law for school districts: General (including Incidental, Child Nutrition, Student Activities, Adult Education, and Grants and Donations), Special Revenue (Teachers'), Debt Service, and Capital Projects. The Operating Fund reports include only the incidental portion of the General Fund, and the Special Revenue (Teachers') Fund. Not included in operating reports are those funds dedicated to primarily self-supporting activities, Debt Services, and Capital Projects.

Revenue detail is included to report the major sources of revenue and the proportion of those sources as a whole. The District's major sources of revenue are property tax and sales tax (locally generated), and Foundation Formula revenue (State). This document also includes information on the revenue per Average Daily Attendance (ADA) of pupils, as well as statistics on assessed valuations and tax rates (the factors that drive local revenue), details on revenue sources for history, budgets and forecasts and comparative data on current year versus prior year budgets.

Every attempt is made to explain major changes in revenue from one year to the next or any significant change in the method of distribution or source of revenue.

|                            | Projected Actual 2017-18 |             | Budget<br>2018-19 |             | % of Total<br>Revenue | % Change |
|----------------------------|--------------------------|-------------|-------------------|-------------|-----------------------|----------|
| General                    | \$                       | 86,483,486  | \$                | 88,455,025  | 30.86%                | 2.28%    |
| Special Revenue (Teachers) | \$                       | 132,719,326 | \$                | 136,218,596 | 47.53%                | 2.64%    |
| Debt Service               | \$                       | 67,203,874  | \$                | 25,467,560  | 8.89%                 | -62.10%  |
| Capital Projects           | \$                       | 41,448,643  | \$                | 19,420,604  | 6.78%                 | -53.15%  |
| Other                      | \$                       | 17,699,537  | \$                | 17,026,730  | 5.94%                 | -3.80%   |
| Total Funds                | \$                       | 345,554,866 | \$                | 286,588,515 | 100.00%               | -17.06%  |

The District's revenue is primarily from local efforts (64%) with greatest portion of revenue from local tax revenue (53%). The assessed valuation is projected to be \$2,475,273,718 for the 2018-19 school year.

Total revenues are budgeted to decrease \$58,622,949 in 2018-19 mostly due to the issuance of \$35 million in general obligation bonds during the 2017-18 school year. The bonds were issued primarily to fund the design and construction of a new middle school anticipated to open in the fall of 2020. Local revenues are anticipated to increase 3.6% due to the expected increase in assessed valuation.

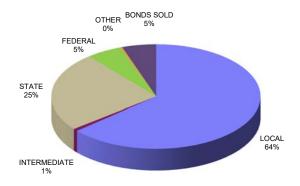
|              | Projected |               | Projected Bud |             | % of Total |          |
|--------------|-----------|---------------|---------------|-------------|------------|----------|
|              | Ac        | ctual 2017-18 |               | 2018-19     | Revenue    | % Change |
| Local        | \$        | 175,020,244   | \$            | 181,279,216 | 63.25%     | 3.58%    |
| Intermediate | \$        | 2,141,965     | \$            | 2,137,409   | 0.75%      | -0.21%   |
| State        | \$        | 69,569,428    | \$            | 70,087,457  | 24.46%     | 0.74%    |
| Federal      | \$        | 17,323,330    | \$            | 15,727,273  | 5.49%      | -9.21%   |
| Other        | \$        | 81,499,899    | \$            | 17,357,160  | 6.06%      | -78.70%  |
| Total Funds  | \$        | 345,554,866   | \$            | 286,588,515 | 100.00%    | -17.06%  |

The revenue by source chart below delineates revenue by Total Funds and by Operating Funds. Local property taxes of the District represent 53% of Total and 55% of Operating Revenues.

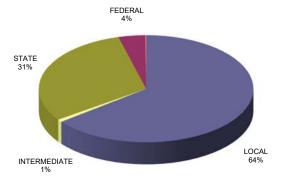
|                    | Total             | Operating         |
|--------------------|-------------------|-------------------|
| Property Taxes     | \$<br>150,547,576 | \$<br>124,223,388 |
| Sales Taxes        | \$<br>17,301,872  | \$<br>17,301,872  |
| Foundation Formula | \$<br>59,277,496  | \$<br>59,194,798  |
| Other - State      | \$<br>10,809,961  | \$<br>9,476,205   |
| Federal            | \$<br>15,727,273  | \$<br>9,052,950   |
| Sale of Bonds      | \$<br>15,000,000  | \$<br>-           |
| Other              | \$<br>17,924,337  | \$<br>5,424,408   |
|                    | \$<br>286,588,515 | \$<br>224,673,621 |

Note: The Foundation Formula includes Classroom Trust Fund by state definition.

TOTAL REVENUES FINAL BUDGET 2018-19



**OPERATING REVENUES FINAL BUDGET 2018-19** 



#### **Total Revenue by Source**

|                           | Actual 2014-15      | Actual 2015-16      | Actual<br>2016-17   | Projected<br>2017-18 | Budget<br>2018-19   |
|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|
| Tax Rate                  | \$<br>5.4868        | \$<br>5.4656        | \$<br>6.0403        | \$<br>6.0555         | \$<br>6.1455        |
| Assessed Valuation        | \$<br>2,195,114,886 | \$<br>2,257,981,004 | \$<br>2,327,173,948 | \$<br>2,403,178,367  | \$<br>2,475,273,718 |
| Revenues                  |                     |                     |                     |                      |                     |
| Local Sources             |                     |                     |                     |                      |                     |
| Property Taxes            | \$<br>119,875,154   | \$<br>123,302,555   | \$<br>139,646,645   | \$<br>143,645,140    | \$<br>150,547,576   |
| Sales Taxes               | \$<br>15,596,185    | \$<br>16,606,392    | \$<br>16,672,644    | \$<br>16,865,180     | \$<br>17,301,872    |
| All Other Local           | \$<br>12,280,840    | \$<br>13,266,169    | \$<br>17,150,987    | \$<br>14,509,924     | \$<br>13,429,768    |
| County Sources            | \$<br>1,845,182     | \$<br>2,268,300     | \$<br>2,191,313     | \$<br>2,141,965      | \$<br>2,137,409     |
| State Sources             |                     |                     |                     |                      |                     |
| Foundation Formula        | \$<br>49,793,130    | \$<br>51,896,606    | \$<br>55,326,601    | \$<br>59,078,860     | \$<br>59,277,496    |
| All Other State           | \$<br>10,258,516    | \$<br>10,742,688    | \$<br>11,417,741    | \$<br>10,490,568     | \$<br>10,809,961    |
| Federal Sources           | \$<br>15,939,054    | \$<br>15,657,146    | \$<br>16,628,271    | \$<br>17,323,330     | \$<br>15,727,273    |
| Other Sources             |                     |                     |                     |                      |                     |
| Sale of Bonds             | \$<br>71,485,000    | \$<br>36,575,000    | \$<br>10,000,000    | \$<br>72,955,000     | \$<br>15,000,000    |
| All Other Sources         | \$<br>8,689,761     | \$<br>5,524,931     | \$<br>830,836       | \$<br>8,544,899      | \$<br>2,357,160     |
| Total All Revenue Sources | \$<br>305,762,822   | \$<br>275,839,787   | \$<br>269,865,038   | \$<br>345,554,866    | \$<br>286,588,515   |

#### **Three Major Revenue Sources:**

#### **Property Taxes**

Property taxes are derived from taxing real and personal property. The tax rate, required by state statute to be adopted annually before September 1, is levied on each \$100 of assessed valuation. This valuation is determined by the assessor's office, based on current market value of residential, commercial and agriculture real estate, and personal property. The assessed valuation is estimated to increase in 2018-19 by 3% to approximately \$2.475 billion based upon current information. Listed below is a summary of the District's tax rates.

|                            | 2015-16  | 2016-17  | 2017-18  | Budget<br>2018-19 |
|----------------------------|----------|----------|----------|-------------------|
| Incidental                 | \$1.9413 | \$2.4923 | \$2.0548 | \$2.0548          |
| Special Revenue (Teachers) | \$2.4788 | \$2.4788 | \$2.9288 | \$3.0188          |
| Capital Projects           | \$0.0736 | \$0.1000 | \$0.1000 | \$0.1000          |
| Debt Service               | \$0.9719 | \$0.9719 | \$0.9719 | \$0.9719          |
| Total                      | \$5.4656 | \$6.0430 | \$6.0555 | \$6.1455          |

The District is required by rules and regulations of the State Auditor's Office and the Hancock Amendment to calculate a tax rate to produce substantially the same revenue as collected for property on the tax rolls in the previous year. In addition, the District must take into account "Proposition C", the Missouri one-cent sales tax, dedicated to education approved by voters in 1982. The property tax rate is reduced or increased to equal one-half of the adjusted Proposition C revenue received and maintain District revenue because the District does not have a full or partial waiver of the Proposition C approved by voters. The change in the Proposition C rollback between 2017-18 and 2018-19 should not be significant. In addition to the required Proposition C rollback, in August 2016, the Board of Education elected to voluntarily roll back 9 cents of the operating levy to be used in future years. The 9 cents is eligible to be used in 2018-19. The

anticipated 9 cent increase in the property tax rate can be seen in the chart above. Property taxes account for nearly 55% of the operating revenue budget.

#### **Foundation Formula**

The District's second largest revenue source is the State of Missouri's Foundation Formula for education. Missouri's Foundation Formula is comprised of two revenue sources: Basic Formula and Classroom Trust Fund. The District is currently budgeting the 2018-19 Foundation Formula revenue to increase \$198,636 to \$52.4 million. Formula Weighted Average Daily Attendance (WADA) is anticipated to increase by 212 to 18,124 due to anticipated increased student enrollment. Additional factors affecting WADA are free and reduced lunch count and LEP weighting which are anticipated to continue to increase due to the increased population of students in these categories. During 2018-19, Pre-K students will also be allowed to be factored into the average daily attendance calculation which accounts for approximately 100 additional ADA. Another factor affecting State Aid is the State Adequacy Target which is anticipated to remain flat at \$6,180.

The Classroom Trust Fund accounts for gaming revenue distributed to school districts. In May 2018, the Department of Elementary and Secondary Education indicated that the initial estimated payment of \$414 per ADA would not be realized and that the payment would most likely be approximately \$404. The trend for gaming revenues in Missouri is estimated to remain flat. Due to this, it is anticipated that the 2018-19 payments per ADA will remain at \$404.

These revenue sources equate to approximately 26% of the District's operating revenue budget.

#### Sales Taxes

Columbia receives sales tax revenue from the State of Missouri, but this revenue is considered locally generated. A 1% sales tax is collected from all retail sales across Missouri, aggregated by the State, and then distributed back to each school district based on the pupil count of the school district. The District's WADA is estimated to increase approximately 450 due to increasing enrollment in 2017-18 (districts are required to use the previous year's WADA when calculating Proposition C revenue). In February 2018, the Department of Elementary and Secondary Education indicated that the amount per ADA originally estimated of \$1,000 would not be attainable and a more realistic estimate would be \$988 per ADA. Again, in May 2018, the Department of Elementary and Secondary Education indicated that \$988 per ADA also would not be reached and that an estimated amount to end 2017-18 would likely be \$964, a decrease from \$979 in June 2017. Due to this, we are projecting the 2018-19 payments per ADA to remain flat at \$964. Based on these factors, the overall sales tax revenue is expected to increase \$436,692 to \$17.3 million in 2018-19. This revenue source equates to nearly 8% of the operating revenue budget.

#### **Expenditure Explanation**

The following pages report expenditures by fund, by function (how the budget supports the activities of the District) and by object (how we actually spend the budgeted dollars). The District reports expenditure budgets by Total (all funds) and Operating Funds (Incidental and Teachers). Four funds are legally required by Missouri laws governing school districts: General (including Incidental, Child Nutrition, Student Activities, Adult Education, and Grants and Donations), Special Revenue (Teachers'), Debt Service, and Capital Projects.

The General Fund expenditures are virtually a "catch all" for anything not supported by another fund. The Special Revenue (Teachers') Fund can only be used for expenditures related to

certificated salaries and benefits for those staff members. The Debt Service Fund may only be used for payment of debt obligations resulting from general obligation bond issues, including principal, interest and other agent and cost of issuance payments. The Capital Projects Fund is used for expenditures related to acquisition or construction and major maintenance of all capital assets for the District.

The functions used in the District's financial accounting system capture expenditures by the program they support. The functions include Instruction, Student Support, Instructional Support, Administration, Maintenance, Transportation, Community Relations, and Other Financing Sources (Debt Service and Transfers). Instructional programs are further broken down to report Elementary, Middle, and High school expenditures as well as Special, Gifted, English Language Learners, and Vocational educational areas. These detail areas are reported in the Summary by Program section of this document.

Expenditures by Object clarifies which classification of expenditures claim the District's budget dollars. These classifications are broken down into the major areas of Salaries and Benefits, Service and Supply, Capital Outlay, and Debt Service expenditures.

|                            | Ac | Projected<br>ctual 2017-18 | Budget<br>2018-19 | % of Total Expenditure | % Change |
|----------------------------|----|----------------------------|-------------------|------------------------|----------|
| General                    | \$ | 81,105,963                 | \$<br>86,062,643  | 26.84%                 | 6.11%    |
| Special Revenue (Teachers) | \$ | 129,099,148                | \$<br>135,841,667 | 42.37%                 | 5.22%    |
| Debt Service               | \$ | 23,076,186                 | \$<br>23,404,740  | 7.30%                  | 1.42%    |
| Capital Projects           | \$ | 35,366,393                 | \$<br>58,493,369  | 18.24%                 | 65.39%   |
| Other                      | \$ | 16,720,782                 | \$<br>16,821,775  | 5.25%                  | 0.60%    |
| Total Funds                | \$ | 285,368,472                | \$<br>320,624,194 | 100.00%                | 12.35%   |

Total current projected expenditures for the 2017-18 budget is \$285,368,472 and are budgeted to increase approximately 12.35% or \$35.3 million to \$320,624,194. This increase is primarily due to increased expenditures in the Capital Projects Fund. The District issued \$35 million in general obligation bonds in March 2018 to be spent on projects including the construction of a new middle school in the upcoming year. This is an expected increase as the timing of capital projects often varies from the timing of issuance of general obligation bonds to finance the capital projects, as noted above.

Operating expenditures will increase 5.6% or \$11.7 million. This increase is primarily due to increased compensation for employees and continued 100% funding of insurance benefits for full time employees.

#### **Expenditures by Function**

Columbia Public Schools' expenditures are broken down by the overall area that the budget dollars support. The following illustrates that 70% of the operating budget is spent to support instructional expenditures. Out of the total budget, 48% of the budgeted expenditures support instruction. The difference is due to construction projects and debt service principal and interest payments.

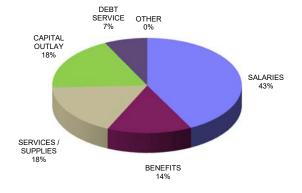
| Function                | Total Operati     |    |             |  |
|-------------------------|-------------------|----|-------------|--|
| Instructional & Support | \$<br>154,588,811 | \$ | 154,588,811 |  |
| Administration          | \$<br>24,615,442  | \$ | 24,615,442  |  |
| Maintenance             | \$<br>22,502,336  | \$ | 22,502,336  |  |
| Transportation          | \$<br>13,147,757  | \$ | 13,147,757  |  |
| Community Services      | \$<br>5,516,523   | \$ | 5,516,523   |  |
| Other Financing Uses    | \$<br>1,533,441   | \$ | 1,533,441   |  |
| Debt Services           | \$<br>23,404,740  | \$ | -           |  |
| Capital Projects        | \$<br>58,493,369  | \$ | -           |  |
| Nutrition Services      | \$<br>8,821,760   | \$ | -           |  |
| Student Activities      | \$<br>2,225,000   | \$ | -           |  |
| Adult Education         | \$<br>2,277,382   | \$ | -           |  |
| Grants and Donations    | \$<br>3,497,633   | \$ | -           |  |
| Total All Functions     | \$<br>320,624,194 | \$ | 221,904,310 |  |

#### **Expenditures by Object**

Total expenditures by object show how the District actually spends the dollars budgeted. Salaries and Benefits account for nearly 57% of total expenditures. The increase in salaries and benefits for 2018-19 can be attributed to improved compensation schedules and continued 100% fully funded benefits for all full time staff.

| Expenditure Object Category      | Actual <u>2014-15</u> | Actual<br><u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> |
|----------------------------------|-----------------------|--------------------------|-----------------------|-------------------------------|---------------------------------------|-----------------------------------|
| Salaries                         | \$ 111,910,842        | \$ 114,004,250           | \$ 126,697,823        | \$ 130,917,575                | \$ 128,801,306                        | \$ 135,359,044                    |
| Employee Benefits                | \$ 35,217,096         | \$ 37,397,392            | \$ 42,455,653         | \$ 44,479,510                 | \$ 43,923,508                         | \$ 45,959,805                     |
| Services/Supplies/Capital Outlay | \$ 83,027,118         | \$ 88,734,397            | \$ 90,485,494         | \$ 95,922,794                 | \$ 87,690,631                         | \$ 114,367,164                    |
| Debt Service/Lease Purchase      | \$ 31,586,946         | \$ 22,836,279            | \$ 50,333,731         | \$ 24,128,636                 | \$ 23,076,186                         | \$ 23,404,740                     |
| Other Financing Uses             | \$ 1,378,119          | \$ 1,538,888             | \$ 8,082,393          | \$ 11,852,692                 | \$ 1,876,843                          | \$ 1,533,441                      |
| Total                            | \$ 263,120,121        | \$ 264,511,206           | \$ 318,055,094        | \$ 307,301,207                | \$ 285,368,474                        | \$ 320,624,194                    |

#### EXPENDITURES FINAL BUDGET 2018-19

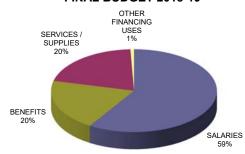


#### **Total Operating Expenditures by Object**

Total operating expenditures (General and Teachers Funds) by object show that 79% of the operating fund is budgeted for salaries and benefits.

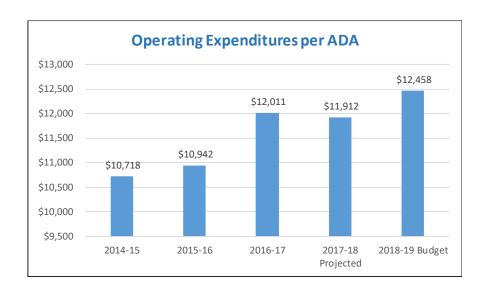
| Expenditure<br>Object Category | Actual<br><u>2014-15</u> | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br><u>2017-18</u> | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|--------------------------|-----------------------|-----------------------|--------------------------------------|---------------------------------------|-----------------------------------|
| Salaries                       | \$107,384,483            | \$109,546,930         | \$121,843,655         | \$126,051,095                        | \$124,292,191                         | \$130,794,755                     |
| Employee Benefits              | \$ 33,481,449            | \$ 35,620,654         | \$ 40,515,791         | \$ 42,553,440                        | \$ 42,095,706                         | \$ 44,088,847                     |
| Services/Supplies              | \$ 39,347,861            | \$ 40,067,892         | \$ 43,508,224         | \$ 42,589,640                        | \$ 41,940,373                         | \$ 45,487,267                     |
| Other Financing Uses           | <u>\$ 1,378,119</u>      | \$ 1,538,888          | \$ 8,082,393          | \$ 11,852,692                        | \$ 1,876,843                          | <u>\$ 1,533,441</u>               |
| Total                          | \$181,591,912            | \$186,774,364         | \$213,950,063         | \$223,046,867                        | \$210,205,113                         | \$221,904,310                     |

### OPERATING EXPENDITURES FINAL BUDGET 2018-19



#### **Total Operating Expenditures per ADA**

|                                |                |                |                | 2017-18        | 2018-19        |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                | 2014-15        | 2015-16        | 2016-17        | Projected      | Budget         |
| Average Daily Attendance       | 16,656.59      | 16,690.33      | 16,828.40      | 17,045.33      | 17,246.49      |
| Current Operating Expenditures | \$ 178,519,737 | \$ 182,617,935 | \$ 202,132,968 | \$ 203,051,783 | \$ 214,854,346 |
| Current Expenditures per ADA   | \$ 10,718      | \$ 10,942      | \$ 12,011      | \$ 11,912      | \$ 12,458      |



#### **Debt Service**

The Debt Service Fund balance is projected to be at \$67.9 million as of June 30, 2019, compared to \$65.9 as of June 30, 2018. Current state law limits the bonded indebtedness to a maximum of 15% of assessed valuation or \$371.3 million (2018-19 estimated assessed value is \$2,475,273,718). At June 30, 2018, the District currently has an outstanding bonded debt level of \$291.9, within the legal limits for school districts. The 2018-19 budget for Debt Service includes \$11,610,000 in principal payments and \$11,789,740 in interest payments.

On March 27,2018, the District issued \$35,000,000 of general obligation bonds. The proceeds from the bonds are to be used for the purpose of acquiring and developing sites for school buildings and acquiring, constructing, improving, extending, repairing, remodeling, renovating, furnishing, and equipping new and existing facilities. The largest portion of this debt will be used for the construction of the new middle school. The \$5,000,000 of the bond issue was part of the \$50,000,000 bond authorization approved by the voters in April 2014 and the remaining \$30,000,000 of the bond issue was from the \$30,000,000 bond authorization approved by the voters in April 2016.

The bonds are due, in total, by year as follows:

| Year Ending |    | Bond        | Interest          |                   |
|-------------|----|-------------|-------------------|-------------------|
| June 30,    | _  | Payment     | Payment           | Total             |
| 2019        | \$ | 11,610,000  | \$<br>11,789,740  | \$<br>23,399,740  |
| 2020        |    | 12,025,000  | 11,488,839        | 23,513,839        |
| 2021        |    | 5,645,000   | 11,063,539        | 16,708,539        |
| 2022        |    | 21,172,000  | 10,380,146        | 31,552,146        |
| 2023        |    | 12,400,000  | 9,770,151         | 22,170,151        |
| 2024-2028   |    | 72,830,000  | 39,829,954        | 112,659,954       |
| 2029-2033   |    | 96,775,000  | 24,323,520        | 121,098,520       |
| 2034-2038   | _  | 59,425,000  | 4,916,606         | 64,341,606        |
|             | \$ | 291,882,000 | \$<br>123,562,496 | \$<br>415,444,496 |

All District bonds are general obligation bonds with maturities from 2019 to 2038 and average net interest rates at issue from 1.00% to 5.19%. General obligation bonds outstanding at June 30, 2018 as are follows:

#### **General Obligation Bond History**

|                               |      |                 | Interest   |          |                          |
|-------------------------------|------|-----------------|------------|----------|--------------------------|
|                               | Sale | Original        | Rates to   | Final    | Outstanding              |
| General Obligation Bonds      | Date | Borrowing       | Maturity   | Maturity | <br>June 30, 2018        |
| Public Improvements           | 2009 | \$<br>9,187,000 | 1.00%      | 2022     | \$<br>9,187,000          |
| Public Improvements           | 2010 | 6,465,000       | 5.19%      | 2030     | 6,465,000                |
| Public Improvements/Refunding | 2011 | 48,275,000      | 2.50-5.00% | 2031     | 2,250,000                |
| Public Improvements/Refunding | 2012 | 59,710,000      | 1.75-4.50% | 2032     | 35,275,000               |
| Public Improvements/Refunding | 2013 | 9,290,000       | 2.00-3.50% | 2033     | 8,930,000                |
| Public Improvements           | 2014 | 50,000,000      | 3.00-5.00% | 2034     | 49,160,000               |
| Public Improvements           | 2015 | 71,485,000      | 2.00-4.00% | 2035     | 63,765,000               |
| Public Improvements/Refunding | 2016 | 36,575,000      | 2.00-5.00% | 2036     | 33,895,000               |
| Public Improvements/Refunding | 2017 | 10,000,000      | 2.00-5.00% | 2037     | 10,000,000               |
| Refunding                     | 2017 | 37,955,000      | 2.10-5.00% | 2030     | 37,955,000               |
| Public Improvements           | 2018 | 35,000,000      | 3.00-5.00% | 2038     | 35,000,000               |
|                               |      |                 |            |          | \$<br><u>291,882,000</u> |

#### **Certificates of Participation**

The District entered into a financing arrangement on October 1, 2011, which was characterized as a lease-purchase agreement, with the Financing Authority whereby the District secured financing of various educational facilities in the total amount of \$9,015,000. The financing was accomplished through the issuance of Certificates of Participation, Series 2011A and 2011B, to be repaid from the proceeds of lease payments paid by the District. The purpose of these agreements was to eliminate long standing operating rents paid for administrative office and early childhood special education learning spaces. The rents paid at the time were the revenue stream that would be utilized to make the lease purchase payment, eventually eliminating the reliance upon the operating budget to fund this expense.

The initial term of the lease is 25 years commencing on October 1, 2011. The properties covered by the lease are, together with the improvements constructed thereon from the financing proceeds, leased back to the District. If the District fails to renew the lease and to provide for the rent payments through to term, the District may be required to surrender the sites included under the ground lease agreement for the benefit of the securers of the certificates.

The District properties covered by this arrangement include the District's New Administration Building Project now named the Neil C. Aslin Administration Building and the Early Childhood Special Education Building Project now named the Early Childhood Discovery Center.

The lease payments are payable by the District annually on October 1 at interest rates ranging from 0.95 to 4.5%. The following is a schedule by years of future minimum lease payments under the lease agreement together with the present value of minimum lease payments as of June 30:

| Year Ending<br>June 30, | _   | Principal<br>Payment | _       | Interest<br>Payment | _   | Total      |
|-------------------------|-----|----------------------|---------|---------------------|-----|------------|
| 2019                    | \$  | 340,000              | \$      | 290,645             | \$  | 630,645    |
| 2020                    |     | 355,000              |         | 281,861             |     | 636,861    |
| 2021                    |     | 245,000              | 273,605 |                     |     | 518,605    |
| 2022                    |     | 255,000              |         | 266,100             |     | 521,100    |
| 2023-2027               |     | 1,485,000            |         | 1,182,511           |     | 2,667,511  |
| 2028-2032               |     | 1,930,000            |         | 838,501             |     | 2,765,501  |
| 2033-2037               | _   | 2,555,000            | _       | 323,191             | _   | 2,878,191  |
|                         | \$_ | 7,165,000            | \$      | 3,456,414           | \$_ | 10,621,414 |

The District entered into a lease purchase agreement on May 3, 2017 for the acquisition, delivery and installment of technology equipment in the amount of \$3,047,000. The equipment consists of 5,500 Dell Latitude 3189 11" 2-in-1 laptop computers for the purpose of implementing 1:1 student devices at the three comprehensive high schools during the 2017-18 school year.

Rental payments are due in total by year as follows:

| Year Ending<br>June 30, | _    | Principal<br>Payment | -  | Interest<br>Payment | Total           |
|-------------------------|------|----------------------|----|---------------------|-----------------|
| 2018                    | \$   | 750,700              | \$ | 54,135              | \$<br>804,835   |
| 2019                    |      | 758,019              |    | 44,778              | 802,797         |
| 2020                    |      | 765,409              |    | 29,997              | 795,406         |
| 2037                    | _    | 772,872              |    | 15,071              | 787,943         |
|                         | \$ _ | 3,047,000            | \$ | 143,981             | \$<br>3,190,981 |

#### **Total Ending Fund Balance Comparison**

|                            |    | Projected    | Budget            | % of Total |          |
|----------------------------|----|--------------|-------------------|------------|----------|
|                            | Ac | tual 2017-18 | 2018-19           | Budget     | % Change |
| General                    | \$ | 60,292,960   | \$<br>62,685,342  | 43.92%     | 3.97%    |
| Special Revenue (Teachers) | \$ | 3,620,178    | \$<br>3,997,107   | 2.80%      | 10.41%   |
| Debt Service               | \$ | 65,861,372   | \$<br>67,924,192  | 47.59%     | 3.13%    |
| Capital Projects           | \$ | 40,299,675   | \$<br>1,226,910   | 0.86%      | -96.96%  |
| Other                      | \$ | 6,690,819    | \$<br>6,895,774   | 4.83%      | 3.06%    |
| Total Funds                | \$ | 176,765,004  | \$<br>142,729,325 | 100.00%    | -19.25%  |

The fund structure includes the Operating Funds (General and Teachers), Debt Service, Capital Projects, and Other (including Nutrition Services, Student Activities, Adult Education, and Grants and Donations). The total fund balances are budgeted to decrease approximately \$34.0 million in 2018-19. The majority of the fund balance decrease is attributable to the Capital Projects Fund. This is due to a planned spend down of bonds issued in previous years. The decrease is an expected decrease in the balance of this fund as the timing of completion of capital projects often varies from the timing of issuance of general obligation bonds to finance the capital projects. There is an increase in the Operating Funds fund balance for 2018-19. The increase is a planned increase in fund balance to cover the anticipated increase in operating expenditures due to the opening of new school buildings in future years. The opening of the new Cedar Ridge Elementary School is planned for the fall of 2018 and the opening of the new middle school is planned for the 2020-21 school year. The addition of FTE and materials for the opening of the new buildings will have a significant impact on the Operating Funds.

The Operating Fund balance required by the District's Board of Education is 18-20% of the budgeted fund expenditures for the Operating Funds. The projected Operating Fund balance for the year ended June 30, 2019 is \$66.7 million or 30.05% of budgeted fund expenditures.

The District receives nearly 55% of its operating revenue from local tax sources based on assessed valuation of property and our approved tax levy. These ad valorem portion of these taxes are payable December 31 each year. Consequently, the District receives the majority of its revenue dollars in December and January and must support the cash flow requirements with fund balances or by borrowing. This is the basis for the requirement of Operating Fund balances equal to 18-20% of budgeted expenditures.

#### **Budget Forecasting and Planning**

The administration and Board of Education use a five year model to project and manage the critical long term health of the combined General and Teachers' Fund balances. The model considers current and future projected revenues by primary source as well as current and projected expenditures. The model is a continuously evolving document as new assumptions are made and actual revenue and expenditures are determined.

Within the current model that considers the fiscal years of 2018-19 through 2022-23, the priorities of the District are considered. Those include continued improvement of salaries and maintenance of benefit plans for employees, as well as the opening of the new Cedar Ridge Elementary School and a new middle school. New curriculum implementations, a new teacher evaluation system and continued 1:1 implementation of laptops at the high schools are also considered in the model. Growth in number of teachers and specialization of teachers for a total student population increase and increases within specific areas are anticipated and provided for in the model.

The Board of Education has established a minimum Operating Fund balance of 18% in order to effectively operate the District. The 2018-19 operating budget and the priorities and assumptions made in the five year model meet that requirement.

The following pages allow the reader of this document to gain an understanding of the projected beginning and ending fund balances of each fund in the District's budget. Additionally, in the document title Summary Budget – All Programs, revenues by primary source and expenditures by primary object show clearly from where our resources are received and how they are used. While good long range planning is important in each fund, the Board of Education reviews the five year future projections of the Operating Funds throughout each fiscal year with particular reflection on it during the budget process. The five year forecast in the coming pages reflects the best projections and estimates currently available and assures all commitments of the District currently made can be realized maintaining the minimum level of fund balance.

|                                                |                         |                         |                                |                                         | SUMMARY I            | BUDGET - ALI          | _ PROGRAMS            |                     |                            |                                        |                                            |
|------------------------------------------------|-------------------------|-------------------------|--------------------------------|-----------------------------------------|----------------------|-----------------------|-----------------------|---------------------|----------------------------|----------------------------------------|--------------------------------------------|
|                                                | GENERAL<br>OPERATING    | <u>TEACHERS</u>         | TOTAL DISTRICT OPERATING FUNDS | DEBT<br>SERVICE                         | CAPITAL<br>PROJECTS  | NUTRITION<br>SERVICES | STUDENT<br>ACTIVITIES | ADULT<br>EDUCATION  | GRANTS<br>AND<br>DONATIONS | TOTAL<br>SPECIAL<br>FUNDED<br>PROGRAMS | FINAL<br>BUDGET<br>2018-19<br><u>TOTAL</u> |
| Projected Beginning Fund                       |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| Balance as of 07/01/2018                       | \$ 60,292,960           | \$ 3,620,178            | \$ 63,913,138                  | \$ 65,861,372                           | \$ 40,299,675        | \$ 1,535,100          | \$ 1,907,385          | \$ 332,708          | \$ 2,915,626               | \$ 112,851,866                         | \$ 176,765,004                             |
| REVENUES:                                      |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| LOCAL                                          | \$ 63,287,909           | \$ 81,574,392           |                                | , , , , , , , , , , , , , , , , , , , , | \$ 2,788,920         | \$ 3,316,039          | \$ 2,501,500          | \$ 1,121,900        | \$ 1,901,150               | \$ 36,416,915                          | \$ 181,279,216                             |
| INTERMEDIATE<br>STATE                          | 1,100,176               | 654,191                 | 1,754,367                      | 367,497                                 | 15,545<br>82,698     | - 01 110              | -                     | 237,485             | 4 005 405                  | 383,042                                | 2,137,409                                  |
| FEDERAL                                        | 20,405,048<br>3.540.392 | 48,265,955<br>5,512,558 | 68,671,003<br>9,052,950        | 312,657                                 | 82,098               | 61,146<br>5,353,672   | -                     | 237,485<br>446,636  | 1,035,125<br>561,358       | 1,416,454<br>6.674.323                 | 70,087,457<br>15,727,273                   |
| OTHER                                          | 121,500                 | 211,500                 | 333,000                        | 312,037                                 | _                    | 490,719               | -                     | 440,030             | 301,330                    | 490,719                                | 823,719                                    |
| BONDS SOLD                                     | -                       |                         | -                              | -                                       | 15,000,000           | -                     | -                     | -                   | -                          | 15,000,000                             | 15,000,000                                 |
|                                                |                         |                         | ·                              |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| TOTAL REVENUES                                 | \$ 88,455,025           | \$ 136,218,596          | \$ 224,673,621                 | \$ 25,467,560                           | <u>\$ 17,887,163</u> | \$ 9,221,576          | \$ 2,501,500          | \$ 1,806,021        | \$ 3,497,633               | \$ 60,381,453                          | \$ 285,055,074                             |
| EXPENDITURES:                                  |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| SALARIES                                       | \$ 28,374,545           | \$ 102,420,210          | \$ 130,794,755                 | \$ -                                    | \$ -                 | \$ 3.054.810          | \$ -                  | \$ 984.172          | \$ 525,307                 | \$ 4,564,289                           | \$ 135,359,044                             |
| BENEFITS                                       | 11,117,390              | 32,971,457              | 44,088,847                     | -                                       | -                    | 1,402,824             | -                     | 288,475             | 179,659                    | 1,870,958                              | 45,959,805                                 |
| SERVICES / SUPPLIES                            | 45,037,267              | 450,000                 | 45,487,267                     | -                                       | -                    | 4,364,126             | 2,225,000             | 1,004,735           | 2,792,667                  | 10,386,528                             | 55,873,795                                 |
| CAPITAL OUTLAY                                 | -                       | -                       | -                              | <u>-</u>                                | 58,493,369           | -                     | -                     | -                   | -                          | 58,493,369                             | 58,493,369                                 |
| DEBT SERVICE                                   | -                       | -                       | -                              | 23,404,740                              | -                    | -                     | -                     | -                   | -                          | 23,404,740                             | 23,404,740                                 |
| OTHER                                          |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| TOTAL EXPENDITURES                             | \$ 84,529,202           | \$ 135,841,667          | \$ 220,370,869                 | \$ 23,404,740                           | \$ 58,493,369        | \$ 8,821,760          | \$ 2,225,000          | \$ 2,277,382        | \$ 3,497,633               | \$ 98,719,884                          | \$ 319,090,753                             |
| EXCESS/(DEFICIT)                               |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| REVENUES OVER                                  |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| EXPENDITURES                                   | \$ 3,925,823            | \$ 376,929              | \$ 4,302,752                   | \$ 2,062,820                            | \$ (40,606,206)      | \$ 399,816            | \$ 276,500            | \$ (471,361)        | \$ -                       | \$ (38,338,431)                        | \$ (34,035,679)                            |
|                                                |                         |                         | , , , ,                        |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| INTERFUND TRANSFERS                            | \$ (1,533,441)          | \$ -                    | \$ (1,533,441)                 | \$ -                                    | \$ 1,533,441         | \$ -                  | \$ -                  | \$ -                | \$ -                       | \$ 1,533,441                           | \$ -                                       |
|                                                |                         |                         |                                |                                         |                      |                       |                       |                     |                            |                                        |                                            |
| Projected Ending Fund<br>Balance as of 6/30/19 | \$ 62,685,342           | \$ 3,997,107            | \$ 66,682,449                  | \$ 67,924,192                           | \$ 1,226,910         | \$ 1,934,916          | \$ 2,183,885          | <u>\$ (138,653)</u> | \$ 2,915,626               | <u>\$ 76,046,876</u>                   | \$ 142,729,325                             |

Note: The 06/30/19 *Projected* combined balance of the Operating and Teachers Funds, \$66,682,449 represents 30.25% of the budgeted expenditures and transfers for 2018-19, as compared to 30.41% projected for 06/30/18.

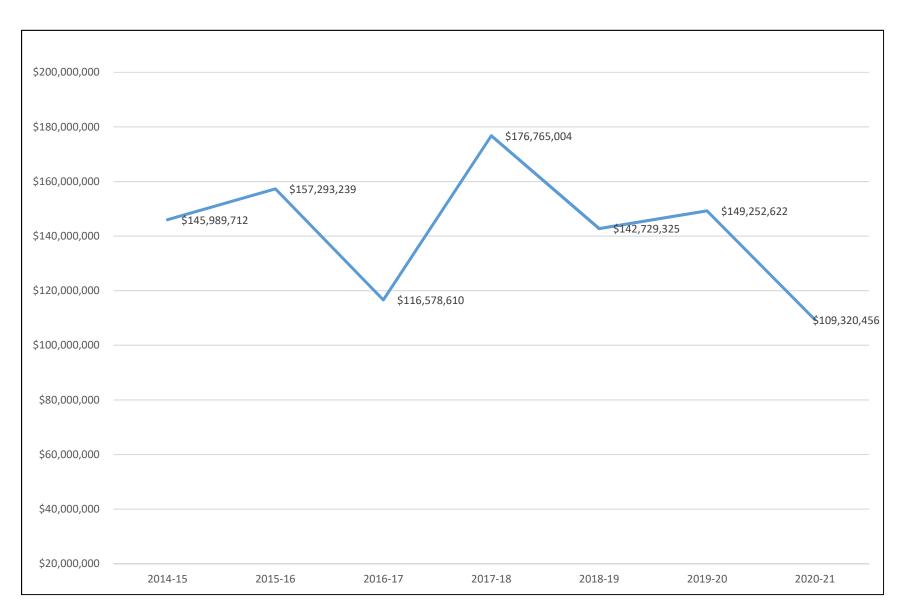
#### 9

#### COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **SUMMARY OF ALL FUNDS**

|                                     |                | ACTUAL          |                 | BUDGET         |                 | FORECAST       |                 |                |
|-------------------------------------|----------------|-----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|
|                                     |                |                 |                 | Projected      | Budget          | Forecast       | Forecast        | Forecast       |
|                                     | 2014-15        | 2015-16         | 2016-17         | 2017-18        | 2018-19         | 2019-20        | 2020-21         | 2021-22        |
|                                     |                |                 |                 |                |                 |                |                 |                |
| Beginning Fund Balance - All Funds  | \$ 103,386,566 | \$ 145,989,712  | \$ 157,293,239  | \$ 116,578,610 | \$ 176,765,004  | \$ 142,729,325 | \$ 149,252,622  | \$ 109,320,456 |
| Revenues                            |                |                 |                 |                |                 |                |                 |                |
| Local revenue                       | \$ 147,752,738 |                 | \$ 170,333,290  | \$ 175,020,244 |                 |                | \$ 190,574,565  |                |
| Intermediate revenue                | \$ 1,845,182   | \$ 2,268,298    |                 |                |                 |                | \$ 2,137,409    |                |
| State revenue                       | \$ 60,051,646  | \$ 62,639,294   | \$ 66,744,342   | \$ 69,569,428  | \$ 70,087,457   | \$ 70,738,051  | \$ 71,352,045   | \$ 71,966,039  |
| Federal revenue                     | \$ 15,939,055  | \$ 15,658,148   | \$ 16,637,174   | \$ 17,323,330  | \$ 15,727,267   | \$ 15,765,601  | \$ 15,865,601   | \$ 15,965,601  |
| Other revenues                      | \$ 760,325     |                 |                 | \$ 783,000     | \$ 823,719      | \$ 833,000     | \$ 783,000      | \$ 783,000     |
| Sale of Bonds                       | \$ 71,485,000  | \$ 36,575,000   | \$ 10,000,000   | \$ 72,955,000  | \$ 15,000,000   | \$ 15,000,000  | \$ -            | \$ 20,000,000  |
| Other Financing Sources             | \$ 7,889,321   | \$ 4,822,644    | \$ 8,270,472    | \$ 7,761,899   | \$ 1,533,441    | \$ 1,532,267   | \$ 1,406,549    | \$ 618,605     |
| Total Revenue                       | \$ 305,723,267 | \$ 275,807,244  | \$ 277,866,348  | \$ 345,554,866 | \$ 286,588,515  | \$ 292,207,065 | \$ 282,119,169  | \$ 307,008,318 |
| change in revenue from prior year   | \$ 33,989,056  | \$ (29,916,023) | \$ 2,059,104    | \$ 67,688,518  | \$ (58,966,351) | \$ 5,618,550   | \$ (10,087,896) | \$ 24,889,149  |
|                                     | 12.51%         | -9.79%          | 0.75%           | 24.36%         | -17.06%         | 1.96%          | -3.45%          | 8.82%          |
| Expenditures                        |                |                 |                 |                |                 |                |                 |                |
| Salaries                            | \$ 111,910,842 | \$ 114,004,250  | \$ 126,678,376  | \$ 128,801,304 | \$ 135,359,044  | \$ 139,555,606 | \$ 145,435,781  | \$ 149,780,860 |
| Benefits                            | \$ 35,217,096  | \$ 37,397,392   | \$ 42,452,611   | \$ 43,923,518  | \$ 45,959,805   | \$ 47,882,767  | \$ 50,427,677   | \$ 52,572,553  |
| Total Salaries & Benefits           | \$ 147,127,938 | \$ 151,401,642  | \$ 169,130,987  | \$ 172,724,822 | \$ 181,318,849  | \$ 187,438,373 | \$ 195,863,458  | \$ 202,353,413 |
| Total Service/Supply                | \$ 49,251,909  | \$ 50,378,251   | \$ 80,182,661   | \$ 21,377,282  | \$ 70,617,847   | \$ 39,337,273  | \$ 86,824,247   | \$ 78,260,990  |
| Capital Outlay                      | \$ 33,775,209  | \$ 38,348,657   | \$ 38,348,657   | \$ 39,055,251  | \$ 43,025,421   | \$ 36,433,641  | \$ 16,432,267   | \$ 16,306,549  |
| Debt Service                        | \$ 31,586,946  | \$ 22,836,279   | \$ 22,836,279   | \$ 50,334,274  | \$ 24,128,636   | \$ 20,942,214  | \$ 21,524,814   | \$ 15,507,014  |
| Total Expenditures                  | \$ 261,742,002 | \$ 262,964,829  | \$ 310,498,584  | \$ 283,491,629 | \$ 319,090,753  | \$ 284,151,501 | \$ 320,644,786  | \$ 312,427,966 |
| Transfers (to) from other funds     | \$ (1,378,119) | \$ (1,538,888)  | \$ (8,082,393)  | \$ (1,876,843) | \$ (1,533,441)  | \$ (1,532,267) | \$ (1,406,549)  | \$ (618,605)   |
| Total Expenditures + Transfers      | \$ 263,120,121 | \$ 264,503,717  | \$ 318,580,977  | \$ 285,368,472 | \$ 320,624,194  | \$ 285,683,768 | \$ 322,051,335  | \$ 313,046,571 |
| Increase (decrease) in fund balance | \$ 42,603,146  | \$ 11,303,527   | \$ (40,714,629) | \$ 60,186,394  | \$ (34,035,679) | \$ 6,523,297   | \$ (39,932,166) | \$ (6,038,253  |
| Ending Fund Balance - All Funds     | \$ 145,989,712 | \$ 157,293,239  | \$ 116,578,610  | \$ 176,765,004 | \$ 142,729,325  | \$ 149,252,622 | \$ 109,320,456  | \$ 103,282,203 |

#### **SUMMARY OF ALL FUNDS**



This page intentionally left blank.

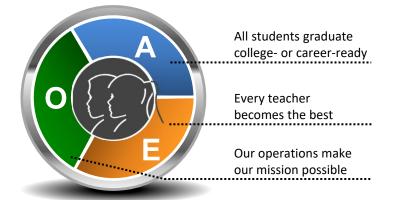
## A Message from the Superintendent



Dr. Peter Stiepleman

The 2018-19 budget represents the financial plan of the Columbia Public School District for the coming fiscal year. Its primary purpose is to provide timely, transparent, and useful information concerning the past, present, and projected financial status of the district to facilitate financial discussions that support the vision, mission, values, and goals of the Board of Education.

Over the last four years, we have worked to establish a clear focus for the school district. The district's three focus areas represent our commitment to our community:



#### All students will graduate collegeor career-ready

- Ninety percent of students will attend school at least ninety percent of the time (Get them to school)
- Out-of-school suspension numbers will decrease for all student groups (Keep them in class)
- Students will achieve academic progress (Catch them up)

#### **Every teacher becomes the best**

- Our professional development plan will give teachers the skills they need
- Our District evaluation plan will help teachers and administrators be better

### Our operations make our mission possible

- We will be fiscally responsible with taxpayer money
- Our support staff makes it possible for us to achieve AEO for our kids

The words Achievement, Enrichment, and Opportunity (AEO) are at the core of everything we do. The words speak to our firm belief that public schools represent access for all students: access to a great curriculum, access to a highly skilled teachers, and access to enrichment opportunities. This budget, and the decision making and planning behind it, is structured to support these goals so that we may attain the vision, mission, and purpose of the school district.







### **Vision**

To be the **best school district** in our state



## **Mission**

To provide an excellent education for all students

## **Purpose**

To be a valuable asset for our community by preparing our children so that they will be competitive in an ever-changing, unpredictable world









## **Values**

Honesty ● Transparency ● Focus on what works ● Teamwork ● Mutual respect

Persistence ● Adaptability ● Equity ● Commitment







## **Student Achievement**

At Columbia Public Schools, we believe that schools exist to allow access:

- Access to a great curriculum;
- Access to skilled teachers and a nurturing environment;
- Access to experiences beyond the core curriculum;
- Access to interest-based activities before and after school; and
- Access to school—we must be a system that eliminates barriers for children.

This issue of access has been framed into three letters—AEO: Achievement, Enrichment, and Opportunity. They represent the WHY for everything we do.



## Missouri Assessment Program (MAP) % of students proficient

| <b>Communication Arts</b> |         |         | Math    |         |  |  |
|---------------------------|---------|---------|---------|---------|--|--|
|                           | 2015-16 | 2016-17 | 2015-16 | 2016-17 |  |  |
|                           | 60.6%   | 58.2%   | 49.0%   | 48.0%   |  |  |
| 2                         | 62.9%   | 61.3%   | 48.6%   | 47.1%   |  |  |

| ACT |                            | 2015-16 | 2016-17 |
|-----|----------------------------|---------|---------|
|     | AVERAGE SCORE FOR COLUMBIA | 21.7    | 21.7    |
|     | AVERAGE SCORE FOR MISSOURI | 20.2    | 20.2    |
|     | AVERAGE SCORE NATIONWIDE   | 20.8    | 21.0    |

## Advanced Placement (AP) Courses Scores of 3 or higher

2015-16 2016-17 75.1% 77.6% 61.4% 63.9% 57.9% 58.0% # DIFFERENT ADVANCED
PLACEMENT (AP) EXAMS IN CPS
IN 2015-16

# OF AP EXAMS TAKEN IN 2016-17
(1,693 in 2015-16)



# OF STUDENTS WHO TOOK AP EXAMS IN 2016-17









## **Highly Qualified Staff**

180 teachers earned the equivalent of 15 hours or more of advanced degree credit during the past year

#### **Teacher and Staff Awards**

- National Society of High School Scholars' Claes Nobel Educator Distinction Award
- Missouri Council of Career and Technical Administrator's Assistant Director of the Year
- Bonnie Campbell Hill National Literacy Leader Award
- Missouri School Counselor Association Coordinator of School Counseling Award
- Child and Family Support Process Program Building Bridges Award
- Missouri Art Education Association K-12 Educator of the Year Award
- Missouri Association of School Psychologists School Psychological Examiner of the Year Award
- Missouri Association of School Psychologists School Psychologist of the Year Award

#### **District Awards**



Certificate of Excellence in Financial Reporting by Association of School Business Officials



Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officials Association

## Professional Development Work of Teachers

- AVID
- Everyday Math
- Instructapalooza
- Technopalooza
- Project Lead The Way
- Safe Crisis Management
- Poverty
- Advanced Placement
- Standards Referenced Grading
- Digital Citizenship
- Equity
- · Restorative Practices
- Language Arts Grade Level Teams
- Math Leadership Teams







Teachers spend an estimated 60,000 hours in professional development and training annually

1,088 teachers hold a master's degree—that is over 73% of the total teaching staff

20 teachers hold a doctorate degree



- 8 teachers hold National Board Professional Teaching Certification
- 45 employees hold a Certificate of Clinical Competence in Audiology or Speech Language Pathology
- 7 employees hold National Certification in School Psychology



### **Columbia Board of Education**



Jan Mees, Board of Education President, was elected to the Columbia Board of Education in 2007. She holds a B.A. from Purdue University and an M.A. in Library Science from the University of Missouri. Her two sons are graduates of Columbia Public Schools.



**Paul Cushing,** Board of Education Vice President, was elected to the Columbia Board of Education in 2014. He holds an Electro-Mechanical degree from Pinellas Vocational Technical Institute.



**Susan Blackburn,** Board of Education Member, was elected to the Columbia Board of Education in 2018. She holds a B.H.S. degree and M.H. S. degree In Communicative Disorders. Her husband and three sons are graduates of Columbia Public Schools.



**Teresa Maledy,** Board of Education Member, was elected to the Columbia Board of Education in 2018. She holds an A.A. degree from Stephens College and a B.A. in Business Administration from Webster University. She is employed as Chairman and CEO of Commerce Bank, Central and Eastern Missouri Region. Her three children are students in Columbia Public Schools.



**Jonathan Sessions,** Board of Education Member, was elected to the Columbia Board of Education in 2010. He holds a B.S. from the University of Missouri-Columbia.



**Helen Wade,** Board of Education Member, was elected to the Columbia Board of Education in 2011. She is a partner at the legal firm Harper, Evans, Wade & Netemeyer. She holds a Juris Doctorate from the University of Missouri School of Law.



James Whitt, Board of Education Member, was appointed to the Columbia Board of Education in 2009, then elected in 2010. He holds a B.S. in Chemistry from Indiana Institute of Technology and an M.S. in Business Administration from Indiana University. He is retired from General Electric. His two sons are graduates of Columbia Public Schools.

## 2018-19 Organization

#### **Columbia Board of Education**

- Jan Mees, President
- · Paul Cushing, Vice President
- Susan Blackburn, Member
- Teresa Maledy, Member
- Jonathan Sessions, Member
- Helen Wade, Member
- · James Whitt, Member
- Heather McArthur, Treasurer
- Tracy Davenport, Secretary

## Coordinators

- · David Bones, Coordinator, Online Learning
- Shequinna Collier, Coordinator, 504 Programs
- Bonnie Conley, Coordinator, Summer School
- Patricia Cornell, Coordinator, Health/PE
- Shanna Dale, Coordinator, AVID Program
- John Elliston, Coordinator, Intervention and Assessment
- Theresa Gaines, Coordinator, Elementary Gifted Services
- Dana Hibbard, Coordinator, Mathematics
- Betsy Jones, Coordinator, Secondary School Counseling
- Julie Nichols, Coordinator, Instructional Technology
- Lori Osborne, Coordinator, Health Services
- Susan Perkins, Coordinator, Elementary School Counseling
- Jana Schmidt, Coordinator, Elementary Language Arts
- Kristine Smith, Coordinator, Parents As Teachers
- Michael Szydlowski, Coordinator, Science
- **Kerry Townsend,** Coordinator, Media Specialists
- Lindsey Troutman, Coordinator, Secondary Language Arts/Social Studies
- John White, Coordinator, Safety and Security
- Annelle Whitt, Coordinator, MAC Scholars
- Beth Winton, Coordinator, Secondary Gifted Services
- Suzanne Yonke, Coordinator, World Languages

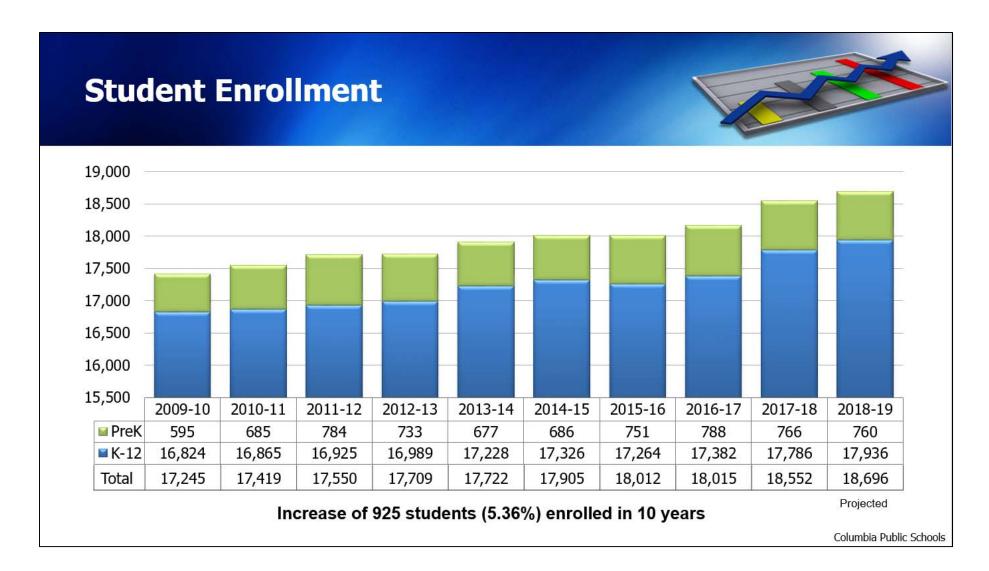
#### **Superintendent and Cabinet**

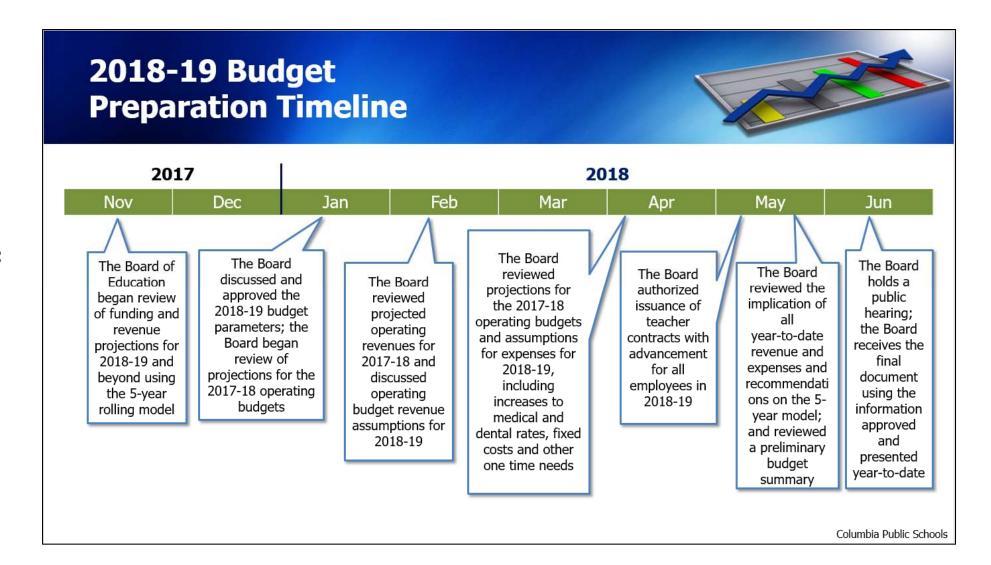
- Peter Stiepleman, Superintendent
- **Jill Brown,** Assistant Superintendent for Elementary Education
- Kevin Brown, Assistant Superintendent for Secondary Education
- Randall Gooch, Chief Operations Officer
- Carla London, Chief Equity Officer
- Heather McArthur, Interim Chief Financial Officer
- Nickie Smith, Interim Chief Human Resources Officer

#### **Directors**

- Shelli Adams, Director, School Improvement
- Michelle Baumstark, Director, Community Relations
- James Cherrington, Director, Business Services
- Chris Diggs, Director, Technology Services
- Shelly Fair, Director, English Language Learners
- Laina Fullum, Director, Nutrition Services
- Michael Jones, Director, Custodial Services
- Nicole Langston, Director, Preschool
- James Melton, Director, Fine Arts
- Alyse Monsees, Director, Special Services
- Charles Oestreich, Director, Facilities and Construction Services
- Kristi Shinn, Director, Curriculum and Instruction
- · Blake Tekotte, Director, Transportation
- Bruce Whitesides, Director, Athletics
- Dave Wilson, Director, Assessment, Intervention and Data
- Brandon Russell, Interim Director, Columbia Area Career Center
- Open Position, Director, Certified Personnel







#### **ALLOCATION OF HUMAN AND FINANCIAL RESOURCES**

The Board of Education authorized \$6.25 million in increases for current employee compensation in the 2018-19 operating budget and nearly \$1.0 million for medical insurance premium increases. With a net increase in the total expenditures and transfers \$12.0 million, the goal to recruit and retain quality personnel remains a focus of this Board of Education. In total, salaries and benefits equal 78.81 percent of the total operating budget with these increases.

In addition to the information shared below, teachers and certain other employees have access to improve their salaries based on continued education and professional development hours completed. This budgetary allocation of nearly \$600,000 encourages high quality continued improvement for educators.

#### Teacher Bargaining Unit Schedule - 1,465.48 FTE

- Allow steps for experience (1.98% avg.) and movement for educational credit
- Increase base pay by \$1,005 (1.03%) increasing it from \$32,445 to \$33,450
- Collapse column III into IV
- Collapse column VI into VII
- Change indexes to align with model salary schedule (.02 at beginning and ending steps and .04 in the middle of the career)
- Extend the index in current column II through step 30
- Number of days paid remains at 187

Average increase is \$2,451 or 4.80% (not including educational credit) Projected average annual salary in 2018-19 is \$53,590 Total Cost of steps and improvement \$3,685,774

#### Special Services Specialized Personnel – 27.04 FTE

- Allow steps for experience and movement for educational credit
- Increase base pay by \$1,005 (3.87%) increasing it from \$32,445 to \$33,450
- Collapse column III into IV
- Collapse column VI into VII
- Change indexes to align with model salary schedule (.02 at beginning and ending steps and .04 in the middle of the career)
- Extend the index in current column II through step 30
- Number of days paid remains at 187

Average increase is \$3,106 or 5.62% (not including educational credit) Projected average annual salary in 2018-19 is \$58,347 Total Cost of steps and improvement \$83,998

#### Instructional Coaches, Mentors and Trainers – 11.50 FTE

- Allow steps for experience and movement for educational credit
- Increase base pay by \$1,005 (3.75%) increasing it from \$32,445 to \$33,450
- Collapse column III into IV
- Collapse column VI into VII
- Change indexes to align with model salary schedule (.02 at beginning and ending steps and .04 in the middle of the career)
- Extend the index in current column II through step 30
- Number of days paid remains at 187

Average increase is \$3,193 or 5.43% (not including educational credit) Projected average annual salary in 2018-19 is \$61,999 Total Cost of steps and improvement \$36,723

# Home School Communicators – 22.00 FTE

- Allow steps for experience
- Increase base pay by \$1,005 (1.71%) increasing it from \$32,445 to \$33,450
- Collapse column III into IV
- Collapse column VI into VII
- Change indexes to align with model salary schedule (.02 at beginning and ending steps and .04 in the middle of the career)
- Extend the index in current column II through step 30
- Number of days paid remains at 187

Average increase is \$4,162 or 8.80% Projected average annual salary in 2017-18 is \$50,620 Total Cost of steps and improvement \$91,554

# Outreach Counselors and Social Workers Hired after 06/30/2010 - 11.00 FTE

- Allow steps for experience
- Increase base pay by \$500 (1.41%) increasing it from \$35,500 to \$36,000
- Number of days paid remains at 187

Average increase is \$1,598 or 3.38% Projected average annual salary in 2018-19 is \$48,854 Total Cost of steps and improvement \$17,582

## Registered Nurses – 31.00 FTE

- Allow steps for experience
- Increase base pay by \$600 (1.87%) increasing it from \$30,200 to \$30,800
- Number of days paid remains at 187

Average increase is \$1,496 or 3.34% Projected average annual salary in 2018-19 is \$46,239 Total Cost of steps and improvement \$46,386

## Occupational Therapists and Physical Therapists – 17.01 FTE

- Allow steps for experience
- Increase base pay by \$822 (1.87%) increasing it from \$43,903 to \$44,725
- Number of days paid remains at 187

Average increase is \$2,115 or 3.65% Projected average annual salary in 2018-19 is \$60,016 Total Cost of steps and improvement \$35,969

# School Psychologist and Psychologist Examiner – 18.73 FTE

- Allow steps for experience and movement for educational credit
- Increase base pay by \$800 (2.03%) increasing it from \$40,000 to \$40,800
- Number of days paid remains at 190

Average increase is \$2,556 or 4.41% (not including educational credit) Projected average annual salary in 2018-19 is \$60,502 Total Cost of steps and improvement is \$47,866

# Parent Educators – 16.00 FTE

- Allow steps for experience
- Increase base pay by \$378 (1.21%) increasing it from \$31,122 to \$31,500
- Collapse columns to three column schedule
- Improve and extend indexes in all but the last column
- Allow advancement for educational credit
- Number of days paid remains at 227

Average increase is \$1,972 or 4.07% Projected average annual salary in 2018-19 is \$49,916 Total Cost of steps and improvement is \$31,548

## Elementary Assistant Principals – 14.00 FTE

- Allow steps for experience
- Increase base pay by \$1,580 (2.00%) increasing it from \$60,420 to \$62,000
- Increase minimum in all three columns to \$66,000, \$69,000 and \$72,500
- Number of days paid remains at 210

Average increase is \$2,377 or 3.44% (not including educational credit) Projected average annual salary in 2018-19 is \$71,451 Total Cost of steps and improvement \$33,273

## Elementary Principals – 20.00 FTE

- Allow steps for experience
- Increase base pay by \$2,000 (2.71%) increasing it from \$70,350 to \$72,350
- Number of days paid remains at 215

Average increase is \$3,704 or 4.04% (not including educational credit) Projected average annual salary in 2018-19 is \$95,484 Total Cost of steps and improvement \$74,084

# Middle School Assistant Principals - 6.00 FTE

- Allow steps for experience
- Increase base pay by \$2,000 (2.74%) increasing it from \$70,350 to \$72,350
- Number of days paid remains at 233

Average increase is \$4,076 or 4.68% (not including educational credit) Projected average annual salary in 2018-19 is \$91,193 Total Cost of steps and improvement \$24,456

#### Middle School Principals – 6.00 FTE

- Allow steps for experience
- Increase base pay by \$2,200 (2.56%) increasing it from \$80,400 to \$82,600
- Number of days paid remains at 233

Average increase is \$5,057 or 4.73% (not including educational credit) Projected average annual salary in 2018-19 is \$111,785 Total Cost of steps and improvement \$30,343

# <u>High School Assistant Principals – 19.00 FTE</u>

- Allow steps for experience
- Increase base pay by \$2,112 (2.58%) increasing it from \$77,888 to \$80,000
- Number of days paid remains at 233

Average increase is \$4,139 or 4.09% (not including educational credit) Projected average annual salary in 2017-18 is \$105,398 Total Cost of steps and improvement \$74,507

# High School Principals - 3.00 FTE

- Allow steps for experience
- Increase base pay by \$2,570 (2.80%) increasing it from \$86,430 to \$89,000
- Number of days paid remains at 233

Average increase is \$4,785 or 3.92% (not including educational credit) Projected average annual salary in 2017-18 is \$126,684 Total Cost of steps and improvement \$14,354

# Summary of Building Assistant Principals and Principals – 69.00 FTE

- Allow steps for experience
- Increase base by an average of 2.54%

Average increase of \$3,760 or 4.08% Projected average annual salary in 2018-19 is \$95,925 Total Cost of steps and improvement is \$259,428

#### Curriculum Coordinators – 13.30 FTE

- Allow steps for experience
- Increase base pay by \$1,378 (2.00%) increasing it from \$68,787 to \$70,165
- Number of days paid remains at 225

Average increase is \$2,865 or 3.33% (not including educational credit) Projected average annual salary in 2018-19 is \$88,776 Total Cost of steps and improvement \$38,093

# Salaried not on a Schedule - 113.62 FTE

Employees in this group are those with few or no peers for which the District does not create a salary schedule but rather reviews appropriate ranges of compensation based on experience and responsibility.

Increase by an average of 4.03% or \$2,792

Number of days ranges from 187 to 261 and averages 240 Projected average annual salary in 2018-19 is \$74,887 Total Cost of steps and improvement \$320,020

# Classroom Aides - 73.99 FTE

- Allow steps for experience
- Number of days paid remains at 186
- Increase base by 25 cents per hour or 2.43%

Average increase is \$782 or 5.17% Projected average annual salary in 2018-19 is \$15,908 Total Cost of steps and improvement \$57,880

# Instructional Aides -101.52 FTE

- Allow steps for experience
- Number of days paid remains at 189
- Increase base by 30 cents per hour or 2.36%

Average increase is \$1,111 or 4.87% Projected average annual salary in 2018-19 is \$24,493 Total Cost of steps and improvement \$112,745

## Paraprofessionals – 153.00 FTE

- Allow steps for experience
- Number of days paid remains at 186
- Increase base by 25 cents per hour or 2.19%

Average increase is \$792 or 4.43% Projected average annual salary in 2018-19 is \$18,662 Total Cost of steps and improvement \$121,227

## Custodians – 147.36 FTE

- Allow steps for experience
- Number of days paid remains at 260
- Increase base by 25 cents per hour or 2.00%

Average increase is \$1,217 or 4.44% Projected average annual salary in 2018-19 is \$28,647 Total Cost of steps and improvement \$179,402

# Nutrition Services Hourly -116.50 FTE

- Allow steps for experience
- Number of days paid remains at 180
- Increase base by 25 cents per hour or 2.26%

Average increase is \$940 or 4.53%
Projected average annual salary in 2018-19 is \$21,663
Total Cost of steps and improvement \$109,441

# Technology Services Hourly - 18.00 FTE

- Allow steps for experience
- Number of days paid is 260
- Increase base by 25 cents per hour or 1.91%

Average increase is \$1,862 or 4.17% Projected average annual salary in 2018-19 is \$46,529 Total Cost of steps and improvement \$33,514

# Hourly Support Staff – 190.78 FTE

- Allow steps for experience
- Number of days paid is 260
- Increase column I base by 25 cents per hour or 2.04%

Average increase is \$1,305 or 4.28% Projected average annual salary in 2018-19 is \$31,813 Total Cost of steps and improvement \$248,900

# Hourly Facilities & Construction - 47.00 FTE

- Allow steps for experience
- Number of days paid is 260
- Increase column I base by 25 cents per hour or 2.03%

Average increase is \$1,632 or 4.17% Projected average annual salary in 2018-19 is \$40,804 Total Cost of steps and improvement \$76,710

# **Meritorious Budget Award**



This Meritorious Budget Award is presented to

# COLUMBIA PUBLIC SCHOOL DISTRICT

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

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



Anthony N. Dragona, Ed.D., RSBA

President

John D. Musso, CAE, RSBA

Executive Director



#### FOR IMMEDIATE RELEASE

Contact: Molly Barrie 866.682.2729 x7075 mbarrie@asbointl.org

### School District Recognized for Award-Winning Budget

## Columbia Public School District Columbia, MO

RESTON, VA – 2017. The Association of School Business Officials International (ASBO) is proud to award Columbia Public School District of Columbia, MO, with the Meritorious Budget Award (MBA) during the 2017–2018 budget year. The MBA promotes and recognizes excellence in school budget presentation and is conferred only to school districts whose budgets have undergone a rigorous review by professional auditors and have met or exceeded the program's stringent criteria.

By applying for the award, school business officials learn best practices and enhance their skills in developing, analyzing, and presenting a school system budget. "School business officials are responsible for ensuring taxpayer dollars are spent wisely, and that the district budget reflects student priorities and needs," says ASBO International Executive Director John Musso. "The MBA program helps applicants create an accessible, accurate budget that builds trust with their community. This award recognizes districts that have made it clear they want students at the center of their fiscal plan and vision."

Voya Financial®, a top provider of retirement plans for the academic community and an ASBO International strategic partner, is the exclusive sponsor of the MBA. "Voya has a long history of supporting the retirement needs of school business professionals, and we are honored to recognize this year's Meritorious Budget Award winners," says Heather Lavallee, president of Tax-Exempt Markets for Voya Financial. "Like this year's award winners, Voya shares in the pursuit of excellence and in inspiring the type of action that leads to positive outcomes. We are committed to offering the best solutions to help our nation's educators and school officials prepare for retirement—so they can focus on helping their students prepare for a bright future."

#### About Voya Financial®

Voya Financial, Inc. (NYSE: VOYA), helps Americans plan, invest, and protect their savings—to get ready to retire better. Serving the financial needs of approximately 13.6 million individual and institutional customers in the United States, Voya Financial is committed to delivering on its vision to be America's Retirement Company™ and its mission to make a secure financial future possible—one person, one family, one institution at a time. Certified as a "Great Place to Work" by the Great Place to Work® Institute, Voya is equally committed to conducting

business in a way that is socially, environmentally, economically and ethically responsible and has been recognized as one of the 2017 World's Most Ethical Companies® by the Ethisphere Institute, and as one of the Top Green Companies in the U.S., by *Newsweek* magazine. For more information, visit voya.com.

## **About ASBO International**

Founded in 1910, ASBO International is a nonprofit organization that, through its members and affiliates, represents approximately 30,000 school business professionals worldwide. ASBO International is committed to providing programs, services, and a global network that promote the highest standards in school business management. Its members support student achievement through effective resource management in areas ranging from finance and operations to food services and transportation. Learn more at asbointl.org.

# # #

11401 North Shore Drive Reston, VA 20190-4232 P 866.682.2729 F 703.708.7060 asbointl.org

# Final Budget 2018-19

# ORGANIZATIONAL SECTION



# **Buildings**

#### **Battle High School**

7575 East St. Charles Road Columbia, MO 65202 Principal: Dr. Kim Presko Phone: (573) 214-3300 Fax: (573) 214-3301

#### **Douglass High School**

310 North Providence Road Columbia, MO 65201 Principal: Dr. Eryca Neville Phone: (573) 214-3680 Fax: (573) 214-3681

#### **Hickman High School**

1104 North Providence Road Columbia, MO 65203 Principal: Mr. Tony Gragnani Phone: (573) 214-3000 Fax--Admin: (573) 214-3057 Fax--Guidance: (573) 214-3058

#### **Rock Bridge High School**

4303 South Providence Road Columbia, MO 65203 Principal: Dr. Jennifer Rukstad Phone: (573) 214-3100 Fax--Admin: (573) 214-3109 Fax--Guidance: (573) 214-3124

#### **Columbia Area Career Center**

4203 South Providence Road Columbia, MO 65203 Director: Brandon Russell Phone: (573) 214-3800 Fax: (573) 214-3801

#### **Gentry Middle School** 4200 Bethel Street

Columbia, MO 65203 Principal: Dr. Fairouz Bishara-Rantisi Fax: (573) 214-3401 Phone: (573) 214-3240

Fax: (573) 214-3241

#### **Jefferson Middle School**

713 Rogers Street

Columbia, MO 65201 Principal: Dr. Gregery Caine Phone: (573) 214-3210 Fax: (573) 214-3211

## **Lange Middle School**

2201 Smiley Lane Columbia, MO 65202 Principal: Dr. Bernard Solomon Phone: (573) 214-3250 Fax: (573) 214-3251

# **Oakland Middle School**

3405 Oakland Place Columbia, MO 65202 Principal: Dr. Helen Porter Phone: (573) 214-3220 Fax: (573) 214-3221

#### **Smithton Middle School**

3600 West Worley Street Columbia, MO 65203 Principal: Mr. Chris Drury Phone: (573) 214-3260 Fax: (573) 214-3261

#### West Middle School

401 Clinkscales Road Columbia, MO 65203 Principal: Dr. Melita Walker Phone: (573) 214-3230 Fax: (573) 214-3231

#### **Center for Gifted Education**

Field Building 1010 Range Line Street Columbia, MO 65201 Director: Ms. Theresa Gaines Phone: (573) 214-3750 Fax: (573) 214-3751

#### **Center for Responsive Education** (CORE)

4600 Bethel Road Columbia, MO 65203 Site Administrator: Ms. Connie Divine Fax: (573) 214-3791 Phone: (573) 214-3740 Fax: (573) 214-3742

#### **Roseta Avenue Learning Center**

1100 Roseta Avenue Columbia, MO 65201 Phone: (573) 214-3510 Fax: (573) 214-3511

#### **Aslin Administration Building**

1818 West Worley Street Columbia, MO 65203 Phone: (573) 214-3400

#### **Center for Early Learning-North**

2191 Smiley Lane Columbia, MO 65202 Director: Ms. Nicole Langston Phone: (573) 214-3870 Fax: (573) 214-3871

#### **Alpha Hart Lewis Elementary School**

5801 Arbor Pointe Parkway Columbia, MO 65202 Principal: Ms. Michelle Flores-Holz Phone: (573) 214-3200 Fax: (573) 214-3209

#### **Benton Elementary School**

1410 Hinkson Avenue Columbia, MO 65201 Principal: Ms. Sarah Sicht Phone: (573) 214-3610 Fax: (573) 214-3611

#### **Beulah Ralph Elementary School**

5801 South Highway KK Columbia, MO 65203 Principal: Dr. Tim Majerus Phone: (573) 214-3840 Fax: (573) 214-3841

#### **Blue Ridge Elementary School**

3700 Woodland Drive Columbia, MO 65202 Principal: Mr. Mark Burlison Phone: (573) 214-3580 Fax: (573) 214-3581

#### **Cedar Ridge Elementary School**

2345 Howell Mountain Drive Columbia, MO 65201 Principal: Dr. Angie Chandler Phone: (573) 214-3880 Fax: (573) 214-3881

## **Derby Ridge Elementary School**

4000 Derby Ridge Drive Columbia, MO 65202 Principal: Ms. Bonita Benson Phone: (573) 214-3270 Fax: (573) 214-3271

#### **Eliot Battle Elementary School** 2600 Battle Avenue

Columbia, MO 65202 Principal: Ms. Jeri Petre Phone: (573) 214-3790

#### **Fairview Elementary School**

909 Fairview Road Columbia, MO 65203 Principal: Ms. Diana DeMoss Phone: (573) 214-3590 Fax: (573) 214-3591

#### **Grant Elementary School**

10 East Broadway Columbia, MO 65203 Principal: Dr. Jennifer Wingert Phone: (573) 214-3520 Fax: (573) 214-3521

#### **Locust Street Expressive Arts Elementary School**

1208 Locust Street Columbia, MO 65201 Principal: Ms. Julia Coggins Phone: (573) 214-3530 Fax: (573) 214-3531

#### **Midway Heights Elementary School**

8130 West Highway 40 Columbia, MO 65202 Principal: Ms. Angie Gerzen Phone: (573) 214-3540 Fax: (573) 214-3541

#### Mill Creek Elementary School

2200 Nifong Blvd. West Columbia, MO 65203 Principal: Ms. Tabetha Rawlings Phone: (573) 214-3280 Fax: (573) 214-3281

#### **New Haven Elementary School**

3301 New Haven Road Columbia, MO 65201 Principal: Ms. Carole Garth Phone: (573) 214-3640 Fax: (573) 214-3641

#### **Parkade Elementary School**

111 Parkade Boulevard Columbia, MO 65202 Principal: Ms. Amy Watkins Phone: (573) 214-3630 Fax: (573) 214-3631

#### **Paxton Keeley Elementary School**

201 Park DeVille Drive Columbia, MO 65203 Principal: Ms. Adrienne Patton Phone: (573) 214-3570 Fax: (573) 214-3571

## **Ridgeway Elementary School**

107 East Sexton Road Columbia, MO 65203 Principal: Ms. Shari Lawson Phone: (573) 214-3550 Fax: (573) 214-3551

#### **Rock Bridge Elementary School**

5151 South Highway 163 Columbia, MO 65203 Principal: Dr. Ryan Link Phone: (573) 214-3290 Fax: (573) 214-3291

#### **Russell Boulevard Elementary School**

1800 West Rollins Road Columbia, MO 65203 Principal: Ms. Candace Fowler Phone: (573) 214-3650 Fax: (573) 214-3652

#### **Shepard Boulevard Elementary School**

2616 Shepard Boulevard Columbia, MO 65201 Principal: Ms. Jill Edwards Phone: (573) 214-3660 Fax: (573) 214-3661

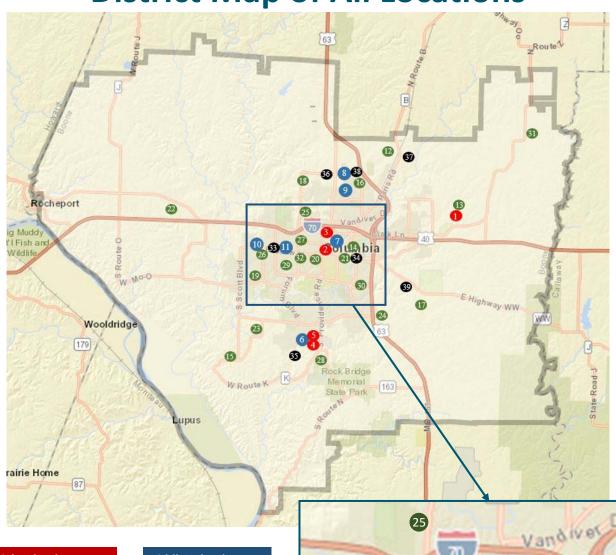
#### **Two Mile Prairie Elementary School**

5450 North Highway Z Columbia, MO 65202 Principal: Ms. Kristen Palmer Phone: (573) 214-3560 Fax: (573) 214-3561

#### **West Boulevard Elementary School**

319 West Boulevard North Columbia, MO 65203 Principal: Ms. Susan Deakins Phone: (573) 214-3670 Fax: (573) 214-3671

# **District Map of All Locations**



# **High Schools**

- Battle
- **Douglass**
- Hickman
- **Rock Bridge**
- Career Center
- Columbia Area

# **Middle Schools**

- 6 Gentry
- 7 Jefferson
- Lange
- Oakland 9
- 10 Smithton
- 11 West

#### **Elementary Schools**

- 12 Alpha Hart Lewis
- 13 Battle
- 14 Benton 15 Beulah Ralph
- 16 Blue Ridge
- 17 Cedar Ridge
- 18 Derby Ridge
- 19 Fairview
- 20 Grant
- 21 Locust Street
- 22 Midway Heights

- 23 Mill Creek
- 24 New Haven
- 25 Parkade
- 26 Paxton Keeley
- 27 Ridgeway
- 28 Rock Bridge
- 29 Russell Boulevard
- 30 Shepard Boulevard
- 31 Two Mile Prairie
- 32 West Boulevard

# Other Buildings

W Broad 32

- Aslin Administration Building
- Center for Gifted Education Field Building

30

- 35 Center of Responsive Education
- Discovery Early Childhood Center
- 37 **Facilities and Construction Services**
- Center for Early Learning—North 38
- Roseta Avenue Learning Center

19

# 40

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

|                             | Fiscal Year |             |                                       |             |             |                                       |          |             |             |          |  |
|-----------------------------|-------------|-------------|---------------------------------------|-------------|-------------|---------------------------------------|----------|-------------|-------------|----------|--|
| School                      | 2018        | <u>2017</u> | <u>2016</u>                           | <u>2015</u> | <u>2014</u> | <u>2013</u>                           | 2012     | <u>2011</u> | <u>2010</u> | 2009     |  |
| Elementary                  |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Alpha Hart (2010)           |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 90,842      | 90,842      | 90,842                                | 90,842      | 90,842      | 90,842                                | 90,842   | 90,842      | N/A         | N/A      |  |
| Capacity                    | 650         | 650         | 650                                   | 650         | 650         | 650                                   | 650      | 650         | N/A         | N/A      |  |
| Enrollment                  | 447         | 469         | 516                                   | 752         | 602         | 659                                   | 700      | 731         | N/A         | N/A      |  |
| Benton (1926)               |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 29,527      | 29,527      | 29,527                                | 29,527      | 29,527      | 29,527                                | 29,527   | 29,527      | 29,527      | 29,527   |  |
| Trailer Square Feet         | 5,040       | 4,032       | 4,032                                 | 4,032       | 4,032       | 4,032                                 | 4,032    | 4,032       | 4,032       | 4,032    |  |
| Capacity (with trailers)    | 385         | 360         | 360                                   | 360         | 360         | 360                                   | 360      | 360         | 360         | 360      |  |
| Capacity (without trailers) | 260         | 260         | 260                                   | 260         | 260         | 260                                   | 260      | 260         | 260         | 260      |  |
| Enrollment                  | 309         | 319         | 316                                   | 316         | 288         | 299                                   | 294      | 244         | 249         | 248      |  |
| Beulah Ralph (2017)         |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 89,796      | 89,796      | N/A                                   | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Capacity                    | 650         | 600         | N/A                                   | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Enrollment                  | 592         | 508         | N/A                                   | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Blue Ridge (1965)           |             |             | · · · · · · · · · · · · · · · · · · · |             |             | · · · · · · · · · · · · · · · · · · · | <u> </u> | ·           |             | -        |  |
| Building Square Feet        | 54,925      | 54,925      | 54,925                                | 54,925      | 54,925      | 54,925                                | 54,925   | 54,925      | 54,925      | 54,925   |  |
| Trailer Square Feet         | 0           | 5,040       | 5,040                                 | 5,040       | 5,040       | 5,040                                 | 5,040    | 5,040       | 9,072       | 9,072    |  |
| Capacity (with trailers)    | N/A         | 524         | 524                                   | 500         | 500         | 500                                   | 500      | 500         | 700         | 700      |  |
| Capacity (without trailers) | 500         | 524         | 524                                   | 630         | 630         | 630                                   | 630      | 630         | 500         | 500      |  |
| Enrollment                  | 425         | 472         | 543                                   | 523         | 483         | 512                                   | 478      | 436         | 541         | 541      |  |
| Cedar Ridge Building (1978) | .20         |             | 0.0                                   | 020         |             | 0.2                                   |          |             | <u> </u>    | <u> </u> |  |
| Building Square Feet        | 18,095      | 18,095      | 18,095                                | 18,095      | 18,095      | 18,095                                | 18,095   | 18,095      | 18,095      | 18,095   |  |
| Trailer Square Feet         | 7,056       | 7,056       | 7,056                                 | 7,056       | 7,056       | 7,056                                 | 7,056    | 7,056       | 7,056       | 7,056    |  |
| Capacity (with trailers)    | 275         | 275         | 275                                   | 275         | 275         | 275                                   | 275      | 275         | 275         | 275      |  |
| Capacity (without trailers) | 100         | 100         | 100                                   | 100         | 100         | 100                                   | 100      | 100         | 100         | 100      |  |
| Enrollment                  | 205         | 220         | 212                                   | 197         | 177         | 193                                   | 192      | 196         | 205         | 205      |  |
| Derby Ridge (1991)          |             | -           |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 79,310      | 79,310      | 79,310                                | 79,310      | 79,310      | 79,310                                | 79,310   | 79,310      | 79,310      | 79,310   |  |
| Trailer Square Feet         | 0           | 7,650       | 7,650                                 | 9,072       | 10,080      | 10,080                                | 10,080   | 10,080      | 14,112      | 14,112   |  |
| Capacity (with trailers)    | N/A         | 656         | 656                                   | 745         | 795         | 795                                   | 795      | 795         | 875         | 875      |  |
| Capacity (without trailers) | 600         | 556         | 556                                   | 600         | 600         | 600                                   | 600      | 600         | 600         | 600      |  |
| Enrollment                  | 457         | 510         | 582                                   | 548         | 564         | 552                                   | 569      | 544         | 691         | 691      |  |
| Eliot Battle (2016)         |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 77,035      | 77,035      | 77,035                                | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Capacity                    | 450         | 450         | 450                                   | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Enrollment                  | 414         | 411         | 398                                   | N/A         | N/A         | N/A                                   | N/A      | N/A         | N/A         | N/A      |  |
| Fairview (1964)             |             |             |                                       |             |             |                                       |          |             |             |          |  |
| Building Square Feet        | 55,410      | 55,410      | 55,410                                | 55,410      | 55,410      | 55,410                                | 55,410   | 55,410      | 55,410      | 55,410   |  |
| Trailer Square Feet         | 3,456       | 3,456       | 3,456                                 | 3,456       | 3,456       | 3,456                                 | 3,456    | 3,456       | 3,418       | 3,418    |  |
| Capacity (with trailers)    | 635         | 620         | 620                                   | 650         | 650         | 650                                   | 650      | 650         | 650         | 650      |  |
| Capacity (with trailers)    | 550         | 551         | 551                                   | 550         | 550         | 550                                   | 550      | 550         | 550         | 550      |  |
| Enrollment                  | 525         | 528         | 553                                   | 601         | 583         | 565                                   | 561      | 552         | 561         | 561      |  |
| LIIIOIIIIICIIL              | 525         | 520         | 000                                   | 001         | 505         | 505                                   | JU I     | 002         | 301         | JU I     |  |

# 4

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

|                             | Fiscal Year |             |             |             |             |             |             |             |             |        |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------|
| School                      | 2018        | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> | <u>2010</u> | 2009   |
| Elementary (cont.)          |             |             |             |             |             |             |             |             |             |        |
| Grant (1910)                |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 46,762      | 29,566      | 29,566      | 28,222      | 28,222      | 28,222      | 28,222      | 28,222      | 26,926      | 26,926 |
| Trailer Square Feet         | 0           | 4,032       | 4,032       | 5,040       | 5,040       | 5,040       | 5,040       | 5,040       | 5,040       | 5,040  |
| Capacity (with trailers)    | N/A         | 375         | 375         | 375         | 375         | 375         | 375         | 375         | 375         | 375    |
| Capacity (without trailers) | 250         | 302         | 302         | 250         | 250         | 250         | 250         | 250         | 250         | 250    |
| Enrollment                  | 306         | 336         | 394         | 394         | 333         | 281         | 315         | 304         | 303         | 303    |
| Lee (1934)                  |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 29,265      | 29,265      | 29,265      | 29,265      | 29,265      | 29,265      | 29,265      | 29,265      | 29,265      | 29,265 |
| Trailer Square Feet         | 7,056       | 7,056       | 7,056       | 6,048       | 6,048       | 6,048       | 6,048       | 6,048       | 5,040       | 5,040  |
| Capacity (with trailers)    | 425         | 358         | 358         | 375         | 375         | 375         | 375         | 375         | 375         | 375    |
| Capacity (without trailers) | 250         | 235         | 235         | 250         | 250         | 250         | 250         | 250         | 250         | 250    |
| Enrollment                  | 354         | 333         | 335         | 336         | 313         | 294         | 297         | 305         | 347         | 347    |
| Midway Heights (1956)       |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 34,885      | 34,885      | 34,885      | 34,885      | 34,885      | 34,885      | 34,885      | 34,885      | 34,885      | 34,885 |
| Capacity                    | 375         | 295         | 295         | 375         | 375         | 375         | 375         | 375         | 375         | 375    |
| Enrollment                  | 222         | 225         | 243         | 275         | 265         | 268         | 313         | 295         | 295         | 295    |
| Mill Creek (1988)           |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 89,067      | 89,067      | 89,067      | 89,067      | 89,067      | 89,067      | 89,067      | 89,067      | 89,067      | 89,067 |
| Trailer Square Feet         | 0           | 7,056       | 7,056       | 7,056       | 6,048       | 6,048       | 6,048       | 6,048       | 6,048       | 6,048  |
| Capacity (with trailers)    | N/A         | 748         | 748         | 900         | 850         | 850         | 850         | 850         | 850         | 850    |
| Capacity (without trailers) | 700         | 673         | 673         | 700         | 700         | 700         | 700         | 700         | 700         | 700    |
| Enrollment                  | 648         | 645         | 752         | 743         | 859         | 864         | 844         | 769         | 765         | 765    |
| New Haven (1954)            |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 49,170      | 49,170      | 49,170      | 49,170      | 49,170      | 49,170      | 49,170      | 49,170      | 49,170      | 49,170 |
| Trailer Square Feet         | 0           | 1,008       | 1,008       | 1,008       | 1,008       | 1,008       | 1,008       | 1,008       | 1,008       | 1,008  |
| Capacity (with trailers)    | N/A         | 293         | 293         | 350         | 350         | 350         | 350         | 350         | 350         | 350    |
| Capacity (without trailers) | 325         | 293         | 293         | 325         | 325         | 325         | 325         | 325         | 325         | 325    |
| Enrollment                  | 263         | 246         | 268         | 308         | 306         | 287         | 302         | 329         | 325         | 325    |
| Parkade (1958)              |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 53,800      | 53,800      | 53,800      | 53,800      | 53,800      | 53,800      | 53,800      | 53,800      | 53,800      | 53,800 |
| Trailer Square Feet         | 0           | 3,024       | 3,024       | 3,024       | 4,032       | 4,032       | 4,032       | 4,032       | 4,032       | 4,032  |
| Capacity (with trailers)    | N/A         | 525         | 525         | 525         | 575         | 575         | 575         | 575         | 575         | 575    |
| Capacity (without trailers) | 450         | 478         | 478         | 450         | 450         | 450         | 450         | 450         | 450         | 450    |
| Enrollment                  | 428         | 420         | 476         | 469         | 482         | 527         | 463         | 565         | 522         | 522    |
| Paxton Keeley (2001)        |             |             |             |             |             |             |             |             |             |        |
| Building Square Feet        | 98,060      | 98,060      | 98,060      | 98,060      | 98,060      | 98,060      | 98,060      | 98,060      | 98,060      | 98,060 |
| Capacity                    | 650         | 723         | 723         | 650         | 650         | 650         | 650         | 650         | 650         | 650    |
| Enrollment                  | 693         | 691         | 726         | 737         | 676         | 682         | 649         | 695         | 690         | 690    |

|                                                       | Fiscal Year |             |             |             |         |             |         |             |             |         |
|-------------------------------------------------------|-------------|-------------|-------------|-------------|---------|-------------|---------|-------------|-------------|---------|
| <u>School</u>                                         | 2018        | <u>2017</u> | <u>2016</u> | <u>2015</u> | 2014    | <u>2013</u> | 2012    | <u>2011</u> | <u>2010</u> | 2009    |
| Elementary (cont.)                                    |             |             |             |             |         |             |         |             |             |         |
| Ridgeway (1922)                                       |             |             |             |             |         |             |         |             |             |         |
| Building Square Feet                                  | 32,353      | 32,353      | 32,353      | 32,353      | 32,353  | 32,353      | 32,353  | 32,353      | 32,353      | 32,353  |
| Capacity                                              | 280         | 247         | 247         | 280         | 280     | 280         | 280     | 280         | 280         | 280     |
| Enrollment                                            | 240         | 240         | 239         | 238         | 242     | 243         | 251     | 261         | 259         | 259     |
| Rock Bridge Elementary (1957)                         |             |             |             |             |         |             |         |             |             |         |
| Building Square Feet                                  | 47,535      | 50,235      | 50,235      | 50,235      | 50,235  | 50,235      | 50,235  | 50,235      | 47,535      | 47,535  |
| Trailer Square Feet                                   | 7,488       | 6,048       | 6,048       | 4,464       | 4,464   | 4,464       | 4,464   | 4,464       | 3,168       | 3,168   |
| Capacity (with trailers)                              | 705         | 602         | 602         | 620         | 620     | 620         | 620     | 620         | 620         | 620     |
| Capacity (without trailers)                           | 520         | 502         | 502         | 520         | 520     | 520         | 520     | 520         | 520         | 520     |
| Enrollment                                            | 552         | 499         | 635         | 625         | 605     | 594         | 563     | 524         | 506         | 506     |
| Russell Boulevard (1957)                              |             | 100         |             | 020         |         |             |         | 021         |             |         |
| Building Square Feet                                  | 52,435      | 52,435      | 52,435      | 52,435      | 52,435  | 52,435      | 52,435  | 52,435      | 52,435      | 52,435  |
| Trailer Square Feet                                   | 0           | 5,040       | 5,040       | 5,040       | 5,040   | 5,040       | 5,040   | 5,040       | 5,040       | 5,040   |
| Capacity (with trailers)                              | N/A         | 582         | 582         | 625         | 625     | 625         | 625     | 625         | 625         | 625     |
| Capacity (without trailers)                           | 500         | 482         | 482         | 500         | 500     | 500         | 500     | 500         | 500         | 500     |
| Enrollment                                            | 417         | 403         | 569         | 558         | 545     | 589         | 570     | 601         | 588         | 588     |
| Shepard Boulevard (1968)                              | 717         | 400         | 000         | 000         | 040     | 000         | 010     | 001         | 000         | 000     |
| Building Square Feet                                  | 69,863      | 69,863      | 69,863      | 42,185      | 42,185  | 42,185      | 42,185  | 42,185      | 42,185      | 42,185  |
| Trailer Square Feet                                   | 03,003      | 05,005      | 03,003      | 12,960      | 12,960  | 12,960      | 12,960  | 12,960      | 12,900      | 12,960  |
| Capacity (with trailers)                              | N/A         | N/A         | N/A         | 650         | 650     | 650         | 650     | 650         | 650         | 650     |
| Capacity (without trailers)                           | 652         | 652         | 652         | 300         | 300     | 300         | 300     | 300         | 300         | 300     |
| Enrollment                                            | 556         | 557         | 548         | 586         | 592     | 597         | 549     | 504         | 588         | 588     |
| Two Mile Prairie (1972)                               |             |             | 0.10        |             |         | 001         | 0.10    | 001         |             |         |
| Building Square Feet                                  | 22,235      | 22,235      | 22,235      | 22,235      | 22,235  | 22,235      | 22,235  | 22,235      | 22,235      | 22,235  |
| Trailer Square Feet                                   | 3,024       | 5,040       | 5,040       | 9,072       | 6,048   | 6,048       | 6,048   | 6,048       | 5,040       | 5,040   |
| Capacity (with trailers)                              | 275         | 245         | 245         | 425         | 325     | 325         | 325     | 325         | 325         | 325     |
| Capacity (with trailers)                              | 200         | 195         | 195         | 200         | 200     | 200         | 200     | 200         | 200         | 200     |
| Enrollment                                            | 171         | 177         | 226         | 339         | 329     | 336         | 366     | 327         | 327         | 327     |
| West Boulevard (1949)                                 | 171         | 177         | 220         | 339         | 329     | 330         | 300     | 321         | 321         | 321     |
| Building Square Feet                                  | 62,498      | 62,498      | 62,498      | 41,725      | 41,725  | 41,725      | 41,725  | 41,725      | 41,725      | 41,725  |
| Trailer Square Feet                                   | 02,490      | 02,490      | 02,490      | 6,480       | 6,480   | 6,480       | 6,480   | 6,480       | 6,480       | 6,480   |
| Capacity (with trailers)                              | N/A         | N/A         | N/A         | 475         | 475     | 475         | 475     | 475         | 475         | 475     |
| Capacity (with trailers)  Capacity (without trailers) | 438         | 438         | 438         | 300         | 300     | 300         | 300     | 300         | 300         | 300     |
| Enrollment                                            | 338         | 357         | 358         | 391         | 369     | 375         | 386     | 365         | 330         | 330     |
| Enrollment                                            | 330         | 337         | 330         | 391         | 309     | 3/3         | 300     | 303         | 330         | 330     |
| Middle                                                |             |             |             |             |         |             |         |             |             |         |
| Gentry Middle School (1985)                           |             |             |             |             |         |             |         |             |             |         |
| Building Square Feet                                  | 118,335     | 118,335     | 118,335     | 118,335     | 118,335 | 118,335     | 118,335 | 118,335     | 118,335     | 118,335 |
| Trailer Square Feet                                   | 14,112      | 14,300      | 14,300      | 13,104      | 13,104  | 13,104      | 13,104  | 13,104      | 13,536      | 13,104  |
| Capacity (with trailers)                              | 1,125       | 871         | 871         | 850         | 1,100   | 1,100       | 1,100   | 1,100       | 1,100       | 1,100   |
| Capacity (without trailers)                           | 775         | 706         | 706         | 706         | 775     | 775         | 775     | 775         | 775         | 775     |
| Enrollment                                            | 906         | 868         | 812         | 837         | 843     | 899         | 776     | 787         | 798         | 798     |

|                                | Fiscal Year |             |         |             |         |         |         |             |         |         |
|--------------------------------|-------------|-------------|---------|-------------|---------|---------|---------|-------------|---------|---------|
| School                         | 2018        | <u>2017</u> | 2016    | <u>2015</u> | 2014    | 2013    | 2012    | <u>2011</u> | 2010    | 2009    |
| Middle (cont.)                 |             |             |         |             |         |         |         |             |         |         |
| Jefferson Middle School (1910) |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 131,346     | 131,346     | 131,346 | 131,346     | 131,346 | 131,346 | 131,346 | 131,346     | 131,346 | 131,346 |
| Capacity                       | 900         | 659         | 659     | 900         | 900     | 900     | 900     | 900         | 900     | 900     |
| Enrollment                     | 622         | 597         | 543     | 543         | 512     | 817     | 826     | 812         | 819     | 819     |
| Lange Middle School (1997)     |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 123,359     | 123,359     | 123,359 | 118,335     | 118,335 | 118,335 | 118,335 | 118,335     | 118,335 | 118,335 |
| Trailer Square Feet            | 0           | 0           | 0       | 0           | 12,096  | 12,096  | 12,096  | 12,096      | 12,096  | 12,096  |
| Capacity (with trailers)       | N/A         | N/A         | N/A     | N/A         | 1,075   | 1,075   | 1,075   | 1,075       | 1,075   | 1,075   |
| Capacity (without trailers)    | 715         | 715         | 715     | 775         | 775     | 775     | 775     | 775         | 775     | 775     |
| Enrollment                     | 629         | 626         | 610     | 588         | 656     | 777     | 855     | 781         | 776     | 776     |
| Oakland Middle School (1971)   |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 106,785     | 106,785     | 106,785 | 106,785     | 106,785 | 106,785 | 106,785 | 106,785     | 106,785 | 106,785 |
| Trailer Square Feet            | 3,024       | 3,024       | 3,024   | 4,032       | 10,080  | 10,080  | 10,080  | 10,080      | 11,088  | 11,088  |
| Capacity (with trailers)       | 675         | 677         | 677     | 875         | 875     | 875     | 875     | 875         | 875     | 875     |
| Capacity (without trailers)    | 600         | 642         | 642     | 600         | 600     | 600     | 600     | 600         | 600     | 600     |
| Enrollment                     | 569         | 529         | 528     | 511         | 490     | 798     | 753     | 774         | 739     | 739     |
| Smithton Middle School (1996)  |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 123,627     | 123,627     | 123,627 | 123,627     | 123,627 | 123,627 | 123,627 | 123,627     | 123,627 | 123,627 |
| Trailer Square Feet            | 9,072       | 16,128      | 16,128  | 15,120      | 15,120  | 15,120  | 15,120  | 15,120      | 17,360  | 17,360  |
| Capacity (with trailers)       | 960         | 806         | 806     | 1,175       | 1,175   | 1,175   | 1,175   | 1,175       | 1,175   | 1,175   |
| Capacity (without trailers)    | 775         | 704         | 704     | 775         | 775     | 775     | 775     | 775         | 775     | 775     |
| Enrollment                     | 723         | 714         | 748     | 732         | 748     | 918     | 932     | 893         | 903     | 903     |
| West Middle School (1961)      |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 130,225     | 130,225     | 130,225 | 130,225     | 130,225 | 130,225 | 130,225 | 130,225     | 130,225 | 130,225 |
| Trailer Square Feet            | 0           | 0           | 0       | 0           | 8,064   | 8,064   | 8,064   | 8,064       | 7,056   | 7,056   |
| Capacity (with trailers)       | N/A         | N/A         | N/A     | N/A         | 1,200   | 1,200   | 1,200   | 1,200       | 1,200   | 1,200   |
| Capacity (without trailers)    | 777         | 777         | 777     | 1,025       | 1,025   | 1,025   | 1,025   | 1,025       | 1,025   | 1,025   |
| Enrollment                     | 634         | 646         | 636     | 576         | 594     | 875     | 936     | 910         | 896     | 896     |
|                                |             |             |         |             |         |         |         |             |         |         |
| High                           |             |             |         |             |         |         |         |             |         |         |
| Battle High School (2013)      |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 316,740     | 316,740     | 316,740 | 310,296     | 310,296 | 310,296 | N/A     | N/A         | N/A     | N/A     |
| Capacity                       | 1,800       | 1,800       | 1,800   | 1,800       | 1,800   | 1,800   | N/A     | N/A         | N/A     | N/A     |
| Enrollment                     | 1,506       | 1,412       | 1,393   | 1,417       | 1,080   | N/A     | N/A     | N/A         | N/A     | N/A     |
| Douglass High School (1916)    |             |             |         |             |         |         |         |             |         |         |
| Building Square Feet           | 49,540      | 49,540      | 49,540  | 49,540      | 49,540  | 49,540  | 49,540  | 49,540      | 49,540  | 49,540  |
| Capacity                       | 250         | 250         | 250     | 250         | 250     | 250     | 250     | 250         | 250     | 250     |
| Enrollment                     | 188         | 176         | 189     | 148         | 146     | 166     | 160     | 215         | 140     | 140     |

# 44

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

|                                          | Fiscal Year |             |         |             |         |         |         |             |             |         |
|------------------------------------------|-------------|-------------|---------|-------------|---------|---------|---------|-------------|-------------|---------|
| School                                   | 2018        | <u>2017</u> | 2016    | <u>2015</u> | 2014    | 2013    | 2012    | <u>2011</u> | <u>2010</u> | 2009    |
| High (cont.)                             |             |             |         |             |         |         |         |             |             |         |
| Hickman High School (1925)               |             |             |         |             |         |         |         |             |             |         |
| Building Square Feet                     | 327,555     | 327,555     | 327,555 | 278,364     | 278,364 | 278,364 | 278,364 | 278,364     | 276,444     | 276,444 |
| Trailer Square Feet                      | 0           | 0           | 0       | 0           | 7,056   | 7,056   | 7,056   | 7,056       | 7,056       | 7,056   |
| Capacity (with trailers)                 | N/A         | N/A         | N/A     | N/A         | 2,300   | 2,300   | 2,300   | 2,300       | 2,300       | 2,300   |
| Capacity (without trailers)              | 2,125       | 2,125       | 2,125   | 2,125       | 2,125   | 2,125   | 2,125   | 2,125       | 2,125       | 2,125   |
| Enrollment                               | 1,712       | 1,658       | 1,689   | 1,676       | 1,813   | 1,920   | 1,882   | 1,942       | 2,016       | 2,019   |
| Rock Bridge High School (1970)           |             | ·           |         |             | •       |         | •       |             | ·           | ·       |
| Building Square Feet                     | 324,275     | 324,275     | 324,275 | 302,115     | 302,115 | 302,115 | 302,115 | 302,115     | 298,275     | 298,275 |
| Capacity                                 | 1,800       | 1,800       | 1,800   | 1,800       | 1,800   | 1,800   | 1,800   | 1,800       | 1,800       | 1,800   |
| Enrollment                               | 1,985       | 1,966       | 1,906   | 1,866       | 2,011   | 1,715   | 1,790   | 1,820       | 1,811       | 1,811   |
|                                          |             | ·           |         |             | •       |         | •       |             | ·           | ·       |
| Other                                    |             |             |         |             |         |         |         |             |             |         |
| Administration (1981)                    |             |             |         |             |         |         |         |             |             |         |
| Square Feet                              | 56,284      | 56,284      | 56,284  | 56,284      | 56,284  | 56,284  | 56,284  | 12,606      | 12,606      | 12,606  |
| Capacity                                 | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Enrollment                               | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Career Center (1978)                     |             |             |         |             |         |         |         |             |             |         |
| Square Feet                              | 102,895     | 102,895     | 102,895 | 102,895     | 102,895 | 102,895 | 102,895 | 102,895     | 74,092      | 74,092  |
| Capacity                                 | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Enrollment                               | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Center of Responsive Education (1992)    |             |             |         |             |         |         |         |             |             |         |
| Square Feet                              | 16,186      | 16,186      | 16,186  | 16,186      | 16,186  | 16,186  | 16,186  | 16,186      | N/A         | N/A     |
| Capacity                                 | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Enrollment                               | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Center for Early Learning - North (2017) |             |             |         |             |         |         |         |             |             |         |
| Square Feet                              | 53,743      | 53,743      | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Capacity                                 | 311         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Enrollment                               | 448         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Early Childhood Discovery Center (2004)  |             |             |         |             |         |         |         |             |             |         |
| Square Feet                              | 7,340       | 7,340       | 7,340   | 7,340       | 7,340   | 7,340   | N/A     | N/A         | N/A         | N/A     |
| Capacity                                 | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Enrollment                               | N/A         | N/A         | N/A     | N/A         | N/A     | N/A     | N/A     | N/A         | N/A         | N/A     |
| Field Building (1916)                    |             |             |         |             |         |         |         |             |             |         |
| Building Square Feet                     | 26,295      | 26,295      | 26,295  | 26,295      | 26,295  | 26,295  | 26,295  | 26,295      | 26,295      | 26,295  |
| Trailer Square Feet                      | 0           | 5,040       | 5,040   | 5,040       | 7,056   | 7,056   | 7,056   | 7,056       | 7,056       | 7,056   |
| Capacity (with trailers)                 | N/A         | 375         | 375     | 375         | 425     | 425     | 425     | 425         | 425         | 425     |
| Capacity (without trailers)              | 250         | 250         | 250     | 250         | 250     | 250     | 250     | 250         | 250         | 250     |
| Enrollment                               | 54          | 65          | 65      | N/A         | N/A     | N/A     | N/A     | N/A         | 299         | 299     |

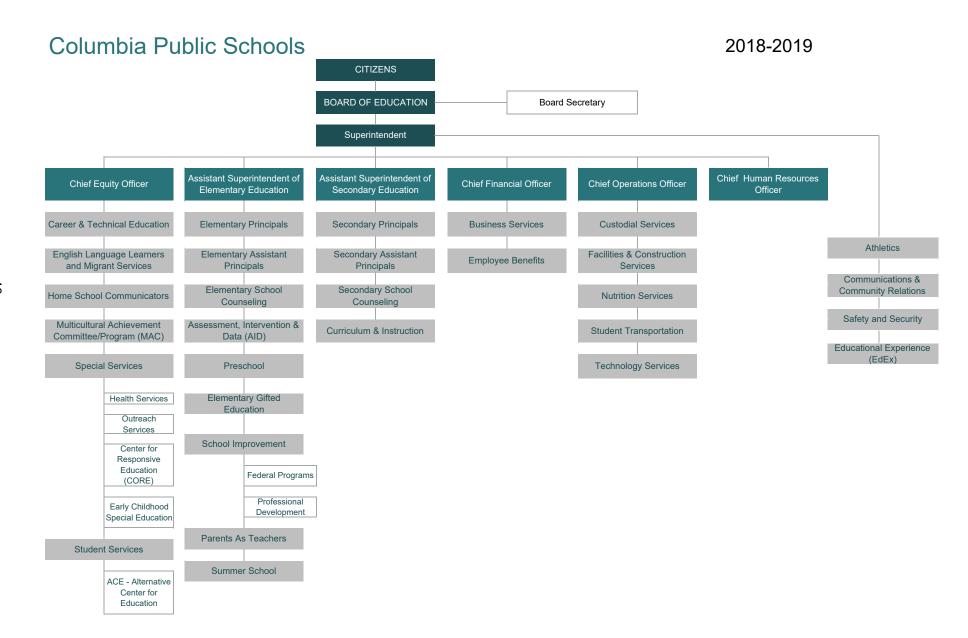
# SCHOOL BUILDING INFORMATION LAST TEN FISCAL YEARS

|                                             |        |             |             |             | Fisca       | al Year     |        |             |        |        |
|---------------------------------------------|--------|-------------|-------------|-------------|-------------|-------------|--------|-------------|--------|--------|
| <u>School</u>                               | 2018   | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> | <u>2013</u> | 2012   | <u>2011</u> | 2010   | 2009   |
| Other (cont.)                               |        |             |             |             |             |             |        |             |        |        |
| Ground Shop (1985)                          |        |             |             |             |             |             |        |             |        |        |
| Square Feet                                 | N/A    | N/A         | N/A         | 5,320       | 5,320       | 5,320       | 5,320  | 5,320       | 5,320  | 5,320  |
| Capacity                                    | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Enrollment                                  | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Facilities and Construction Services (2011) |        |             |             |             |             |             |        |             |        |        |
| Square Feet                                 | 65,000 | 65,000      | 65,000      | 65,000      | 65,000      | 65,000      | 65,000 | 65,000      | N/A    | N/A    |
| Capacity                                    | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Enrollment                                  | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Services Building (1981)                    |        |             |             |             |             |             |        |             |        |        |
| Square Feet                                 | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | 18,500 | 18,500 |
| Capacity                                    | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Enrollment                                  | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Transportation Facility (1966)              |        |             |             |             |             |             |        |             |        |        |
| Square Feet                                 | 15,801 | 15,801      | 15,801      | 13,768      | 13,768      | 13,768      | 13,768 | 13,768      | 13,768 | 13,768 |
| Capacity                                    | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |
| Enrollment                                  | N/A    | N/A         | N/A         | N/A         | N/A         | N/A         | N/A    | N/A         | N/A    | N/A    |

Source: School District Records

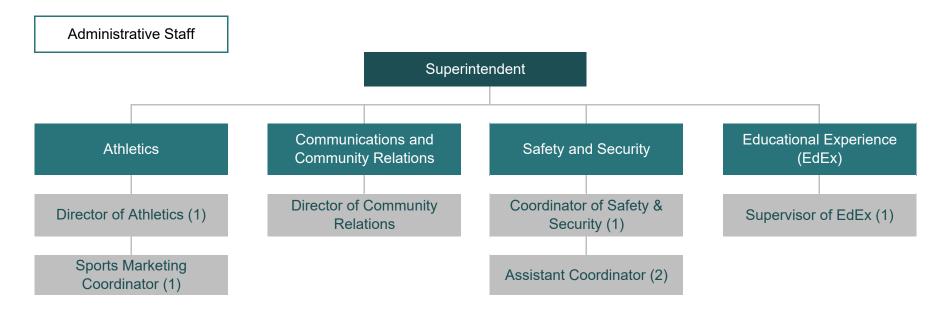
Note: In 2016, a capacity study was performed and the capacity numbers above have been reflected to show the adjustments.

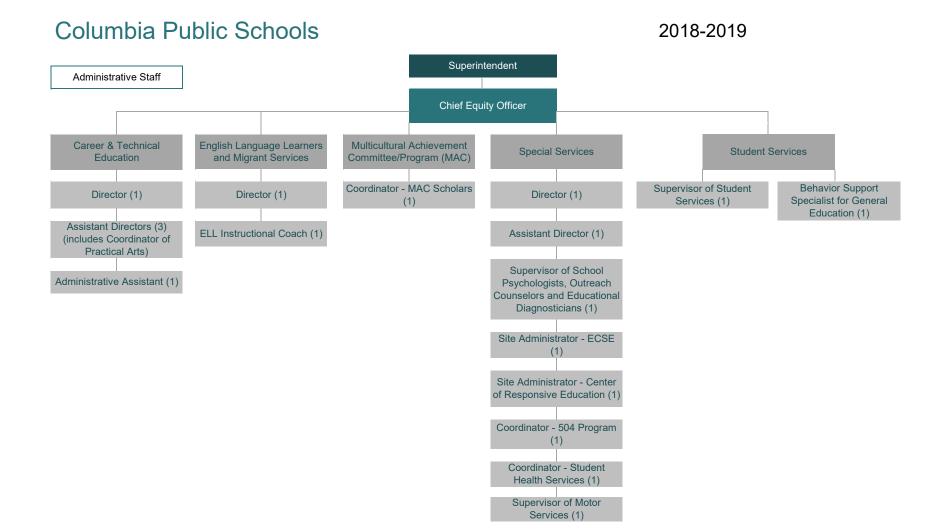
In 2010, the District sold the previous Services Building and purchased a separate, more expansive services facility.





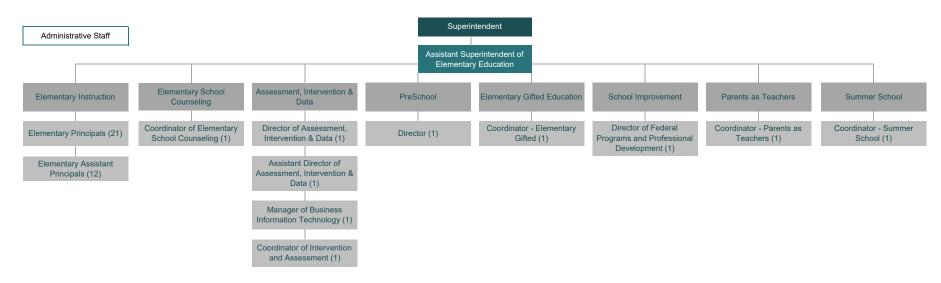
2018-2019





# Columbia Public Schools

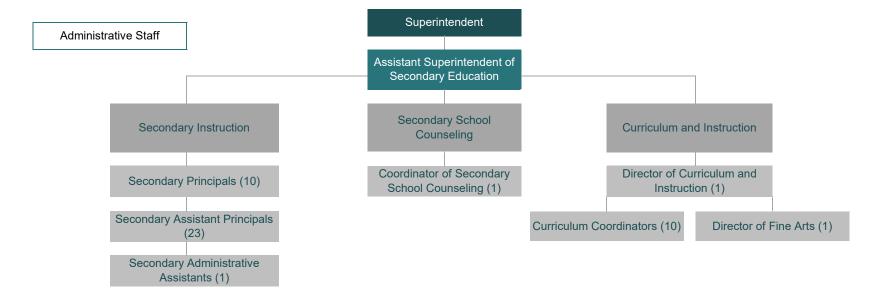
# 2018-2019



3

# Columbia Public Schools

2018-2019



5

# Columbia Public Schools

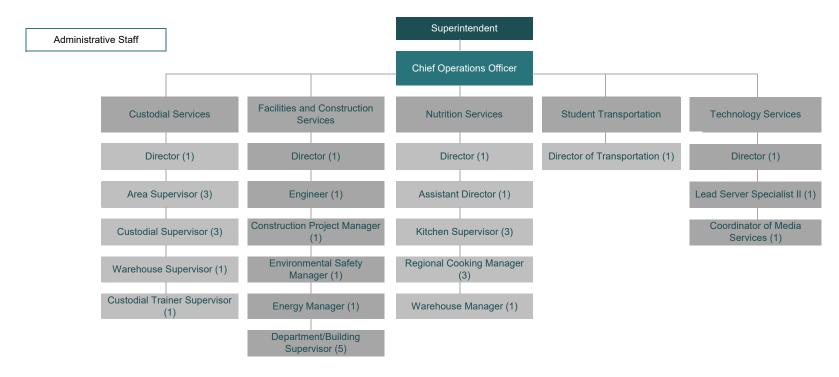
2018-2019

Administrative Staff



# Columbia Public Schools

2018-2019

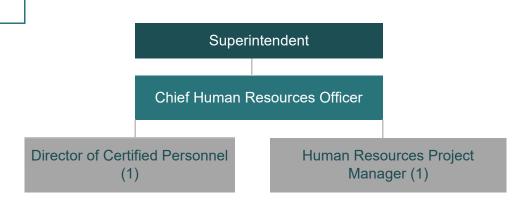


Ö.

# Columbia Public Schools

2018-2019

**Administrative Staff** 



Ö

# **2018-19 Board of Education and Committees**

# **Columbia Board of Education**

- Jan Mees, President
- Paul Cushing, Vice President
- Susan Blackburn, Member
- Teresa Maledy, Member
- Jonathan Sessions, Member
- Helen Wade, Member
- James Whitt, Member



# **Columbia Board of Education Committee Assignments, 2018-19**

| Committee                                    | Board Members                  | Administrators                                      |
|----------------------------------------------|--------------------------------|-----------------------------------------------------|
| Columbia Public Schools Foundation           | Susan Blackburn                |                                                     |
| Finance Committee                            | James Whitt<br>Chair           | Heather McArthur<br>Interim Chief Financial Officer |
|                                              | <b>Teresa Maledy</b><br>Member | Peter Stiepleman<br>Superintendent                  |
|                                              | Jonathan Sessions<br>Member    |                                                     |
| Long-range Facilities Planning Committee     | Jonathan Sessions<br>Chair     | Randall Gooch<br>Chief Operations Officer           |
|                                              | Paul Cushing<br>Member         | Heather McArthur<br>Interim Chief Financial Officer |
|                                              | Helen Wade<br>Member           |                                                     |
| Policy Committee                             | <b>Helen Wade</b><br>Chair     | <b>Carla London</b><br>Chief Equity Officer         |
|                                              | Susan Blackburn<br>Member      | Peter Stiepleman<br>Superintendent                  |
|                                              | Paul Cushing<br>Member         |                                                     |
| Missouri School Boards Association Delegates | Jan Mees<br>Delegate           |                                                     |
|                                              | Teresa Maledy<br>Delegate      |                                                     |
|                                              | Susan Blackburn<br>Alternate   |                                                     |
| Chapter 100                                  | Jan Mees<br>Representative     |                                                     |
|                                              | Paul Cushing<br>Representative |                                                     |
| Wellness                                     | Teresa Maledy                  |                                                     |
| Digital Security                             | Jonathan Sessions              |                                                     |



# PUBLIC SCHOOLS Five-year Strategic Plan

**VISION:** To be the best school district in our state

MISSION: To provide an excellent education for all our students by adhering to

organizational goals

VALUES: Honesty; focus on what works; transparency; teamwork; mutual

respect; persistence; adaptability; positive approach; commitment

STAKEHOLDERS: Students, teachers/staff, parents, taxpayers, and community

# "WE ARE ONE" MEANS . . .

- We all practice the district's values
- · Students and adults build relationships
- We all look at issues through an AEO lens

# GOAL 1: All students graduate collegeor career-ready

#### **GOAL 1 ACTION:**

Develop a five-year student-centered plan to demonstrate readiness in literacy, numeracy, and behavioral skills Columbia Public Schools will be a valuable asset for our community by preparing our children so that they will be competitive in an everchanging, unpredictable world

# **SUCCESS INDICATORS:**

#### 1.1 Get them to school

1.1.1 Ninety percent of students will attend school at least ninety percent of the time

## 1.2 Keep them in class

- 1.2.1 Out-of-school suspension numbers will decrease for all student groups
- 1.2.2 Referral numbers will decrease for all student groups
- 1.2.3 Ninety percent of 8<sup>th</sup> grade students will enter high school with a 2.8 GPA and zero out-of-school suspensions

#### 1.3 Catch them up

- 1.3.1 Student readiness in literacy and math, particularly in 3<sup>rd</sup> grade, and college and
- 1.3.2 Students taking algebra in 8th grade
- 1.3.3 Students earning qualifying scores for Advanced Placement, Dual Credit, Technical Skills Assessment, or ACT WorkKeys
- 1.3.4 All students will achieve academic progress



# **EVALUATION METHODS AND TOOLS:**

- Academic, behavior (disproportionality rates), attendance, and student survey
- Missouri Assessment Program (MAP), End of Course assessment (EOC), American College Testing (ACT), Scholastic Assessment Test (SAT), STAR Reading, STAR Math, PALS-K, 8<sup>th</sup> grade graduation trajectory data
- · AASA "Redefining Ready!" Guide

As of 6/11/18

# GOAL 2: Every teacher becomes the best

#### **GOAL 2 ACTION:**

Develop a five-year plan that establishes a culture of dignity and empowers stakeholders to take ownership of learning, monitor growth, and seek continuous feedback Columbia Public Schools will involve stakeholders to become a student-focused team

# **SUCCESS INDICATORS:**

- 2.1 Columbia Public Schools' staff will foster student-centered relationships
  - 2.1.1 Student satisfaction/perception of relationships and leadership in their school
  - 2.1.2 Positive stakeholder feedback regarding teaching and support staff
  - 2.1.3 Student needs are met

#### 2.2 Columbia Public Schools will recruit, develop, and retain quality staff

- 2.2.1 Staff showing ownership of learning, growth, and seeking feedback
- 2.2.2 District and site level staff satisfaction
- 2.2.3 Classrooms meeting classroom model expectations
- 2.2.4 Administrator, teacher, and staff retention

# 2.3 Columbia Public Schools will support students with technology tools and instructional resources

- 2.3.1 Equality of resources K-12 through quality and quantity
- 2.3.2 Student knowledge and use of technology to impact learning
- 2.3.3 Students will master communication, collaboration, critical thinking, and creativity in and out of the classroom

# **EVALUATION METHODS AND TOOLS:**

- · Teacher and administrator evaluation model
- System reviews, self-assessments, stakeholder feedback through focus groups, World Café forums, and surveys
- Participation in Equity Training, Restorative Practices, and Executive Functioning/Poverty training

# GOAL 3: Our operations make our mission possible

# **GOAL 3 ACTION:**

Develop a five-year plan focused on supporting learning

Columbia Public Schools will be a stakeholder-focused culture that demonstrates responsible management to add value to the system for the benefit of students, staff, and patrons of the district

# **SUCCESS INDICATORS:**

#### 3.1 Columbia Public Schools will prioritize learning time

3.1.1 Prioritize effective use of learning time

#### 3.2 Columbia Public Schools will ensure a safe and nurturing environment

- 3.2.1 Provide supports that meet the physical needs of all students
- 3.2.2 Provide supports that meet the emotional needs of all students
- 3.2.3 Provide supports that meet the behavioral needs of all students

# 3.3 Columbia Public Schools will inform and engage stakeholders to increase transparency and support for the classroom

- 3.3.1 Communicate district data and information to support learning
- 3.3.2 Communicate district financial and budget data and information
- 3.3.3 Engage stakeholders in long-range facility and financial planning

# 3.4 Columbia Public Schools will demonstrate fiscal responsibility

- 3.4.1 Maintain 18% to 20% reserves
- 3.4.2 Ensure a systematic, systemic, and balanced deployment of resources
- 3.4.3 Identify efficiencies district-wide while meeting the needs of students



# **EVALUATION METHODS AND TOOLS:**

 Goal setting, zero-based budgeting, stakeholder feedback, analytic data, safety audit, and Board of Education committees

As of 6/12/17



#### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Columbia Public School District was established under the Statutes of the State of Missouri as described in RSMo Chapter 162. The significant accounting policies of the District are described below.

The area served by the District encompasses 303 square miles and includes a population that is estimated to exceed 152,000. This area includes the City of Columbia with a population of approximately 120,000.

The District was organized on January 7, 1873. The first high school opened in 1895 on the site where Jefferson Middle School now stands and in 1909 a bond issue was voted for Columbia High School, now the original wing of the Jefferson Middle School building. As of June 2018, the District includes 21 elementary schools, six middle schools, three comprehensive high schools, one alternative school, one career and technical education center and other independent programs. The District also offers Pre K services at two owned facilities. Total enrollment (Pre K-12) in the District is 18,552 students. Enrollment growth reflects the growth of the community.

The District provides a comprehensive curriculum to meet the needs of a diverse student population. Course offerings at the high schools vary from those that are considered college preparatory to those that prepare students to enter particular careers upon graduating from high school. The District also provides an extensive adult education program with over 6,000 part-time and full-time adult students enrolled annually in more than 600 courses. Approximately 10% of the school population is served by the Special Services department of the District. Specially trained teachers provide services to students needing both modified programs and specialized instruction. The District has developed programs for exceptional pupils that include services for students with mental or orthopedic handicaps, speech or language disorders, learning disabilities, behavior disorders, and auditory or visual handicaps, cognitive disability, as well as services for pre-school disabled children. It is the goal of the District to provide appropriate instructional services for each child according to individual and unique needs.

# **Reporting Entity**

Primary government – The District is governed by an elected seven-member board. The Columbia School District Board of Education (Board) is the basic level of government that has financial accountability and control over all activities related to public school education in the District. The District is not a component unit of another reporting entity. The District operates fiscally independent of the State of Missouri or any other jurisdiction in the county or local township in which it operates.

# **Fund Accounting**

The District uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The three categories of funds are governmental, proprietary, and fiduciary.

#### Governmental Funds

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses, and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance. The following are the District's major governmental funds:

General Fund - The General Fund is the operating fund of the District and is used to account for all financial resources except those required to be accounted for in another fund.

Teachers Fund - The Teachers Fund is required to be established by state law and may be used for the payment of salaries and insurance benefits for certificated personnel. The fund's revenues include property taxes, investment income, and county, state, and federal aid. The fund is also used to account for certain tuition payments made between school districts.

Debt Service Fund - The Debt Service Fund accounts for the revenue collected from local taxation and allocated state aid for the payment of principal and interest on bonded indebtedness.

Capital Projects Fund - The Capital Projects Fund accounts for expenditures from the proceeds of bond issues, investment income earned on the proceeds and other revenues designated for acquisition or construction of major capital assets. The expenditures include major capital outlay projects and equipment purchases for instructional and support programs.

The Grants and Donations fund of the District accounts for grants, contributions, and other resources that are restricted for a particular purpose.

## **Proprietary Funds**

Proprietary funds focus on the determination of changes in net position, financial position, and cash flows and are classified as either enterprise or internal service.

Enterprise Funds - Enterprise funds may be used to account for any activity for which a fee is charged to external users for goods and services. The District has no major enterprise funds. The *Nutrition Services Fund*, which accounts for the financial transactions related to the food service operation of the District, and the *Adult Education Fund*, which accounts for the financial transactions related to certain educational programs for adults, are the District's only enterprise funds and are presented as nonmajor funds.

Internal Service Funds - Internal service funds account for the financing of services provided by one department or agency to other departments or agencies of the District on a cost-reimbursement basis. These funds were established to account for the District's self-funded employee benefits programs, which are medical, dental, and workers'

compensation. The premiums received by the internal service funds are transferred from other funds as an expense related to personal service. Claims paid, direct insurance payments, and administrative costs are expenses of these funds.

# Fiduciary Fund

Fiduciary fund reporting focuses on net position and changes in net position. The fiduciary fund category is split into four classifications: pension trust funds, investment trust funds, private-purpose trust funds, and agency funds. Trust funds are used to account for assets held by the District under a trust agreement for individuals, private organizations, or other governments and are, therefore, not available to support the District's own programs. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement or results of operations. The District's only fiduciary fund is an agency fund, which is used to account for the financial activities of various student groups.

# Basis of Accounting, Measurement Focus, and Financial Statement Presentation

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The District's policy is to operate its budget and monthly financial statements on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the fund liability it incurred. The District prepared year-end financial statements on the full accrual basis of accounting, following the Governmental Accounting Standards Board (GASB) regulations.

## **Deposits and Investments**

The District's cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition.

Cash balances from all funds, except the Debt Service Fund and Internal Service Funds, are combined and invested to the extent available in short-term securities. State laws require that all deposits of the Debt Service Fund be kept separate and apart from all other funds of the District. Earnings from such investments are allocated to each fund on the basis of the applicable cash balance participation by each fund. Separate accounts are maintained for the Debt Service Fund and the Internal Service Funds. Interest is deposited directly into these accounts. State statutes authorize the District to invest in obligations of the United States government or any agency or instrumentality, including repurchase agreements; bonds of the State of Missouri, or the United States, or of any wholly owned corporation of the United States, and other short-term obligations of the United States; under limited circumstances commercial paper and banker's acceptances; and deposit accounts with insured financial institutions, provided the accounts are entirely insured by the Federal Deposit Insurance Corporation (FDIC) or collateralized with government securities that have a fair value exceeding the deposit amount.

Investments for the District are stated at amortized cost, which approximates fair value. Investments recorded at amortized cost include investments in U.S. Treasury, agency and instrumentality obligations with a remaining maturity of one year or less at the time of acquisition. Non-negotiable certificates of deposit are also carried at amortized cost.

## Receivables

Receivables are reported by source. Local receivables include property taxes, allocations of the statewide education sales tax, and other receivables generated by the District's operations. State receivables include receivables related to funding the District receives from the State. Federal receivables include amounts due to the District from federal grants.

## **Inventories and Prepaid Items**

Inventories are stated at average cost. Inventories of supplies in the General Fund are accounted for using the consumption method. Under this method, the materials are reported as a financial resource when acquired and recognized as expenditures when used.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. Prepaid items are accounted for using the consumption method.

Reported inventories and prepaid items at year-end are offset by a fund balance reserve account, since they do not represent expendable financial resources, even though they are a component of total assets.

Inventory of the Food Services Fund is recorded as an expense when such items are used.

#### **Capital Assets**

Capital assets, which include Land, Buildings, Building Improvements, Construction in Progress, Mobile Classroom Trailers, and Furniture and Equipment, are capitalized at the time the liability is incurred. The District defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year for Furniture and Equipment, and \$50,000 for other assets. All land purchases are capitalized. Such assets are recorded at historical cost or estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at estimated fair market value at the date of donation. The District does not own any infrastructure.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

Capital assets being constructed and in progress are reported as Construction in Progress.

All reported capital assets except Land and Construction in Progress are depreciated using the straight-line method over the following useful lives and with the following salvage values:

|                           | Estimated          |               |
|---------------------------|--------------------|---------------|
| Capital Asset Type        | <u>Useful Life</u> | Salvage Value |
| Buildings                 | 75 years           | 0%            |
| Building Improvements     | 20 years           | 0%            |
| Mobile Classroom Trailers | 25 years           | 0%            |
| Furniture and Equipment   | 10 years           | 0%            |
|                           |                    |               |

# **Long-Term Obligations**

In the government-wide financial statements long-term debt and other obligations are reported as liabilities in the applicable governmental activities Statement of Net Position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the straight line method. Bonds payable are reported net of the applicable bond premium or discount.

In the fund financial statements, governmental fund types recognize bond premiums and discounts during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts are reported as other financing uses.

# **Compensated Absences**

An accrual for certain salary related payments associated with annual leave and an accrual for sick leave is included in the compensated absences annually. The District's compensated absences liability consists of accumulated vacation pay, vested sick leave and certain salary related payments such as Social Security and Medicare.

All 12-month employees are eligible for vacation pay. Vacation pay is fully vested when earned. District employees are entitled to sick leave at the rate of one day per month of full-time service.

Employees are not compensated for unused sick leave upon termination of employment; however, upon retirement, unused sick leave is paid at the substitute rate for that position based on the number of days accumulated. Teachers can take early teacher retirement at age 55 with five years of service or at any age with 25 years of service. Employees can take early non-teacher retirement at age 55 if they have five, but fewer than 25 years of service. As a result, employees are considered vested in their sick leave balance when they have 25 years or more of service or are 55 years of age.

### **Budgets**

Budgets are established annually in accordance with Chapter 67, RSMo. The budgets are prepared on the same basis of accounting used to prepare the financial statements. The following procedures are followed in establishing the budgetary data:

(a) At the regular June Board meeting of the preceding fiscal year, the Administration submits a budget for the next succeeding fiscal year beginning July 1. The operating budget includes proposed expenditures and anticipated revenues.

(b) The Board meets prior to July 1, after sufficient public notice of the meeting has been given, for official adoption of the budget.

Once the budget is adopted and approved by the Board, the budget may be amended at the function and fund level, only by approval of a majority of the members of the Board. The Administration may amend the budget only at the object and location (school or building) level without seeking the approval of the Board.

In accordance with Revised Statutes of Missouri (RSMo), Section 67.010, over expenditure of a legally adopted budget, at the fund level, must have approval of the majority of the Board members. Budgetary reviews are performed monthly by the Administration and provided to the Board.

All expenditures of the District are approved monthly at the regular meeting of the Board. Appropriations lapse at year-end.

### **Property Taxes**

Property tax revenues are recognized in the year for which they are levied. In the state of Missouri, January 1 is the lien date since property owners are required to pay property taxes as of that date. However, revenues collected are used to fund the operations of the subsequent school year. Property taxes are collected starting in November and are due by December 31. Property tax revenues are recognized in the government-wide financial statements in the year that the property taxes are used to fund the operation of the District.

# **Changes in Long Term Debt**

Article VI, Section 26(b), Constitution of Missouri, limits the outstanding amount of authorized general obligation bonds of a district to 15% of the assessed valuation of a district (including state assessed railroad and utilities).

# Pension Plans

Public School Retirement System of Missouri (PSRS) is a mandatory cost-sharing multiple employer retirement system for all full-time certificated employees and certain part-time certificated employees of all public school districts in Missouri (except the school districts of St. Louis and Kansas City) and all public community colleges. PSRS also includes certificated employees of PSRS, Missouri State Teachers' Association, Missouri State High School Activities Association, and certain employees of the state of Missouri who elected to remain covered by PSRS under legislation enacted in 1986, 1987 and 1989. The majority of PSRS members are exempt from Social Security contributions. In some instances, positions may be determined not to be exempt from Social Security contributions. Any PSRS member who is required to contribute to Social Security comes under the requirements of Section 169.070 (9) RSMo, known as the "2/3's statute." PSRS members required to contribute to Social Security are required to contribute two-thirds of the approved PSRS contribution rate and their employer is required to match the contribution. The members' benefits are further calculated at two-thirds the normal benefit amount.

PSRS members are required to contribute 14.5% of their annual salary and the District is required to contribute a matching amount. The contribution requirements of members and the District are established and may be amended by the PSRS Board of Trustees.

Public Education Employees' Retirement System of Missouri (PEERS) is also a mandatory cost-sharing multiple employer retirement system for all school district employees (except the school districts of St. Louis and Kansas City), employees of the Missouri Association of School Administrators, and community college employees (except the Community College of St. Louis). Employees of covered districts who work 20 or more hours per week on a regular basis and who are not contributing members of the Public School Retirement System of Missouri (PSRS) must contribute to PEERS. Employees of PSRS who do not hold Missouri educator certificates also contribute to PEERS. PEERS was established as a trust fund by an Act of the Missouri General Assembly effective October 13, 1965. Statutes governing the System are found in Sections 169.600 - 169.715 and Sections 169.560-169.595 RSMo. The statutes place responsibility for the operation of PEERS on the Board of Trustees of the Public School Retirement System of Missouri.

PEERS members are required to contribute 6.86% of their annual salary and the District is required to contribute a matching amount. The contribution requirements of members and the District are established and may be amended by the PEERS Board of Trustees.

# **Deferred Compensation Plan**

Employees are eligible to participate in two deferred compensation plans created in accordance with Internal Revenue Code Sections 403(b) and 457(b). The plans, available to all District employees, permit them to defer a portion of their salary until future years. Participation in the plans is optional. The deferred compensation is not available, without penalty, to employees except under limited circumstances specified in the Internal Revenue Code.

Investments are selected by the Investment Committee with the advice of an outside financial consultant, Cottonwood Advisors. The plans are managed by TIAA/CREF as a third party administrator. TIAA is the broker of record for the 457(b) plan and the 403(b) plan, with local brokers assisting.

# **Self-Insured Medical Benefits**

The District administers a single employer defined benefit health care plan. The self-insured plan provides medical, dental, and vision benefits to participating employees, retirees, and their families. The participating employees contribute to the self-insurance fund through payroll deductions based on their coverage election. Transactions for the self-funded insurance are recorded in the Medical Benefits Internal Service Funds. Retirees are required to pay the cost of the insurance premiums.

# BOARD OF EDUCATION 2018-19 BUDGET PARAMETERS AS APPROVED JANUARY 18, 2018

#### **Preface**

The Board of Education has used a five-year budget planning model in recent years which has resulted in intentionally increased operating fund balances. These balances have allowed sustained operations without reductions.

The state foundation formula as originally written has not been attained and other lines of state funding have consistently been reduced. The reduced levels of state and federal funding have increased the reliance on local revenues to support growth and increased needs of the District. The local economy remains strong in Columbia, however, the assessed valuation growth over the most recent five years, which includes one reassessment year, has averaged only 2.74%. The five year average 10 years ago was 7.19%.

In order to bolster declining revenues due to lesser growth in assessed valuation, the Board of Education asked the citizens of Columbia for an operating levy increase of 65 cents in April of 2016 and the voters responded favorably. This increase allows for sustained operations, opening of new buildings and recruiting and retaining quality personnel. During 2016-17, the District decided to voluntarily rollback 9 cents of the 60-cent operating levy approved. The remaining 9 cents will be taken in 2018-19 to support continued improvement to compensation and maintenance of employee benefit plans.

The District acknowledges deficit spending is not a long term sustainable strategy, however, it is planned for future budget years to continue operations, open new schools, maintain class size at reasonable levels and allow for an intentional planned reduction of fund balances.

With this long term vision, the 2018-2019 budget will be developed using a collaborative process which considers priorities and the District's Mission, Vision and Values using the following parameters:

- 1. The Board of Education will consider building, program and departmental budget requests in a manner that prioritizes student achievement.
- 2. A modified zero based budgeting approach will continue focusing efforts on analyzing and prioritizing budgets intentionally and specifically.
- 3. The Board of Education will consider salary improvements for all employees through the budget and negotiation processes, using comparative data locally and statewide.
- 4. The Board of Education will consider employee benefit programs for eligible employees through the budget and negotiation processes.
- A minimum 18-20% level of fund balances will be reflected in the five-year model based on current and projected future total revenue and expenditures. Controlled spending and reasonable revenue projections will ensure financial integrity.
- 6. Capital project budgets will be allocated and prioritized based on guidance from the Long Range Facilities Planning Committee with emphasis on growth, safety and security issues, and maintaining existing facilities. Capital project budgets will include operational budget impact projections.

64

# BOARD OF EDUCATION 2018-19 BUDGET GOALS AND PRIORITIES

The Board of Education has used a five year budget planning model in recent years which resulted in intentionally increased operating fund balances. These balances have allowed sustained operations without reductions. When considering the priorities for the 2018-19 budget, the long term impact of the costs of those priorities is considered as well.

The District acknowledges deficit spending is not a long term sustainable strategy, however, it is planned for future budget years to continue operations, open new schools, maintain class size at reasonable levels and allow for an intentional planned reduction of fund balances.

With this long term vision, the 2018-19 budget was developed using a collaborative process which prioritized the following areas in the 2017-18 through 2022-23 financial model.

- Improved compensation for all employee groups including planned steps for experience each year, with specific approval of those for 2018-19 is a priority in the five year model. Compensation was enhanced further by improved salary schedules as included in this document for the 2018-19 fiscal year. The model allows for more enhancement to those schedules in 2019-20, should the Board continue those efforts.
- 2. The Board of Education prioritized the continuance of fully board paid medical, dental and life insurance for all full time employees and shared cost for part time employees. This benefit remains a priority in the current five year planning model.
- 3. The Board of Education prioritized having experienced teachers in the classroom. Additionally, mentor teachers in various buildings will focus their efforts district-wide through the 2018-19 fiscal year.
- 4. Support of growing populations of English Language Leaner students is prioritized in the five year model with the addition two teachers in the 2018-19 fiscal year and one teacher in the 2019-20 fiscal year.
- 5. Support of growing populations of students enrolling in career and technical education, foreign language and fine arts courses is prioritized in the 2018-19 fiscal year through additional teaching staff.
- 6. The Board of Education prioritizes kindergarten class size in 2018-19 through additional teaching staff.
- 7. Support of quality curriculum is prioritized throughout the five year model by the addition of professional development for teachers and the purchase and implementation of high quality curriculum on a planned cycle. In the 2018-19 fiscal year, elementary language arts implementation is planned and funded.
- 8. Support of growing populations of Special Education students is prioritized in the 2018-

19 school year through additional teaching staff.

- 9. The Board of Education has prioritized a 1:1 laptop program for high school students beginning in 2017-18 by allocating additional funds for the purchase of the devices and training for teachers.
- 10. The five year model plans for the operating budgets necessary for one time purchases as well as permanent operating costs of the opening of the new Cedar Ridge Elementary School in 2018-19, Grant Elementary School addition in 2018-19, Locust Street Expressive Arts Elementary School addition in 2021-22, and a new middle school in 2020-21.
- 11. The Board of Education continues to prioritize appropriate annual budgets for the care and maintenance of existing and new facilities, but allowing for additional staffing and operating budgets as new buildings are opened.
- 12. The Board of Education continues to prioritize building safety and security and student support services to address growing needs.

These priorities are made in the final budget for 2018-19 with a focus on their sustainability throughout the coming five years and beyond.

# 2018-19 BUDGET PREPARATION TIMELINE

| 11/15/2017   | The Board of Education began review of funding and revenue projections for 2017-18 and beyond using five year rolling model in order to accurately project the baseline for the 2018-19 budget work.                                                                                                                                                                              |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01/08/2018   | The Board discussed and approved the 2018-19 budget parameters and began consideration of determining appropriate fund balance levels, establishing a minimum fund balance of 18% in the five year rolling model.                                                                                                                                                                 |
| Jan-Feb 2018 | The Administration met with departmental and school building administrators and receiving and discussing preliminary requests.                                                                                                                                                                                                                                                    |
| 02/14/2018   | The Board Finance Committee and Board of Education discussed operating budget revenue factors.                                                                                                                                                                                                                                                                                    |
| 03/14/2018   | The Board of Education reviewed and established funding available for compensation increases during the negotiation process with employees groups.                                                                                                                                                                                                                                |
| 04/09/2018   | The Board Finance Committee and Board of Education reviewed projections for the 2017-18 operating expenses and established the assumptions for fixed costs for 2018-19. One-time and recurring expense additions for 2018-19 were approved by the Board of Education. The Board Finance Committee established the operating fund local and state revenue assumptions for 2018-19. |
| Mar-Apr 2018 | Building and department level capital requests were received and reviewed by administration, prioritizing use of local capital funds for small projects and equipment needs.                                                                                                                                                                                                      |
| 04/26/2018   | The Board of Education reviewed salary and benefit expenditure assumptions for 2018-19 including salary increases for steps for experience, improvement to salary schedules for all employee groups, and increases to medical and dental rates.                                                                                                                                   |
| 05/08/2018   | The Board of Education approved the collective bargaining agreements with teachers, custodians and parent educators and authorized the issuance of teacher contracts with advancement for all employees. Salary improvements were authorized for all employee groups.                                                                                                             |
| 05/14/2018   | The Board reviewed and authorized the capital projects listing for 2018-19 as recommended by the administration.                                                                                                                                                                                                                                                                  |
| 05/24/2018   | The Board reviewed a preliminary budget summary and implications of all year to date revenue and expenditure recommendations on the five year model.                                                                                                                                                                                                                              |
| 06/06/2018   | The Board held a public hearing for final review of the budget projections and assumptions and received public comment.                                                                                                                                                                                                                                                           |
| 06/11/2018   | The Board received and approved the final budget which included the financial information and assumptions approved and presented to date.                                                                                                                                                                                                                                         |

#### **GENERAL REVENUE EXPLANATION**

The following explanations cover the major local, county, state and federal revenues which are allocated to the General, Teachers, Debt Service and/or Capital Projects Funds according to the tax levy associated with each fund or at the discretion of the Board of Education. Other revenues are particular to the funds that they support.

#### **Local**

**5111 Current Taxes** – These revenues are derived from taxing real and personal property within the District for the current year. The estimated \$6.1455 tax levy for 2018-19 will be levied on each \$100 of assessed valuation. In 2016, a \$.65 property tax levy was authorized by the voters. At that time, the District chose to voluntarily roll back \$.09 of the levy. The additional \$.09 will be taken in 2018-19. Property taxes are the main source of revenue for funding the operations of the District, representing 53% of the total revenue and 55% of the operating revenue. Assessed valuations are expected to increase approximately 3% for 2018-19. This increase is mainly due to new construction.

**5112 Delinquent Taxes** – These revenues are derived from collection of prior years' property taxes paid in the current year.

**5113 Sales Tax (Proposition C)** – These revenues are collected by the State through a 1% sales tax on consumer goods and then distributed to school districts based on the Average Daily Attendance. The current estimated per pupil distribution is \$964 and will remain flat for 2018-19. Payment is based on the previous years' Weighted Average Daily Attendance (WADA). The District is estimating this amount to increase approximately 453 students due to increasing enrollment.

**5114 Financial Institution Tax (Intangible)** – These revenues are derived from taxes levied on the intangible assets of financial institutions such as banks or saving and loan associations. Intangible tax is projected to remain flat in 2018-19.

**5115 Merchants and Manufacturer's Tax (M&M)** – These revenues are a surcharge on commercial real estate to replace revenue lost when the past business inventory tax was eliminated. M&M taxes are projected to remain flat in 2018-19.

**5141-5144** Interest – These revenues are from earnings on all temporary deposits and investments plus interest received on delinquent taxes. As fund balances increase or decrease over and time and as interest rates fluctuate, these revenues will change. The District expects interest revenue to increase slightly in 2018-19 due to rising interest rates.

**5191 Rentals** – These revenues are from rental of school facilities. The District does not expect any significant changes in these revenues in 2018-19.

**5199 Miscellaneous Local Revenue** – These revenues include energy rebates, purchasing card rebates, background check fees, and other local revenues not included in the categories above.

#### County

**5211 Fines, Escheats, etc.** – These revenues are amounts received from the county school fund. All fines passing through the office of the county clerk or circuit clerk are then passed through to the political subdivisions in the county. The District does not expect any significant changes to fine revenue in 2018-19.

**5221 State Assessed Railroad and Utility Taxes** – These revenues are assessed against the property of railroad and utility companies based on the county assessed valuation and the average county school district levy rate. The District does not expect any significant changes to railroad and utility tax revenue in 2018-19.

**5234 County Stock Insurance Fund** – These revenues are proceeds of taxes paid by domestic insurance companies on premiums written per Section 148.330, RSMo. The District does not expect any significant changes to county stock insurance revenue in 2018-19.

#### **State**

**5311 Foundation Formula** – These revenues are state general fund amounts distributed to school districts based on a formula calculated to provide equity in revenues to all school districts in the state. These revenues are 26% of total operating revenue when combined with revenue from object 5319 (Classroom Trust Fund, also from the State Foundation Formula). The Basic Formula and the Classroom Trust Fund revenue projections are based on the following factors: State Adequacy Target of \$6,180 per Weighted Average Daily Attendance (WADA) of 18,124, Dollar Value Modified (DVM) of 1.032, and Classroom Trust payment of \$404 per WADA. The estimated factors are projected to generate approximately \$59,300,860 in revenue in 2018-19, an increase of \$198,636 from the 2017-18 projected actual.

**5312 Transportation** – These revenues are from the state for reimbursement of a portion of the cost to transport students to and from school. In 2018-19, the District estimates that revenue will remain stable as the state projects to continue to fully fund transportation.

**5314 Early Childhood Special Education (ECSE) – State** – These revenues support the joint program with the District and the State of Missouri for the early childhood special education and will continue in the future with growth in this program. Federal funds are received and reported under object code 5442.

**5319 Classroom Trust Fund** – These revenues are part of the Missouri Foundation Formula as explained under object code 5311. The Classroom Trust Fund revenues are received from the gaming portion of the funding of the State Foundation Formula. The Classroom Trust Fund portion is deducted "off the top" and may be placed in any fund and spent for any expenditure at the discretion of the Board of Education.

**5324 Parents as Teachers** – These revenues are received from the state for Early Childhood Screening and Parents as Teachers (PAT) programs as per Section 163.044, RSMo. These revenues are not expected to change significantly in 2018-19.

**5332 Vocational Aid** – These revenues are received from the state that represent reimbursement for career and technical education. The reimbursement represents the state's portion of the matching requirements per Sections 178.42 through 178.580, RSMo. Career education revenues continue to increase as these programs are expanded at the Columbia Area Career Center and the District's three comprehensive high schools.

**5381 – High Need Fund – Special Education** – These revenues are amounts received from the state as reimbursement for expenditures during the prior year made on behalf of students with disabilities whose special education costs exceed three times the District's current expenditure per Average Daily Attendance as calculated from the District's Annual Secretary of the Board Report (ASBR) for the year in which the expenditures are claimed. These revenues continue to climb as the number of students that exhibit these extensive needs in this area increase.

#### **Federal**

**5412 Medicaid** – These revenues are amounts received as reimbursement for expenditures relating to direct services to eligible children and allowable administration claiming including Missouri School District Administrative Claiming (SDAC) and Missouri School District Reimbursement (Direct Therapy Services) revenues. These revenues are projected to remain flat in 2018-19.

**5427 Perkins Basic Grant, Career Education** – These revenues are allocations of federal funds to improve career and technical education programs. These revenues are not expected to change significantly in 2018-19.

**5441 IDEA Entitlement Funds, Part B IDEA** – These revenues are entitlement amounts received through the Individuals with Disabilities Education Act (IDEA) grant for providing special education and related services to students with disabilities.

**5442 Early Childhood Special Education (ECSE) – Federal** – See 5314 above for explanation of Early Childhood Special Education.

**5451 Title I, ESEA** – These revenues are appropriated from the U.S. Congress for Elementary and Secondary Education Amendments of 1965 for special programs. Amounts received through the state for Title I are provided to help educationally disadvantaged students meet high academic standards. These revenues are expected to decrease in 2018-19 as the District's preliminary federal allocation has decreased compared to 2017-18.

**5465 Title II, Part A & B, ESEA** – These revenues are amounts received through the state for improving teacher and principal quality and increasing the number of qualified teachers in the classroom and high qualified principals in schools. These revenues are expected to decrease in 2018-19 as the District has prioritized spending of federal carryover dollars in the current year. In addition, the preliminary federal allocation of Title II dollars has decreased for 2018-19.

#### **GENERAL EXPENDITURE EXPLANATION**

The following explanations cover the major expenditure categories which are allocated to the General, Teachers, Debt Service and/or Capital Projects Funds.

- **6100 Salaries** These expenditures consist of amounts paid to employees who are considered to be on the District's payroll. Full-time, contract and prorated portions of the costs for work performed by teachers (defined by Section 168.104 RSMo) are included in this category, as well as costs for work performed by non-certificated employees who are employed in non-instructional related positions.
  - <u>6111 Regular Salaries</u> Full-time, contract and prorated portions of the costs for work performed by teachers (defined in the board sense of Section 168.104(7), RSMo) who are considered to be in positions of permanent nature.
  - <u>6131 Supplemental Pay</u> Amounts paid for student activities, sponsorships, coaching, stipends for curriculum development and other duties beyond the regular school day or school session.
  - <u>6151 Classified Salaries</u> Full-time and prorated potions of the costs for work performed by typically non-certificated employees and certificated employees who are employed in non-instructional related positions of permanent nature.
  - <u>6161 Classified Salaries Part-time</u> Cost for work performed by employees who work in positions of less than full-time or of a temporary nature.
- **6200** Employee Benefits These expenditures consist of amounts paid on behalf of employees that are over and above the gross salary. Such payments are fringe benefits and, while not paid directly to employees, are part of the cost of employment. Benefit costs include retirement, payroll taxes, health, dental and life insurance, as well as worker's compensation and unemployment insurance.
  - <u>6211 Teacher Retirement</u> Amounts paid to Public School Retirement System (PSRS) for applicable certificated employees.
  - <u>6221 Non-teacher Retirement</u> Amounts paid for Public Employees Retirement System (PEERS) for eligible non-certificated personnel and certain certificated personnel who are less than full-time.
  - <u>6231 Old Age, Survivors and Disability Insurance (OASDI)</u> Employer's share paid to the Missouri Retirement Fund for OASDI (part of the Federal Insurance Contributions Act (FICA)).
  - 6232 Medicare Employer's share of the Medicare tax paid for employees.
  - 6241 Health Insurance Employer's share paid for employee medical insurance.
  - <u>6242 Life Insurance</u> Employer's share paid for employee life insurance.

- <u>6243 Dental Insurance</u> Employer's share paid for employee dental insurance.
- <u>6261 Worker's Compensation Insurance</u> Amounts paid for workers' compensation insurance.
- <u>6275 Unemployment Compensation</u> Amounts paid for employee benefits under unemployment compensation plans which includes actual benefits paid or unemployment insurance.
- **6300 Purchased Services** These expenditures consist of amounts paid for services rendered by personnel who are not employees of the District. Examples of purchased services include instructional services (tuition), audit services, legal services, election services, property services, transportation services, and insurance (other than employee benefits).
  - <u>6311 Purchased Instructional Services</u> Tuition, including vocational tuition, to other districts and non-payroll services performed by qualified persons directly engaged in providing learning experiences for pupils. Also included is the payment of local effort pursuant to Section 167.126, RSMO.
  - <u>6315 Audit Services</u> Management services by independent auditors in the examination of records, documents, internal control and financial statements of the district for the purpose of rendering an opinion on these statements.
  - <u>6316 Election Services</u> Contracted arrangements with the county of city for school district elections for providing voting machines, judges, ballots, and other election expenses as billed to the district by the county or city.
  - <u>6317 Legal Services</u> Services by lawyers advising the school district, the Board of Education and administrative officials on statutes, laws and regulations. This includes representing the school district in a court of law.
  - <u>6330 Repair and Maintenance</u> Expenditures for ordinary repairs and maintenance services that are not provided by District personnel.
  - <u>6334 Rental</u> Expenditures for leasing or renting equipment for both the temporary and long-range use of the District.
  - <u>6335 Water and Sewer</u> Expenditures for water and sewer services from a private or public utility company.
  - <u>6336 Trash Removal</u> Expenditures for trash or garbage pickup service not provided by District personnel.
  - <u>6341 Contracted Pupil Transportation to and From School</u> Expenditures to persons or agencies for the purpose of transporting children to and from school.
  - <u>6342 Other Contracted Transportation Non-Route</u> Non-Route mileage expense for non-district operated transportation system.

- <u>6343 Travel</u> Expenditures for transportation, meals, hotel, conference registration fees and other expenses associated with staff traveling on business for the District.
- <u>6351 Property Insurance</u> Expenditures for insurance on any type of property owned or leased by the District.
- <u>6352 Liability Insurance</u> Expenditures for insurance coverage of the District, or its officers, against losses resulting from judgements awarded against the District.
- <u>6353 Fidelity Bond Premiums</u> Expenditures for bonds guaranteeing the District against losses resulting from the action of the treasurer, employees, or other persons of the District.
- <u>6361 Communications</u> Services provided by persons or businesses to assist in transmitting and receiving messages or information. This category includes telephone and voice communication services; data communication services to establish or maintain computer-based communications, and, networking and internet services; video communications to establish or maintain one-way or two-way video communication via satellite, cable or other devices.
- <u>6362 Advertising</u> Expenditures for printed or broadcast announcements in professional periodicals and newspapers or by way of radio or television networks. These expenditures include advertising for such purposes as personnel recruitment, legal ads, new and used equipment sales, costs for professional sales and sale of other objects.
- <u>6363 Printing and Copying</u> Expenditures for job printing and binding. This includes the design and printing of forms and posters as well as printing and binding of District publications.
- <u>6371 Dues, Fees and Memberships</u> Expenditures for memberships in professional or other organizations or associations.
- **6400 Supplies and Materials** These expenditures consist of amounts paid for material items of an expendable nature that are consumed, worn-out, and deteriorate in use. Examples of supplies purchased include textbooks, technology supplies, food supplies, and energy supplies (such as electric and gas).
  - $\underline{6412~\text{Supplies}}$  Expenditures for all supplies of the operation of the District, including freight and cartage.
  - <u>6431 Supplies-Technology Related</u> Expenditures for technology related supplies that are typically used in conjunction with technology related hardware or software.
  - <u>6441 Library Books</u> Expenditures for regular or incidental purchases of library books (print or electronic media) available for general use by students.
  - <u>6471 Food Supplies</u> Expenditures for food items only that relate to School Breakfast/Lunch/After School Snack/Special Milk/A La Carte programs.

- <u>6481 Electric</u> Expenditures for electricity services provided by a public or private utility company.
- 6482 Gas-Natural Expenditures for fuel for hearing purposes.
- <u>6486 Gasoline/Diesel</u> Expenditures for gasoline/diesel fuel purchased in bulk or from a service station.
- **6500 Capital Outlay** These expenditures consist of the acquisition of capital assets or additions to capital assets. Examples include land, construction of buildings, additions to buildings, remodeling of buildings, vehicles and equipment. Lease purchase principal and interest payments are also considered capital outlay.
  - 6510 Land Expenditures for the purchase of land.
  - <u>6520 Buildings</u> Expenditures for acquiring buildings and additional, either existing or constructing.
  - <u>6540 Equipment</u> Expenditures for the initial purchase of equipment such as furniture, machinery and fixtures.
  - <u>6551 Vehicles</u> Expenditures for the purchase of vehicles to transport persons or objects.
  - <u>6552 Pupil Transportation Vehicles (School Buses)</u> Expenditures for the purchase of school buses.
  - <u>6590 Other Capital Outlay</u> Expenditures for other capital outlay not specifically addressed above in other object codes.
- **6600 Debt Service** These expenditures include the retirement of debt, the payment of interest on debt and the payment of fees.
  - 6611 Principal Payments Expenditures to retire general obligation bonds.
  - <u>6621 Interest Payments</u> Expenditures for interest on general obligation bonds.
  - <u>6631 Fees Bond Indebtedness</u> Expenditures for non-capitalized bond issuance costs and paying agent fees.

#### **ALTERNATIVE AND OTHER TAX REVENUES**

State and local statute and policy provide for various tax revenues from various sources. The sources include those shown here, some of which vary significantly year to year while others are more stable. All revenues are critical to the financial viability of the District. The revenues below reflect the trend and projections of the alternative and other taxes of the District.

| DESE<br>Object<br><u>Code</u> | <u>Description</u>                  | 2014-15       | <u>2015-16</u> | <u>2016-17</u> | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|-------------------------------|-------------------------------------|---------------|----------------|----------------|--------------------------------|-----------------------------------|
| 5113                          | Proposition C Sales Tax             | \$ 15,596,185 | \$ 16,606,392  | \$ 16,672,644  | \$ 16,865,180                  | \$ 17,301,872                     |
| 5114                          | Financial Insitution/Intangible Tax | 165,849       | 166,198        | 348,689        | 451,044                        | 451,035                           |
| 5115                          | M&M Surtax                          | 2,262,334     | 2,170,784      | 2,288,724      | 2,301,137                      | 2,301,132                         |
| 5116                          | Payment in Lieu of Taxes (City)     | 415,323       | 248,542        | 197,974        | 476,192                        | 476,192                           |
| 5221                          | State Assessed Utilities            | 1,223,831     | 1,320,412      | 1,320,206      | 1,399,543                      | 1,394,989                         |
| 5234                          | County Stock Insurance              | 150,814       | 461,466        | 334,011        | 318,311                        | 318,311                           |
|                               | Total Alternative/Other Taxes       | \$ 19,814,336 | \$ 20,973,794  | \$ 21,162,248  | \$ 21,811,407                  | \$ 22,243,531                     |

5113 Proposition C Sales Taxes are collected by the state through a 1% sales tax on goods and then distributed to school districts based on the Average Daily Attendance. Payment is based on previous years' Weighted Average Daily Attendance (WADA). No less than 75% of half of the funds must be placed in the Teachers Fund and the balances are to be placed in the Incidental Fund.

5114 Financial Institution (Intangible) Taxes are levied on the intangible assets of financial institutions, such as banks and savings and loans associations and are placed into revenue funds at the discretion of the Board per RSMo Section 165.011.

5115 M&M Surtax revenues are a replacement tax on commercial real estate intended to replace previously lost revenues due to the elimination of a manufacturing business inventory tax. These taxes are placed into revenue funds at the discretion of the Board per RSMo Section 165.011.

5116 In Lieu of Tax revenues are paid on property that has been removed from the tax roles and include TIF surplus revenues. These taxes are placed into revenue funds at the discretion of the Board per RSMo Section 165.011, other than TIF surplus which is placed based on the adjusted tax levy.

5221 State Assessed Railroad and Utility Tax revenues are paid on the assessed valuation of railroad and utility properties as assessed by the state. This includes private car tax, as well as delinquent and protested SAUT, but does not include locally assessed railroad and utility property. These taxes are placed into revenue funds based on purpose when collected and as directed by the state.

5234 County Stock Insurance revenues are from proceeds of taxes paid by domestic insurance companies on premiums written per RSMo Section 143.330. These taxes are placed into revenue funds based on the adjusted tax levy.

# Final Budget 2018-19

# FINANCIAL SECTION



# **Columbia Public Schools**

# 2018-19 Forecast and Budgeting Discussion

The 2018-19 forecasting work is done using considerable reflection on historical trend and future assumptions in all lines of revenue and expenditures. The key lines of revenue and the assumptions around them are reviewed throughout the planning time at the administrative, Finance Committee and Board of Education levels, in order to gain the greatest level of input from all stakeholders.

# **Budget Considerations for 2018-19**

#### <u>Revenue</u>

- 1. The forecasted assumption for 2018-19, is an estimated increase in assessed valuation of 3% with the current operating tax levy of \$5.0736 remaining, as well as \$0.1000 for the Capital Projects Fund and \$0.9719 for the Debt Service Fund. The operating tax levy shows a \$.09 increase from 2017-18. The Board of Education elected to voluntarily rollback \$.09 of the operating tax levy authorized by the voters in 2016. The \$.09 is eligible to be used in the 2018-19 school year. The total revenues, net of fees and delinquencies, from current local property is estimated to be \$146,652,576, which is an estimated increase of \$6,350,282.
- Proposition C sales tax revenues are forecasted to be paid at \$964 per Weighted Average Daily Attendance (WADA) in the 2018-19 fiscal year based on early estimations provided by the Department of Elementary and Secondary Education (DESE). This amount per WADA, if realized, will result in estimated total revenue of \$17,301,872.
- 3. The Foundation Formula and Classroom Trust Fund revenues forecast factors include the following.
  - a. State Adequacy Target (SAT) of \$6,180, equal to the currently projected SAT for 2017-18
  - Dollar Value Modifier (DVM) of 1.032, equal to the currently projected DVM for 2017-18
  - c. Classroom Trust Fund payment per WADA of \$404, equal to the currently projected amount for 2017-18.
  - d. WADA of 18,124 which is an increase of 211 from the projected final 2017-18 amount.

Collectively, these factors combined are projected to provide for operating fund revenues totaling \$59,277,496, which is an increase of \$198,636 from the projected final 2017-18 revenue under the Foundation Formula and Classroom Trust Fund.

- 4. Revenues for the Capital Projects Fund are forecasted at nearly \$18 million due to the anticipated sale of \$15,000,000 in general obligation bonds as authorized by the voters in April 2018.
- 5. While there are other lines of revenues at the state and federal level that have been increased and decreased in this budget, the net forecast is collectively a flat revenue picture for the District outside of the primary lines noted here.

#### **Expenditures**

- 1. The primary total expense of the District is that of salaries and benefits for all employees as is the primary increase in the budgeted expenses for 2018-19. The total increase in salaries for all employees across all funds is forecast to be \$6,557,738 with an increase in benefits of \$2,036,297. These increases include recognition of experience steps on salary schedules as well as improvements to most schedules. Teachers will experience an average increase of 4.80% or \$2,451 and other salaried personnel will experience an average increase of 4.03% or \$2,875. Hourly staff will experience an average increase of an estimated 4.5% or \$1,135. The budget provides for a projected increase in the cost of medical benefits of 6.2% for the calendar year of 2019, which will result in a 4.60% increase for the fiscal year of 2018-19. The forecasted increase of this valued benefit is \$960,876. The total increase in salaries and all benefits (retirement, FICA/Medicare and insurances) of all funds is expected to be \$8,594,035.
- 2. Fixed costs of the District include those items over which we have less control, such as utilities, insurance, contracted transportation expense and others. While behavior and resource management are incumbent upon the administration, rates are often contractual or set at the discretion of the provider. In 2018-19, these expenses are forecast to increase from the 2017-18 projections by \$480,439.
- 3. Primary lines of service and supply increases budgeted for 2018-19 provide for the continued 1:1 laptop program at high schools and the implementation of new elementary math and elementary language arts curriculums. In addition, furniture, fixture and equipment budgets for the New Cedar Ridge Elementary School and the Grant Elementary School addition are also noted in the 2018-19 budget.
- 4. The Capital Projects Fund is projected at a higher total expense in 2018-19 due to planned projects including the construction of the new middle school. Other significant projects budgeted in 2018-19 include the Locust Street Elementary School addition and renovation project and the Oakland Middle School renovation project, among others.

Total revenues and transfers in for this budget are forecasted at \$286,588,515 and expenditures are \$320,624,194 with each fund forecast to have adequately established ending fund balances.

#### **Future Budget Forecasting and Fund Balance Management**

The District relies upon the five year model and this budget is a reflection of and recognizes an intentional accumulation of operating fund balance in the coming two years. An expected annual deficit is expected in the five year model beginning at year 2020-21 with the opening of the new middle school. However, an adequate overall fund balance of 18.80% is shown in the five year plan and the Board and administration will proactively correct the trend. That correction will come in the form of either intentional reductions or improved revenues. Each year the model will guide the Board's planning as the established minimum operating fund balance of 18% is forecasted to be reached.

Conservative revenue forecasts and well planned expenditures in this model allow for relative assurance in adequate fund balances and manageable costs in the coming five years.

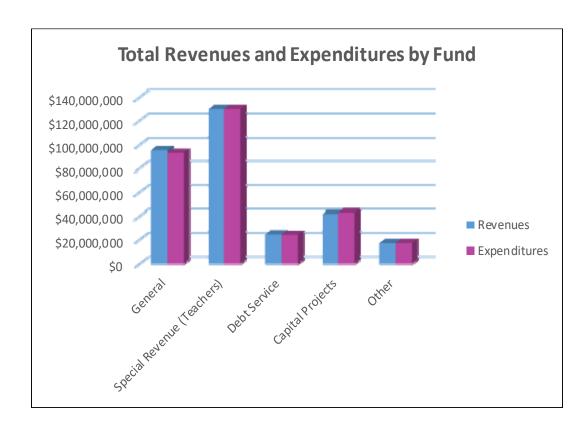
#### MAJOR FUND EXPLANATIONS

<u>General Fund</u> – The General Fund is the group of accounts reflecting daily District activities. Detailed line item expenditures are included in the financial section of this document which support this and all of the major funds. This fund accounts for expenditures for non-certified employees, pupil transportation costs, operation of plant, fringe benefits, athletics, community services and any other expenditures not required or permitted to be accounted for in other funds.

<u>Special Revenue (Teacher's) Fund</u> — The Teacher's Fund is a special revenue fund that accounts for revenues derived from specific taxes or other designated revenue sources. This fund accounts for expenditures for certified employees involved in instruction and administration, and tuition payments to other districts, and includes revenues restricted by the state and local tax levy allocations for the payment of teacher salaries and benefits.

<u>Debt Service Fund</u> – The Debt Service Fund accounts for all transactions related to the servicing of the District's general obligation bond debt. This fund accounts for the accumulation of resources (mainly local tax revenues) for the payment of principal and interest, agent fees, and other fiscal charges on general long-term debt.

<u>Capital Projects Fund</u> – The Capital Projects Fund accounts for all spending regarding bond issues and other capital related needs. This fund accounts for the proceeds of long-term debt instruments (including lease purchase principal and interest payments), taxes and other revenues designated for acquisition or construction of major capital assets.



#### **FUND BALANCE REPORTING - GOVERNMENTAL FUNDS**

In the fund financial statements, governmental funds report the following classifications of fund balance:

**Non Spendable Fund Balance** – The Non Spendable Fund Balance classification includes amounts that cannot be spent because they are either (a) not in spendable form, or (b) legally or contractually required to be maintained intact. The "not in spendable form" criterion includes items that are not expected to be converted to cash.

<u>Restricted Fund Balance</u> – The District reports Restricted Fund Balances based on externally imposed restrictions from creditors and contributors.

<u>Assigned Fund Balance</u> – Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed, should be reported as Assigned Fund Balance.

<u>Unassigned Fund Balance</u> – Unassigned Fund Balance is the residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. The General Fund is projected to report an Unassigned Fund Balance of \$57,443,550 and \$59,801,401 on June 30, 2018 and June 30, 2019, respectively.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the District considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless the Board has provided otherwise in its commitment or assignment actions.

The table below summarizes our estimated fund balance by classification according to GASB 54:

|                |              |                                   |    |            |    |           |    | Governme   | ntal | Fund Types |    |                |    |            |
|----------------|--------------|-----------------------------------|----|------------|----|-----------|----|------------|------|------------|----|----------------|----|------------|
|                |              |                                   |    |            |    |           |    |            |      |            |    | Total Nonmajor | r  | Total      |
|                |              |                                   | П  |            |    |           | П  | Debt       | П    | Capital    |    | Governmental   | П  | Government |
|                |              |                                   | П  | General    |    | Teachers  | П  | Service    |      | Projects   |    | Funds          |    | Funds      |
| TIMATED FUND B | BALANCES     |                                   | Н  |            | Н  |           | Н  |            | Н    |            |    |                |    |            |
| Nonspendable   |              |                                   | П  |            |    |           | П  |            | П    |            |    |                |    |            |
| Inventories    |              |                                   | \$ | 215,230    | \$ | -         | \$ | -          | \$   | -          | \$ | -              | \$ | 215,23     |
| Prepaid Expe   | enditures    |                                   | Ħ  | 1,200,525  | Ė  | -         | Ħ  | -          | Ť    | -          | Ė  | -              | Ė  | 1,200,52   |
| Restricted for |              |                                   | П  |            |    |           | П  |            |      |            |    |                |    |            |
| Retirement o   | f Debt - Cr  | ossover Refunded Bonds            | Ħ  | -          |    | -         | П  | 37,955,000 |      | -          |    | -              |    | 37,955,00  |
| Retirement o   | f Debt - Ge  | eneral Obligation Bonds           | Н  | _          |    | _         | Н  | 27,906,372 | Н    | _          |    | _              |    | 27,906,37  |
|                |              | ond Proceeds                      | Н  |            |    |           | Н  | -          | Н    | 39,337,762 |    | _              |    | 39,337,76  |
| Teachers Sal   |              |                                   | H  |            |    | 3,620,178 | Н  | _          |      | -          |    | -              |    | 3,620,17   |
| Grants and D   |              |                                   | H  |            |    | -         | Н  | _          |      | _          |    | 6.690.819      |    | 6,690,81   |
| Committed to   |              |                                   | Н  |            |    |           | Н  |            | Н    |            |    | 2,222,212      |    | -,,,,,,,   |
| Capital Lease  | e Pavment    | s                                 | Н  | 631,820    |    |           | Н  |            | Н    |            |    | -              |    | 631,82     |
| Technology L   |              |                                   | Н  | 801.835    |    |           | Н  |            | Н    |            |    | _              |    | 801.83     |
| Assigned to    |              |                                   | Н  | 001,000    |    |           | Н  |            | Н    |            |    |                |    | 501,00     |
| Other Capital  | I Projects   |                                   | Н  |            |    |           |    | _          |      | 961,913    |    | _              |    | 961,91     |
|                |              | get appropriation of fund balance |    |            |    |           | Н  | _          | Н    | -          |    | _              |    | 001,01     |
| Unassigned     | ) oa. o baa; | get appropriation of land balance |    | 57,443,550 |    |           | Н  |            | Н    |            |    | _              |    | 57,443,55  |
| -              | ınd Balan    | ces - June 30, 2018               | \$ | 60,292,960 | \$ | 3,620,178 | \$ | 65,861,372 | \$   | 40,299,675 | \$ | 6,690,819      | \$ |            |
|                |              |                                   | П  |            |    |           |    |            |      |            |    |                |    |            |
| TIMATED FUND B | BALANCES     | i                                 | Н  |            |    |           | Н  |            | Н    |            |    |                | -  |            |
| Nonspendable   |              |                                   |    |            |    |           |    |            |      |            |    |                |    |            |
| Inventories    |              |                                   | \$ | 250,000    | \$ | -         | \$ | -          | \$   |            | \$ | -              | \$ | 250,00     |
| Prepaid Expe   | enditures    |                                   | Н  | 1,200,500  |    | -         | Н  | -          | Н    | -          |    | -              | -  | 1,200,50   |
| Restricted for |              |                                   | Н  |            |    |           | Н  |            | Н    |            |    |                | -  |            |
|                |              | ossover Refunded Bonds            | Н  | -          |    | -         | Ш  | 37,955,000 | Н    | -          |    | -              |    | 37,955,00  |
|                |              | neral Obligation Bonds            | Ш  | -          |    | -         | Ш  | 29,969,192 | Ш    | -          |    | -              |    | 29,969,19  |
|                |              | Bond Proceeds                     | Н  | -          |    | -         | Ш  | -          | ш    | 837,762    |    | -              |    | 837,76     |
| Teachers Sal   |              | Benefits                          | Н  | -          |    | 3,997,107 | Н  | -          | Н    | -          |    | -              | -  | 3,997,10   |
| Grants and D   | Donations    |                                   | Ш  | -          |    | -         | Ш  | -          | Ш    | -          |    | 6,895,774      |    | 6,895,77   |
| Committed to   |              |                                   | Ш  |            |    |           | Ш  |            | Ш    |            |    |                |    |            |
| Capital Lease  |              |                                   | Н  | 630,644    | Ш  | -         | Ш  | -          | Ш    | -          |    | -              |    | 630,64     |
| Technology L   | _ease Leas   | e                                 | Н  | 802,797    | Ш  | -         | Ш  | -          | Ш    | -          |    | -              |    | 802,79     |
| Assigned to    |              |                                   | Н  |            | Ш  |           | Ш  |            | Ш    |            |    |                |    |            |
| Other Capital  |              |                                   | Ш  | -          |    | -         | Ш  | -          | Ш    | 389,148    |    | -              |    | 389,14     |
|                | year's bud   | get appropriation of fund balance | 1  | -          |    | -         | Ш  | -          | Ш    | -          |    | -              |    |            |
| Unassigned     |              |                                   |    | 59,801,401 | Щ  | -         | Ш  | -          | Щ    | -          |    | -              | L  | 59,801,40  |
| Total Fu       | ınd Balan    | ces - June 30, 2019               | \$ | 62.685.342 | \$ | 3.997.107 | \$ | 67.924.192 | \$   | 1.226.910  | \$ | 6.895.774      | \$ | 142,729,32 |

The District implemented GASB 45 for post-retirement benefit reporting. Actuarial costs for this implementation are not included in the 2018-19 budget. As of July 1, 2018, the actuarial accrued liability for benefits was \$32,254,500, all of which was unfunded. The District currently pays for the implicit rate subsidy on a pay-as-you-go basis.

This page intentionally left blank.

# **Summary of All Funds**

#### 82

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **SUMMARY OF ALL FUNDS**

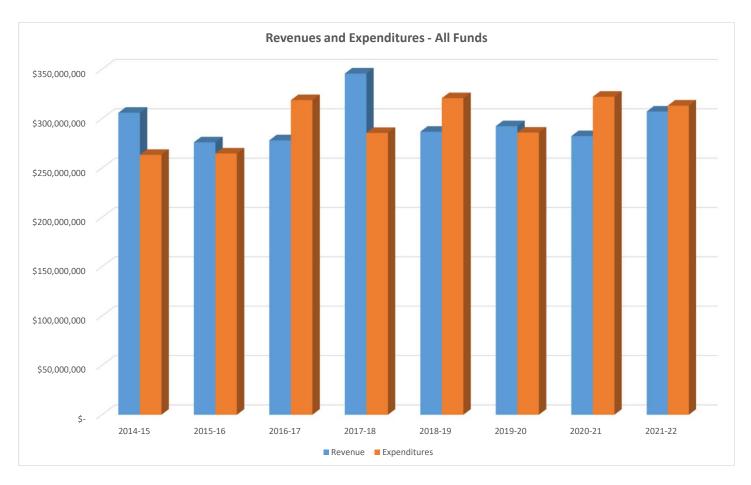
|                                     |                                         | ACTUAL          |                                         | BUD            | GET                                     |                   | FORECAST                                |                |
|-------------------------------------|-----------------------------------------|-----------------|-----------------------------------------|----------------|-----------------------------------------|-------------------|-----------------------------------------|----------------|
|                                     |                                         |                 |                                         | Projected      | Budget                                  | Forecast          | Forecast                                | Forecast       |
|                                     | 2014-15                                 | 2015-16         | 2016-17                                 | 2017-18        | 2018-19                                 | 2019-20           | 2020-21                                 | 2021-22        |
|                                     |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Beginning Fund Balance - All Funds  | \$ 103,386,566                          | \$ 145,989,712  | \$ 157,293,239                          | \$ 116,578,610 | \$ 176,765,004                          | \$ 142,729,325    | \$ 149,252,622                          | \$ 109,320,456 |
| Revenues                            |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Local revenue                       |                                         |                 | \$ 170,333,290                          |                |                                         | . , ,             | \$ 190,574,565                          |                |
| Intermediate revenue                | \$ 1,845,182                            | \$ 2,268,298    |                                         |                |                                         | , , , ,           | \$ 2,137,409                            |                |
| State revenue                       | \$ 60,051,646                           | \$ 62,639,294   |                                         | . , ,          | . , ,                                   |                   | \$ 71,352,045                           |                |
| Federal revenue                     | \$ 15,939,055                           | \$ 15,658,148   |                                         |                | . , ,                                   | . , ,             | \$ 15,865,601                           | . , ,          |
| Other revenues                      | \$ 760,325                              | \$ 680,107      |                                         |                |                                         |                   |                                         |                |
| Sale of Bonds                       | \$ 71,485,000                           | \$ 36,575,000   |                                         |                |                                         | \$ 15,000,000     |                                         | \$ 20,000,000  |
| Other Financing Sources             | \$ 7,889,321                            | \$ 4,822,644    |                                         |                |                                         |                   | \$ 1,406,549                            |                |
| Total Revenue                       | \$ 305,723,267                          | \$ 275,807,244  | \$ 277,866,348                          | \$ 345,554,866 | \$ 286,588,515                          | \$ 292,207,065    | \$ 282,119,169                          | \$ 307,008,318 |
| change in revenue from prior year   | \$ 33,989,056                           | \$ (29,916,023) | \$ 2,059,104                            | \$ 67,688,518  | \$ (58,966,351)                         | \$ 5,618,550      | \$ (10,087,896)                         | \$ 24,889,149  |
|                                     | 12.51%                                  | -9.79%          | 0.75%                                   | 24.36%         | -17.06%                                 | 1.96%             | -3.45%                                  | 8.82%          |
|                                     |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Expenditures                        |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Salaries                            | \$ 111,910,842                          | \$ 114,004,250  | \$ 126,678,376                          | \$ 128,801,304 | \$ 135,359,044                          | \$ 139,555,606    | \$ 145,435,781                          | \$ 149,780,860 |
|                                     |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Benefits                            | \$ 35,217,096                           | \$ 37,397,392   | \$ 42,452,611                           | \$ 43,923,518  | \$ 45,959,805                           | \$ 47,882,767     | \$ 50,427,677                           | \$ 52,572,553  |
|                                     |                                         |                 |                                         |                |                                         |                   |                                         |                |
| Total Salaries & Benefits           | \$ 147,127,938                          | \$ 151,401,642  | \$ 169,130,987                          | \$ 172,724,822 | \$ 181,318,849                          | \$ 187.438.373    | \$ 195,863,458                          | \$ 202.353.413 |
|                                     | , , , , , , , , , , , , , , , , , , , , | , , , , ,       | , , , , , , , , , , , , , , , , , , , , | , , ,-         | , ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | , , , , , , , , , | , , , , , , , , , , , , , , , , , , , , | , ,,,,,,       |
| Total Service/Supply                | \$ 49,251,909                           | \$ 50,378,251   | \$ 80,182,661                           | \$ 21.377.282  | \$ 70,617,847                           | \$ 39,337,273     | \$ 86,824,247                           | \$ 78,260,990  |
| Total Co. Hos/Cupply                | ψ,20.,                                  | Ψ σσ,σ: σ,2σ:   | ψ σσ, ισΞ,σσ .                          | Ψ 2.,σ,2σ2     | ψ,σ                                     | Ψ σσ,σσ., μ. σ    | ψ σσ,σ <u>2</u> ., <u>2</u>             | ψ . σ,2σσ,σσσ  |
| Capital Outlay                      | \$ 33,775,209                           | \$ 38,348,657   | \$ 38,348,657                           | \$ 39,055,251  | \$ 43,025,421                           | \$ 36,433,641     | \$ 16,432,267                           | \$ 16,306,549  |
| - Capital Gallay                    | Ψ 00,110,200                            | Ψ 00,010,001    | Ψ 00,010,001                            | Ψ 00,000,201   | Ψ 10,020,121                            | Ψ 00,100,011      | Ψ 10,102,201                            | Ψ 10,000,010   |
| Debt Service                        | \$ 31,586,946                           | \$ 22,836,279   | \$ 22,836,279                           | \$ 50 334 274  | \$ 24,128,636                           | \$ 20,942,214     | \$ 21,524,814                           | \$ 15,507,014  |
| Desit ectivise                      | Ψ 01,000,040                            | Ψ 22,000,210    | Ψ 22,000,270                            | Ψ 00,004,274   | Ψ 24,120,000                            | Ψ 20,042,214      | Ψ 21,024,014                            | Ψ 10,001,014   |
| Total Expenditures                  | \$ 261,742,002                          | \$ 262 064 820  | \$ 310,498,584                          | ¢ 283 401 620  | ¢ 310 000 753                           | ¢ 28/ 151 501     | \$ 320,644,786                          | ¢ 312 /27 066  |
| Total Expeliatures                  | \$ 201,742,002                          | \$ 202,904,029  | \$ 310,430,304                          | Ψ 203,491,029  | ψ 319,090,733                           | φ 204,131,301     | \$ 320,044,700                          | φ 312,421,900  |
| Transfers (to) from other funds     | \$ (1,378,119)                          | \$ (1,538,888)  | \$ (8,082,393)                          | \$ (1,876,843) | \$ (1,533,441)                          | \$ (1,532,267)    | \$ (1,406,549)                          | \$ (618,605)   |
| Transiers (to) Ironi other funds    | ψ (1,376,119)                           | ψ (1,000,000)   | ψ (0,002,393)                           | ψ (1,070,043)  | φ (1,000,441)                           | ψ (1,002,207)     | ψ (1,400,549)                           | φ (010,005)    |
| Total Expenditures + Transfers      | \$ 263,120,121                          | ¢ 264 503 747   | \$ 318,580,977                          | ¢ 285 368 472  | ¢ 320 624 404                           | ¢ 285 683 760     | \$ 322,051,335                          | ¢ 313 0/6 571  |
| Total Experiultures + Italisters    | ψ 203, 120, 121                         | ψ 204,505,717   | ψ 310,000,911                           | Ψ 200,000,472  | ψ 320,024,194                           | ψ 200,000,700     | ψ 322,001,333                           | φ 313,040,371  |
| Increase (decrease) in fund balance | ¢ 42.602.446                            | ¢ 11 202 507    | \$ (40,714,629)                         | ¢ 60.106.201   | \$ (34.035.679)                         | ¢ 6 500 007       | \$ (39,932,166)                         | \$ (6,038,253) |
| ,                                   |                                         |                 | , , ,                                   | . , ,          | , (- ),,                                | . , ,             | . , , , ,                               | . , , , ,      |
| Ending Fund Balance - All Funds     | \$ 145,989,712                          | \$ 157,293,239  | \$ 116,578,610                          | \$ 170,765,004 | \$ 142,729,325                          | \$ 149,252,622    | \$ 109,320,456                          | \$ 103,282,203 |

# 83

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **SUMMARY OF ALL FUNDS**

|                            |                | ACTUAL          |                | BUD                  | GET               |                     | FORECAST            |                  |
|----------------------------|----------------|-----------------|----------------|----------------------|-------------------|---------------------|---------------------|------------------|
|                            | 2014-15        | 2015-16         | 2016-17        | Projected<br>2017-18 | Budget<br>2018-19 | Forecast<br>2019-20 | Forecast<br>2020-21 | Forecast 2021-22 |
| Revenue                    |                | \$ 275,839,787  |                | \$<br>               |                   |                     |                     | \$ 307,008,318   |
| Change versus prior year   | . , ,          | \$ (29,923,035) | . , ,          |                      | \$ (58,966,351)   | . , ,               | \$ (10,087,896)     | . , ,            |
| % change versus prior year | 12.25%         | -9.79%          | 0.73%          | 24.36%               | -17.06%           | 1.96%               | -3.45%              | 8.82%            |
| Expenditures               | \$ 263,120,121 | \$ 264,503,717  | \$ 318,580,977 | \$<br>285,368,472    | \$ 320,624,194    | \$ 285,683,768      | \$ 322,051,335      | \$ 313,046,571   |
| Change versus prior year   | \$ 10,586,556  | \$ 1,383,596    | \$ 54,077,260  | \$<br>(33,212,505)   | \$ 35,255,722     | \$ (34,940,426)     | \$ 36,367,567       | \$ (9,004,764)   |
| % change versus prior year | 4.19%          | 0.53%           | 20.44%         | -10.43%              | 12.35%            | -10.90%             | 12.73%              | -2.80%           |



| Revenue<br>Object Category    | Actual<br>2014-15 | Actual         | Actual<br>2016-17 | Original<br>Budget | Projected<br>Actual | Final<br>Budget | 2019-20        | Forecast<br>2020-21 | 2021-22        |
|-------------------------------|-------------------|----------------|-------------------|--------------------|---------------------|-----------------|----------------|---------------------|----------------|
| Object Category               | 2014-15           | <u>2015-16</u> | 2016-17           | <u>2017-18</u>     | <u>2017-18</u>      | <u>2018-19</u>  | 2019-20        | <u> 2020-21</u>     | 2021-22        |
| All Funds - Revenues          |                   |                |                   |                    |                     |                 |                |                     |                |
| 5100 Local Sources            |                   |                |                   |                    |                     |                 |                |                     |                |
| 5111 Current Tax              | \$ 116,144,412    | \$ 119,630,780 | \$ 135,795,625    | \$ 139,645,100     | \$ 139,709,475      | \$ 146,652,576  | \$ 151,409,450 | \$ 155,479,738      | \$ 160,137,837 |
| 5112 Delinquent Tax           | 3,730,742         | 3,671,775      | 3,851,019         | 3,596,997          | 3,935,665           | 3,895,000       | 3,895,000      | 3,895,000           | 3,895,000      |
| 5113 Proposition C Sales Tax  | 15,596,185        | 16,606,392     | 16,672,644        | 17,516,000         | 16,865,180          | 17,301,872      | 17,557,102     | 17,815,642          | 18,075,642     |
| 5114 Intangible Tax           | 165,849           | 166,198        | 348,689           | 348,689            | 451,035             | 451,035         | 451,035        | 451,035             | 451,035        |
| 5115 Surtax                   | 2,262,334         | 2,170,784      | 2,288,724         | 2,288,724          | 2,301,138           | 2,301,132       | 2,301,132      | 2,301,132           | 2,301,132      |
| 5116 In Lieu of Tax Payments  | 415,323           | 248,542        | 197,974           | 197,974            | 476,192             | 337,083         | 337,083        | 337,083             | 337,083        |
| 5121 Tuition - K-12           | 26,397            | 41,102         | 50,209            | 50,780             | 35,780              | 50,780          | 50,780         | 50,780              | 50,780         |
| 5122 Summer School Tuition    | 37,606            | 48,845         | 41,716            | 45,000             | 45,000              | 45,000          | 45,000         | 45,000              | 45,000         |
| 5123 Tuition - Adult Ed       | 1,110,102         | 1,526,968      | 1,313,452         | 1,276,000          | 1,197,000           | 1,115,000       | 1,143,100      | 1,143,100           | 1,143,100      |
| 5141 Interest - Daily Account | 44,695            | 51,930         | 79,777            | 86,088             | 117,000             | 71,000          | 71,000         | 71,000              | 71,000         |
| 5142 Interest - Investments   | 183,548           | 590,607        | 1,074,551         | 601,254            | 921,584             | 790,000         | 790,000        | 790,000             | 790,000        |
| 5144 Interest - Collector     | 24,864            | 22,938         | 82,552            | 42,153             | 37,022              | 49,429          | 49,429         | 49,429              | 49,429         |
| 5145 Interest - Escrow Agent  | 9,708             | 136,806        | 164,453           | 30,000             | 30,000              | 30,000          | 30,000         | 30,000              | 30,000         |
| 5151 Food Sales - Program     | 1,830,290         | 1,848,578      | 1,804,748         | 1,700,000          | 1,750,000           | 1,908,891       | 1,917,852      | 1,937,852           | 1,957,852      |
| 5165 Food Sales - Non Program | 1,113,206         | 1,249,682      | 1,287,722         | 1,250,000          | 1,300,000           | 1,376,354       | 1,376,354      | 1,376,354           | 1,376,354      |
| 5171 Student Activities       | 1,698,876         | 2,014,933      | 2,968,362         | 2,776,493          | 3,032,810           | 3,020,444       | 2,843,944      | 2,843,944           | 2,843,944      |
| 5172 Vending Revenue          | 50,574            | 25,508         | 61,653            | 56,433             | 53,790              | 50,599          | 50,599         | 50,599              | 50,599         |
| 5189 Enrichment Tuition       | 37                | 1,118          | -                 | -                  | -                   | -               | -              | -                   | -              |
| 5190 Other Local              | 322,830           | 702,552        | 3,371,948         | 158,739            | 111,211             | 171,169         | 171,169        | 171,169             | 171,169        |
| 5191 Rentals                  | 164,088           | 179,455        | 48,496            | 180,000            | 180,250             | 180,000         | 180,000        | 180,000             | 180,000        |
| 5192 Donations                | 1,050,528         | 869,659        | 1,151,826         | 848,709            | 966,657             | 819,618         | 868,468        | 893,468             | 918,468        |
| 5193 Offset Printing          | 99,471            | 130,362        | 157,014           | 175,000            | 175,000             | 190,000         | 190,000        | 190,000             | 190,000        |
| 5195 Refund of Expenditure    | 33,432            | 119,339        | 71,466            | 31,000             | 46,507              | 46,000          | 46,000         | 46,000              | 46,000         |
| 5197 Sale of Misc. Items      | 58,862            | 101,751        | 35,144            | 34,775             | 367,595             | 35,075          | 35,075         | 35,075              | 35,075         |
| 5198 Fundraising Activities   | 671,874           | 461,087        | 43,700            | 36,190             | 54,695              | 36,190          | 36,190         | 36,190              | 36,190         |
| 5199 Misc. Local Revenue      | 387,183           | 229,813        | 255,303           | 151,965            | 641,658             | 154,969         | 154,969        | 154,969             | 154,969        |
| - Project Construct           | 301,113           | 324,158        | 243,675           | 175,000            | 210,000             | 200,000         | 200,000        | 200,000             | 200,000        |
| - Moving on Together          | 1,050             | 3,454          | 7,834             | 8,000              | 8,000               | -               | -              | -                   | =              |
| - Sports Marketing            | 217,000           | -              | -                 | -                  | -                   | =               | =              | -                   | =              |
| 51XX Local Sources            | \$ 147,752,179    | \$ 153,175,116 | \$ 173,470,276    | \$ 173,307,063     | \$ 175,020,244      | \$ 181,279,216  | \$ 186,200,731 | \$ 190,574,559      | \$ 195,537,658 |

#### g

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

| Payanua                           | Actual         | Actual              | Actual          | Original       | Projected      | Final          |                | Foreset        |                |
|-----------------------------------|----------------|---------------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue                           | Actual         | Actual              | Actual          | Budget         | Actual         | Budget         | 0040.00        | Forecast       | 0004.00        |
| Object Category                   | <u>2014-15</u> | <u>2015-16</u>      | <u>2016-17</u>  | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
| 5200 Intermediate Sources         |                |                     |                 |                |                |                |                |                |                |
| 5211 Fines and Forfeitures        | \$ 470,537     | ' \$ 486,420        | ) \$ 537,096    | \$ 537,096     | \$ 424,110     | \$ 424,110     | \$ 424,110     | \$ 424,110     | \$ 424,110     |
| 5221 State Assessed Utilities     | 1,223,831      | 1,320,412           | 1,320,206       | 1,320,206      | 1,399,544      | 1,394,989      | 1,394,989      | 1,394,989      | 1,394,989      |
| 5234 County Stock Insurance       | 150,814        | 461,466             | 334,011         | 334,011        | 318,311        | 318,310        | 318,310        | 318,310        | 318,310        |
| 52XX Intermediate Sources         | \$ 1,845,182   | 2 \$ 2,268,298      |                 |                | \$ 2,141,965   | \$ 2,137,409   | \$ 2,137,409   | \$ 2,137,409   | \$ 2,137,409   |
| 5300 State Sources                |                |                     |                 |                |                |                |                |                |                |
| 5311 Basic Formula - State Aid    | \$ 43,354,675  | 5 \$ 45,409,402     | 2 \$ 48,571,781 | \$ 48,866,719  | \$ 52,278,199  | \$ 52,244,095  | \$ 52,699,806  | \$ 53,207,762  | \$ 53,715,718  |
| 5312 Transportation               | 2,627,397      | 2,295,138           | 1,908,607       | 1,950,000      | 2,076,467      | 2,000,000      | 2,000,000      | 2,000,000      | 2,000,000      |
| 5314 Early Childhood, Spec Ed     | 3,223,087      | 3,718,780           | 4,119,842       | 4,300,000      | 3,971,892      | 4,300,000      | 4,300,000      | 4,300,000      | 4,300,000      |
| 5319 Classroom Trust Fund         | 6,438,455      | 6,487,204           | 4 6,754,820     | 6,963,307      | 6,800,661      | 7,033,401      | 7,116,685      | 7,147,723      | 7,178,761      |
| 5324 Parents as Teachers          | 536,039        | 498,215             | 5 528,723       | 525,000        | 499,185        | 500,000        | 500,000        | 500,000        | 500,000        |
| 5332 Vocational Aid               | 1,003,458      | 1,022,244           | 974,857         | 627,000        | 608,500        | 612,000        | 612,000        | 612,000        | 612,000        |
| 5333 School Lunch Assistance      | 60,702         | 60,01               | 59,366          | 60,000         | 60,000         | 61,146         | 60,000         | 60,000         | 60,000         |
| 5337 Adult Basic Education        | 51,376         | 69,507              | 7 213,309       | 102,211        | 102,211        | 102,211        | 102,211        | 102,211        | 102,211        |
| 5359 Vocational Enhancement Grant | 197,304        | 463,760             | 319,552         | 375,000        | 453,044        | 453,044        | 453,044        | 453,044        | 453,044        |
| 5362 A+ Schools                   | -              | 1,204               | -               | -              | -              | -              | -              | -              | -              |
| 5369 Resid Place/Excess Cost      | 520,100        | 483,79              | 510,776         | 204,311        | 263,740        | 263,740        | 263,740        | 263,740        | 263,740        |
| 5371 Readers for the Blind        | 2,065          | 5 1,79 <sup>2</sup> | 1,717           | -              | -              | -              | -              | -              | -              |
| 5381 Extraordinary Cost           | 1,649,786      | 1,528,66            | 1,947,110       | 2,044,465      | 1,802,021      | 1,987,465      | 2,062,465      | 2,137,465      | 2,212,465      |
| 5397 Other State Revenue          | 66,416         | 66,998              | 115,251         | 60,355         | 74,758         | 61,605         | 61,605         | 61,605         | 61,605         |
| - Project Construct               | 313,461        | 501,457             | 7 718,631       | 560,000        | 560,000        | 450,000        | 487,745        | 487,745        | 487,745        |
| - Lewis & Clark Conservation      | -              | 31,13               | -               | 1,250          | -              | -              | -              | -              | -              |
| 53XX State Sources                | \$ 60.051.646  | \$ 62,639,294       | \$ 66,744,342   | \$ 66,658,368  | \$ 69.569.428  | \$ 70.087.457  | \$ 70.738.051  | \$ 71.352.045  | \$ 71.966.039  |

#### α

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

| Parame                                            | Antural                         | A stud                     | Original                               | Projected        | Final                  |                | F              |                |
|---------------------------------------------------|---------------------------------|----------------------------|----------------------------------------|------------------|------------------------|----------------|----------------|----------------|
| Revenue                                           | Actual                          | Actual Actu                |                                        | Actual           | Budget _               | 2042.00        | Forecast       | 0004.00        |
| Object Category                                   | <u>2014-15</u>                  | <u>2015-16</u> <u>2016</u> | <u>17</u> <u>2017-18</u>               | <u>2017-18</u>   | <u>2018-19</u>         | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
| 5400 Federal Sources                              |                                 |                            |                                        |                  |                        |                |                |                |
| 5412 Medicaid                                     | \$ 509,537                      | \$ 395,657 \$ 92           | 8,188 \$ 170,596                       | \$ 450,000 \$    | 450,000                | \$ 450,000 \$  | 450,000        | \$ 450,000     |
| 5427 Title II - Basic Grant                       | 315,967                         | 272,833 3                  | 1,492 297,635                          | 227,598          | 274,301                | 274,301        | 274,301        | 274,301        |
| 5436 Adult Basic Education                        | 360,310                         | 328,909 27                 | 1,411 224,324                          | 224,324          | 289,835                | 293,199        | 293,199        | 293,199        |
| 5437 IDEA Grants                                  | -                               | 154,381 14                 | 3,229 73,038                           | 69,427           | 8,585                  | 8,585          | 8,585          | 8,585          |
| 5441 Entitlement PL 94-142                        | 3,388,306                       | 3,391,213 3,58             | 3,300,000                              | 3,570,808        | 3,600,000              | 3,600,000      | 3,600,000      | 3,600,000      |
| 5442 Early Childhood, Spec Ed                     | 757,080                         | 481,833 45                 | 7,760 650,000                          | 400,804          | 650,000                | 650,000        | 650,000        | 650,000        |
| 5445 School Lunch - Federal                       | 3,313,938                       | 3,470,408 3,63             | 2,195 3,776,500                        | 3,776,500        | 3,741,161              | 3,787,489      | 3,887,489      | 3,987,489      |
| 5446 School Breakfast                             | 1,088,556                       | 1,253,553 1,3              | 6,042 1,340,000                        | 1,361,000        | 1,355,524              | 1,355,524      | 1,355,524      | 1,355,524      |
| 5447 School Milk                                  | 8,882                           | 6,324                      | 7,078 8,000                            | 8,000            | 7,290                  | 7,290          | 7,290          | 7,290          |
| 5448 After School Snacks                          | 3,455                           | 1,599                      | 1,271 1,500                            | 1,530            | 1,309                  | 1,309          | 1,309          | 1,309          |
| 5449 School Fruits & Veggies                      | 85,985                          | 67,801                     | - 65,000                               | 67,346           | -                      | · -            | · -            | · <u>-</u>     |
| 5451 Title I                                      | 4,083,139                       | 3,714,616 3,99             | 66,797 4,380,968                       | 4,471,056        | 3,162,348              | 3,162,348      | 3,162,348      | 3,162,348      |
| 5462 Title III                                    | 201,924                         |                            | 3,895 266,757                          | 266,757          | 174,172                | 162,814        | 162,814        | 162,814        |
| 5465 Title II                                     | 697,405                         | 664,444 25                 | 4,543 785,557                          | 908,870          | 553,944                | 553,944        | 553,944        | 553,944        |
| 5472 Child Care Development                       | 63,934                          |                            | 7,741 58,352                           | 50,823           | 58,352                 | 58,352         | 58,352         | 58,352         |
| 5484 Pell Funds                                   | 224,020                         |                            | 9,535 305,000                          | 150,000          | 130,000                | 130,000        | 130,000        | 130,000        |
| 5496 E Rate Funds                                 | 169,074                         |                            | 3,019 -                                | 165,662          | 150,000                | 150,000        | 150,000        | 150,000        |
| 5497 Other Federal Revenue                        | 15,266                          |                            | 3,678 1,370                            | , <u>-</u>       | 1,580                  | 1,580          | 1,580          | 1,580          |
| - Direct Lending                                  | 341,296                         | ,                          | 9,864 346,636                          | 324,199          | 316,636                | 316,636        | 316,636        | 316,636        |
| - US Fish and Wildlife                            | -                               |                            | 6,908 -                                | 1,266            | -                      | -              | -              | -              |
| - Forestry Grant                                  | -                               | ,                          | 2,986 35,414                           | 38,318           | 35,414                 | 35,414         | 35,414         | 35,414         |
| - Parent Involvement                              | 310,980                         | ,                          | 8,650 312,657                          | 312,657          | 312,657                | 312,657        | 312,657        | 312,657        |
| 54XX Federal Sources                              | \$ 15,939,054                   | ,                          | 8,271 \$ 16,611,654                    | \$ 17,323,330 \$ |                        | \$ 15,765,607  | ,              | \$ 15,965,607  |
| 5500 Donated Commodities                          |                                 |                            |                                        |                  |                        |                |                |                |
| 5510 Donated Commodities 55XX Donated Commodities | \$ 415,707<br><b>\$ 415,707</b> |                            | 76,426 \$ 450,000<br>76,426 \$ 450,000 |                  | 490,719 <b>490,719</b> | . ,            | ,              |                |

#### α

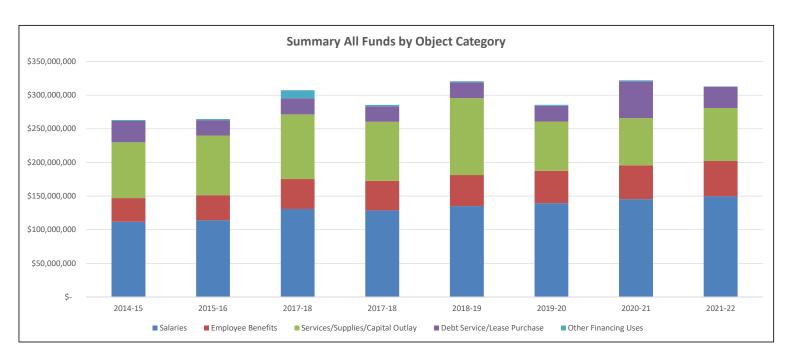
# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

| Revenue                                                                           | Actual                              | Actual Actual                                               | Original Projected<br>Budget Actual                     | Final<br>Budget                     | Forecast                               |
|-----------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------|---------------------------------------------------------|-------------------------------------|----------------------------------------|
| Object Category                                                                   | <u>2014-15</u>                      | <u>2015-16</u> <u>2016-17</u>                               | <u>2017-18</u> <u>2017-18</u>                           | <u>2018-19</u> <u>2019-20</u>       | <u>2020-21</u> <u>2021-22</u>          |
| 5600 Other Sources                                                                |                                     |                                                             |                                                         |                                     |                                        |
| 5611 Sale of Bonds<br>5631 Insurance Recoveries<br>5692 Proceeds - Bond Refunding | \$ 41,348,000 \$ 182,595 30,137,000 | \$ 35,000,000 \$ 10,000,000<br>32,313 11,638<br>1,575,000 - | \$ 35,000,000 \$ 35,000,000<br>- 23,563<br>- 37,955,000 | \$ 15,000,000 \$ 15,000,00          | 00 \$ - \$ 20,000,000<br>              |
| 56XX Other Sources                                                                | \$ 71,667,595                       |                                                             |                                                         | \$ 15,000,000 \$ 15,000,00          | - \$ 20,000,000                        |
| 5800 Tuition                                                                      |                                     |                                                             |                                                         |                                     |                                        |
| 5810 Tuition - Other Districts                                                    | \$ 75,583                           | \$ 100,564 \$ 104,831                                       | \$ 160,000 \$ 210,000                                   | \$ 210,000 \$ 210,00                | 0 \$ 210,000 \$ 210,000                |
| 5820 Tuition - Area Voc Fees                                                      | 87,000                              | 87,500 61,500                                               | 123,000 123,000                                         | 123,000 123,00                      |                                        |
| 58XX Tuition                                                                      | \$ 162,583                          | \$ 188,064 \$ 166,331                                       | \$ 283,000 \$ 333,000                                   | \$ 333,000 \$ 333,00                | 0 \$ 333,000 \$ 333,000                |
| 5900 Other Financing Sources                                                      |                                     |                                                             |                                                         |                                     |                                        |
| 5999 Other Financing Sources                                                      | \$ 7,928,876                        | \$ 4,844,826 \$ 8,258,834                                   | \$ 14,352,692 \$ 7,738,336                              | \$ 1,533,441 \$ 1,532,26            | 67 \$ 1,406,549 \$ 618,605             |
| 59XX Other Financing Sources                                                      | \$ 7,928,876                        | \$ 4,844,826 \$ 8,258,834                                   | \$ 14,352,692 \$ 7,738,336                              | \$ 1,533,441 \$ 1,532,26            | 7 \$ 1,406,549 \$ 618,605              |
| All Funds - Revenues                                                              | \$ 305,762,822                      | \$ 275,839,787 \$ 277,947,431                               | <b>\$ 308,854,090 \$ 345,554,866</b>                    | <b>\$ 286,588,515 \$ 292,207,06</b> | 5 \$ 282,119,169 <b>\$ 307,008,318</b> |

Program: Summary Expenditures Budget

Function(s): Total All Functions

| Expenditure<br>Object Category                                                                                           | Actual <u>2014-15</u>                                                             | Actual<br><u>2015-16</u>                                                          | Actual<br>2016-17                                                                 | Original<br>Budget<br>2017-18                                                      | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> | 2019-20        | Forecast<br>2020-21                                                               | 2021-22                                                                         |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------|----------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies/Capital Outlay<br>Debt Service/Lease Purchase<br>Other Financing Uses | \$ 111,910,842<br>\$ 35,217,096<br>\$ 83,027,118<br>\$ 31,586,946<br>\$ 1,378,119 | \$ 114,004,250<br>\$ 37,397,392<br>\$ 88,734,397<br>\$ 22,836,279<br>\$ 1,538,888 | \$ 126,697,823<br>\$ 42,455,653<br>\$ 90,485,494<br>\$ 50,333,731<br>\$ 8,082,393 | \$ 130,917,575<br>\$ 44,479,510<br>\$ 95,922,794<br>\$ 24,128,636<br>\$ 11,852,692 | \$ 23,076,186                         | , . , .                           |                | \$ 145,435,781<br>\$ 50,427,677<br>\$ 70,117,789<br>\$ 54,663,539<br>\$ 1,406,549 | \$ 149,780,860<br>\$ 52,572,553<br>\$ 78,522,407<br>\$ 31,552,146<br>\$ 618,605 |
| Total                                                                                                                    | \$ 263,120,121                                                                    | \$ 264,511,206                                                                    | \$ 318,055,094                                                                    | \$ 307,301,207                                                                     | \$ 285,368,474                        | \$ 320,624,194                    | \$ 285,683,768 | \$ 322,051,335                                                                    | \$ 313,046,571                                                                  |



#### **SUMMARY EXPENDITURES ALL FUNCTIONS**

| Programs                                   | Actual<br>2014-15 | Actual 2015-16    | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------------------|-------------------|-------------------|-------------------|-------------------------------|--------------------------------|----------------------------|
| Elementary Instruction                     | \$<br>30,664,427  | \$<br>32,373,239  | \$<br>35,636,322  | \$<br>36,436,071              | \$<br>36,502,218               | \$<br>38,054,605           |
| Middle Instruction                         | \$<br>16,657,409  | \$<br>17,121,761  | \$<br>18,944,660  | \$<br>19,657,288              | \$<br>19,773,928               | \$<br>20,627,207           |
| Senior High Instruction                    | \$<br>19,199,070  | \$<br>19,035,111  | \$<br>20,341,539  | \$<br>21,000,454              | \$<br>20,980,372               | \$<br>21,764,827           |
| Summer School Instruction                  | \$<br>2,563,373   | \$<br>2,675,181   | \$<br>2,556,762   | \$<br>2,695,427               | \$<br>2,710,685                | \$<br>2,682,899            |
| Douglass High Instruction                  | \$<br>818,979     | \$<br>854,781     | \$<br>876,665     | \$<br>938,757                 | \$<br>954,193                  | \$<br>995,796              |
| General Instruction                        | \$<br>311,635     | \$<br>314,655     | \$<br>315,869     | \$<br>276,201                 | \$<br>249,910                  | \$<br>1,135,476            |
| Special Education Instruction              | \$<br>14,913,171  | \$<br>22,424,284  | \$<br>24,522,333  | \$<br>25,433,157              | \$<br>25,291,262               | \$<br>24,849,588           |
| Early Childhood Special Education          | \$<br>3,484,625   | \$<br>3,824,881   | \$<br>4,368,641   | \$<br>4,417,350               | \$<br>4,291,922                | \$<br>4,455,967            |
| Gifted Program                             | \$<br>1,153,645   | \$<br>1,178,686   | \$<br>1,279,353   | \$<br>1,340,719               | \$<br>1,495,918                | \$<br>1,576,594            |
| Title I                                    | \$<br>1,186,047   | \$<br>1,207,396   | \$<br>1,416,428   | \$<br>1,625,936               | \$<br>1,783,158                | \$<br>1,859,365            |
| English-Second Language                    | \$<br>1,655,746   | \$<br>1,956,176   | \$<br>2,229,948   | \$<br>2,369,767               | \$<br>2,347,569                | \$<br>2,584,935            |
| Vocational Instruction                     | \$<br>3,768,110   | \$<br>3,874,300   | \$<br>4,030,419   | \$<br>4,198,403               | \$<br>3,964,305                | \$<br>4,153,101            |
| Student Activities-Athletics               | \$<br>2,049,197   | \$<br>2,202,844   | \$<br>2,545,406   | \$<br>2,268,183               | \$<br>2,457,002                | \$<br>2,534,353            |
| Adult Basic Education                      | \$<br>12,407      | \$<br>11,652      | \$<br>11,980      | \$<br>13,980                  | \$<br>13,980                   | \$<br>13,980               |
| Tuition Payments                           | \$<br>452,990     | \$<br>443,452     | \$<br>486,434     | \$<br>450,000                 | \$<br>450,000                  | \$<br>1,450,000            |
| Guidance                                   | \$<br>3,944,606   | \$<br>4,261,453   | \$<br>4,699,817   | \$<br>4,836,434               | \$<br>4,692,619                | \$<br>4,899,236            |
| Pupil Services                             | \$<br>8,991,788   | \$<br>4,473,679   | \$<br>5,127,340   | \$<br>5,377,361               | \$<br>5,245,501                | \$<br>6,134,427            |
| Educational Media Services                 | \$<br>2,995,851   | \$<br>3,214,508   | \$<br>3,696,481   | \$<br>3,893,136               | \$<br>3,914,206                | \$<br>4,139,904            |
| Support Services and Instructional Staff   | \$<br>8,877,794   | \$<br>9,070,130   | \$<br>11,117,148  | \$<br>9,757,937               | \$<br>8,814,724                | \$<br>10,676,551           |
| Administrative Services                    | \$<br>3,073,654   | \$<br>3,125,750   | \$<br>3,836,846   | \$<br>3,634,359               | \$<br>3,464,633                | \$<br>5,968,119            |
| Other Administrative Services              | \$<br>12,508,377  | \$<br>11,439,950  | \$<br>13,105,244  | \$<br>13,466,097              | \$<br>13,241,467               | \$<br>13,908,182           |
| Business Services                          | \$<br>1,151,401   | \$<br>1,171,626   | \$<br>1,101,588   | \$<br>1,189,984               | \$<br>1,112,390                | \$<br>1,217,453            |
| Maintenance, Security & Construction Mgmt. | \$<br>17,135,885  | \$<br>16,714,669  | \$<br>19,912,580  | \$<br>21,219,240              | \$<br>20,444,991               | \$<br>21,763,382           |
| Security Services                          | \$<br>651,149     | \$<br>709,850     | \$<br>778,117     | \$<br>741,575                 | \$<br>714,046                  | \$<br>738,954              |
| Transportation Services                    | \$<br>12,493,629  | \$<br>12,402,247  | \$<br>12,399,416  | \$<br>12,927,862              | \$<br>12,529,934               | \$<br>13,147,757           |
| Research and Information Systems           | \$<br>4,987,098   | \$<br>4,569,175   | \$<br>5,209,714   | \$<br>5,428,615               | \$<br>5,610,850                | \$<br>3,521,688            |
| Community Services                         | \$<br>743,792     | \$<br>762,658     | \$<br>869,648     | \$<br>861,869                 | \$<br>885,661                  | \$<br>937,299              |
| Early Childhood Title I                    | \$<br>2,635,637   | \$<br>2,662,656   | \$<br>3,221,610   | \$<br>3,573,478               | \$<br>3,222,189                | \$<br>3,366,328            |
| PAT                                        | \$<br>1,132,301   | \$<br>1,158,726   | \$<br>1,229,362   | \$<br>1,164,535               | \$<br>1,168,637                | \$<br>1,212,896            |
| Other Financing Uses                       | \$<br>1,378,119   | \$<br>1,538,888   | \$<br>8,082,393   | \$<br>11,852,692              | \$<br>1,876,843                | \$<br>1,533,441            |
| Debt Services                              | \$<br>31,586,946  | \$<br>22,836,279  | \$<br>50,333,731  | \$<br>24,128,636              | \$<br>23,076,186               | \$<br>23,404,740           |
| Capital Projects                           | \$<br>33,775,209  | \$<br>38,348,657  | \$<br>36,129,922  | \$<br>43,025,421              | \$<br>35,366,393               | \$<br>58,493,369           |
| Nutrition Services                         | \$<br>8,272,584   | \$<br>8,115,019   | \$<br>8,634,512   | \$<br>8,893,963               | \$<br>8,733,681                | \$<br>8,821,760            |
| Student Activities                         | \$<br>1,972,662   | \$<br>2,191,932   | \$<br>2,472,063   | \$<br>2,321,348               | \$<br>1,869,800                | \$<br>2,225,000            |
| Adult Education                            | \$<br>2,005,190   | \$<br>2,248,565   | \$<br>2,231,609   | \$<br>2,211,403               | \$<br>2,262,256                | \$<br>2,277,382            |
| Grants and Donations Fund                  | \$<br>3,915,618   | \$<br>3,996,390   | \$<br>4,303,194   | \$<br>3,673,569               | \$<br>3,855,045                | \$<br>3,497,633            |
| Total                                      | \$<br>263,120,121 | \$<br>264,511,206 | \$<br>318,055,094 | \$<br>307,301,207             | \$<br>285,368,474              | \$<br>320,624,194          |

# **District Operating Funds**

General Operating Fund Teachers Fund

#### **DISTRICT OPERATING FUNDS SUMMARY**

|                       |                                        |           |       | ACTI      | JAL   |    |             | BUD               | GE. | T           |           |             |      | FORE        | CAS   | T          |      |            |
|-----------------------|----------------------------------------|-----------|-------|-----------|-------|----|-------------|-------------------|-----|-------------|-----------|-------------|------|-------------|-------|------------|------|------------|
|                       |                                        |           |       |           |       |    |             | Projected         |     | Budget      |           | Forecast    |      | Forecast    | F     | orecast    | F    | orecast    |
|                       |                                        | 2014-     | 15    | 2015      | 16    |    | 2016-17     | 2017-18           |     | 2018-19     |           | 2019-20     |      | 2020-21     | 2     | 2021-22    |      | 2022-23    |
|                       |                                        | T         | 1     |           | 1     |    |             | <br>              |     |             | _         |             | _    |             |       |            |      |            |
| Beginning Combine     |                                        | \$ 44,79  | - /   | ,         | ,     | \$ | - , ,       | \$<br>54,915,437  | \$  |             | \$        | 66,682,449  | \$   | - , ,       | \$ 5  | ,,-        | \$ : | 54,271,322 |
| Revenue               | AV incr assumption/actual (after TIF)  |           | 2.90% |           | 2.84% |    | 3.07%       | <br>3.27%         |     | 3.00%       |           | 3.00%       |      | 3.00%       |       | 3.00%      |      | 3.00%      |
|                       | fore any additions or reductions       | \$ 115,21 | 1,236 | \$ 119,10 | 4,404 |    | 134,801,256 | \$<br>139,025,436 | _   | ,,          |           | , ,         | •    | -, - , -    |       | 52,712,300 | •    | 56,806,290 |
| Current Property Ta   |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | 6,114,760   | \$        | 3,613,903   | \$   | 3,722,320   | \$    | 3,833,990  | \$   | 3,949,010  |
|                       | ng Levy - Current Property Taxes       | \$        | -     | \$        | -     | \$ |             | \$<br>-           | \$  | -           | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
|                       | apter 100 Bond Projects                | \$        | -     | \$        | -     | \$ |             | \$<br>-           | \$  | -           | \$        | 442,429     | \$   | -           | \$    | -          | \$   | -          |
| Delinquent Propert    |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  |             | \$        | -           | \$   | -           | \$    | -          | \$   |            |
| Proposition C Sales   | s Tax                                  | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | ,           | \$        | 255,230     | \$   | 258,540     | \$    | 260,000    | \$   | 260,000    |
| Other                 |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | (714,581)   | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
|                       |                                        |           |       |           |       |    |             |                   |     |             |           |             |      |             |       |            |      |            |
| Intermediate reve     | nue before any additions or reductions | \$ 1,53   | 0,453 | \$ 1,86   | 9,113 | \$ | 1,824,147   | \$<br>1,758,921   | \$  | 1,758,921   | <b>\$</b> | 1,754,367   | \$   | 1,754,367   | \$    | 1,754,367  | \$   | 1,754,367  |
| SARRU                 |                                        | \$        | -     | \$        | -     | \$ | -           | \$                | \$  | (4,554)     | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
|                       |                                        |           |       |           |       |    |             |                   |     |             |           |             |      |             |       |            |      |            |
| State revenue bef     | ore any additions or reductions        | \$ 58,78  | 5,807 | \$ 61,10  | 2,931 | \$ | 64,935,996  | \$<br>68,034,467  | \$  | 68,034,467  | \$        | 68,671,003  | \$   | 69,284,998  | \$ 6  | 69,898,992 | \$   | 70,512,986 |
| State Funding Forn    | nula                                   | \$        | -     | \$        | -     | \$ | -           | \$                | \$  | (34,104)    | \$        | 455,711     | \$   | 507,956     | \$    | 507,956    | \$   | 507,956    |
| Transportation        |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | (76,467)    | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
| Classroom Trust Fi    | und                                    | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | 232,740     | \$        | 83,284      | \$   | 31,038      | \$    | 31,038     | \$   | 32,500     |
| Other                 |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | 514,367     | \$        | 75,000      | \$   | 75,000      | \$    | 75,000     | \$   | 75,000     |
|                       |                                        |           |       |           |       |    |             |                   |     |             |           |             |      |             |       |            |      |            |
| Federal revenue b     | efore any additions or reductions      | \$ 9,21   | 4,086 | \$ 8,82   | 4,131 | \$ | 9,623,441   | \$<br>10,050,988  | \$  | 10,050,988  | \$        | 9,052,944   | \$   | 9,052,944   | \$    | 9,052,944  | \$   | 9,052,944  |
| Title I               | -                                      | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | (1,078,839) | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
| Part B (IDEA)         |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | 29,192      | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
| Other                 |                                        | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | 51,603      | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
|                       |                                        |           |       |           |       |    |             |                   |     |             |           |             |      |             |       |            |      |            |
| Other revenues be     | efore any additions or reductions      | \$ 16     | 2,583 | \$ 18     | 8,064 | \$ | 166,331     | \$<br>333,000     | \$  | 333,000     | \$        | 333,000     | \$   | 333,000     | \$    | 333,000    | \$   | 333,000    |
| Tuition other distric | •                                      | \$        | -     | \$        | -     | \$ |             | \$<br>-           | \$  | -           | \$        | -           | \$   | -           | \$    | -          | \$   |            |
| Tuition vocational s  | schools                                | \$        | -     | \$        | -     | \$ | -           | \$<br>-           | \$  | -           | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
| Transfer in to Teache | ers Fund                               | \$        | -     | \$        | -     | \$ | 5,081,149   | \$<br>-           | \$  | -           | \$        | -           | \$   | -           | \$    | -          | \$   | -          |
| Total Revenue         |                                        | \$ 184.90 | 4.165 | •         | 8.643 | \$ | 216.432.320 | <br>219,202,812   |     | 224.673.621 |           | 229.599.178 | \$ : | 233.751.603 | \$ 23 | 38,459,587 | \$ 2 | 43.284.053 |
| change in revenue fro | om prior year                          | ,         | 2,378 | ,         | -,    | \$ | 25,343,677  | 2,770,492         | \$  | 5,470,809   | \$        | 4,925,557   | \$   | 4,152,425   | \$    | 4,707,984  | \$   | 4,824,466  |
| 5                     | •                                      | ,.        | 5.10% |           | 3.34% | •  | 13.26%      | 1.45%             |     | 2.50%       | •         | 2.19%       |      | 1.81%       |       | 2.01%      |      | 2.02%      |

#### 91

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

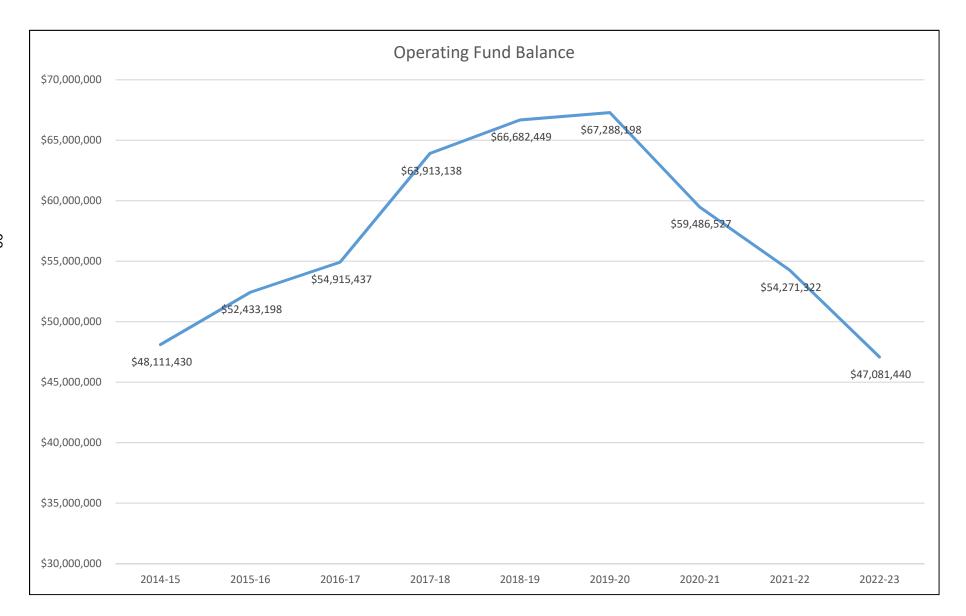
#### **DISTRICT OPERATING FUNDS SUMMARY**

|                                                                           |                | ACTUAL                  |                                         | BUD                     | BUDGET FORECAST         |                         |                         |                       |                         |
|---------------------------------------------------------------------------|----------------|-------------------------|-----------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|-------------------------|
|                                                                           |                |                         |                                         | Projected               | Budget                  | Forecast                | Forecast                | Forecast              | Forecast                |
|                                                                           | 2014-15        | 2015-16                 | 2016-17                                 | 2017-18                 | 2018-19                 | 2019-20                 | 2020-21                 | 2021-22               | 2022-23                 |
| F                                                                         | ı              | T                       | Г                                       |                         |                         |                         | ı                       |                       |                         |
| Expenditures Salaries and Benefits                                        | ₾ 440 00E 000  | Φ 445 407 504           | A 400 050 440                           | A 400 007 00E           | <b>A 400 007 005</b>    | ф 474 000 C00           | £ 404 000 00E           | A 400 400 450         | <b>A 405 750 000</b>    |
|                                                                           | \$ 140,865,932 | . , ,                   | \$ 162,359,446<br>\$ -                  | \$ 166,387,905          | . , ,                   |                         | \$ 181,220,895          | . , ,                 |                         |
| Salary Cost for ed advancement                                            | \$ -           | \$ -                    | ¥                                       | \$ -                    | ,                       | \$ 579,750              |                         | \$ 579,750            | \$ 579,750              |
| Operation of all salary schedules                                         | \$ -           | \$ -                    | \$ -                                    | <del>\$ -</del>         | \$ 2,440,251            |                         |                         |                       |                         |
| Retiree/Resignation savings (estimated at 40 x \$8000)                    | \$ -           | \$ -                    | 7                                       | \$ -                    | \$ (371,040)            | . , ,                   | . , , ,                 | . , , ,               | . , , ,                 |
| Increase of FTE for student growth (6 teacher FTE per year)               | \$ -           | \$ -                    | •                                       | \$ -                    | \$ 364,500              | , ,,,,,,                |                         | , ,,,,,,              |                         |
| Estimated increase for salary for new schools and reorganization          | \$ -           | \$ -                    | 7                                       | \$ -                    | \$ 664,852              |                         | \$ 1,777,000            |                       | \$ -                    |
| Estimated increased cost for increase in insurance premium incl WC        | \$ -           | \$ -                    | Ÿ                                       | \$ -                    |                         | \$ 1,225,000            | \$ 1,300,000            | \$ 1,375,000          | \$ 1,375,000            |
| Use of Levy Recruit and Retain Funds                                      | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 2,136,750            |                         | \$ -                    | \$ -                  | \$ -                    |
| Implementation of Compensation Plan                                       | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 1,504,750            |                         | T -,,                   | \$ 1,736,250          | \$ 1,736,250            |
| New or increased budget requests (net of decreases made)                  | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 395,380              | \$ -                    | \$ -                    | \$ -                  | \$                      |
|                                                                           |                |                         |                                         |                         |                         |                         |                         |                       |                         |
| Services/Supplies before any additions or reductions                      | \$ 39,347,861  | \$ 40,060,403           | \$ 43,508,242                           | \$ 41,940,363           | . , ,                   | \$ 44,133,798           |                         | \$ 46,269,798         | \$ 47,019,798           |
| Estimated increase in fixed costs - utilities, trans, fuel, insur, leases | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 400,000              | \$ 750,000              | \$ 750,000              | \$ 750,000            | \$ 750,000              |
| Estimated incr in operating and maint budgets for new schools and reorg   | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 315,750              |                         | \$ 576,000              | \$ -                  | \$                      |
| New or increased budget requests (net of decreases made)                  | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 3,566,681            | \$ 60,000               | \$ -                    | \$ -                  | \$ -                    |
| One time needs (see tab for one time)                                     | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 1,353,469            | \$ 1,296,469            | \$ 4,416,469            | \$ 276,469            | \$ -                    |
| Total Service and Supply increase                                         | \$ -           | \$ -                    | \$ -                                    | \$ -                    | \$ 5,635,900            | \$ 2,106,469            | \$ 5,742,469            | \$ 1,026,469          | \$ 750,000              |
| Total Projected Svc/Supply after adjustments                              | \$ 39,347,861  | \$ 40,060,403           | \$ 43,508,242                           | \$ 41,940,363           | \$ 45,487,267           | \$ 46,240,267           | \$ 50,686,267           | \$ 47,296,267         | \$ 47,769,798           |
| Total Expenditures                                                        | \$ 180,213,793 | ¢ 185 227 087           | \$ 205,867,688                          | ¢ 208 328 268           | \$ 220 370 860          | \$ 227 /61 162          | \$ 240,146,725          | ¢ 2//3 056 187        | \$ 249,855,330          |
| Total Expericitures                                                       | Ψ 100,213,793  | Ψ 105,221,301           | Ψ 203,007,000                           | Ψ 200,320,200           | Ψ 220,370,009           | Ψ 221,401,102           | ψ 240, 140,723          | ψ 243,030,10 <i>1</i> | Ψ 249,000,000           |
| Transfers (to) from other funds                                           | \$ (1,378,119) | \$ (1,538,888)          | \$ (8,082,393)                          | \$ (1,876,843)          | \$ (1,533,441)          | \$ (1,532,267)          | \$ (1,406,549)          | \$ (618,605)          | \$ (618,605)            |
| ,                                                                         | , , , , , ,    |                         | , , , , , , , , , , , , , , , , , , , , | ,                       | ,                       | , , , , ,               |                         | , , ,                 | , ,                     |
| Total Expenditures + Transfers                                            | \$ 181,591,912 | \$ 186,766,875          | \$ 213,950,081                          | \$ 210,205,111          | \$ 221,904,310          | \$ 228,993,429          | \$ 241,553,274          | \$ 243,674,792        | \$ 250,473,935          |
| Increase (decrease) in fund balance                                       | \$ 3.312.253   | \$ 4,321,768            | \$ 2,482,239                            | \$ 8,997,701            | \$ 2,769,311            | \$ 605,749              | \$ (7,801,671)          | \$ (5,215,205)        | \$ (7,189,882)          |
| Ending Operating Fund Balance                                             | \$ 48,111,430  | \$ 52,433,198           |                                         | \$ 63,913,138           |                         | \$ 67,288,198           | . , , , ,               | \$ 54,271,322         | \$ 47,081,440           |
|                                                                           | . , ,          | . , ,                   |                                         |                         | . , ,                   |                         |                         | . , ,                 |                         |
| Fund Balance as Percentage of Expenses and Transfers                      | 26.49%         | 28.07%<br>\$ 15,435,666 | 25.67%<br>\$ 17,155,641                 | 30.41%<br>\$ 17,360,689 | 30.05%<br>\$ 18,364,239 | 29.38%<br>\$ 18,955,097 | 24.63%<br>\$ 20,012,227 | 22.27%                | 18.80%<br>\$ 20,821,278 |
| Average Monthly expenses                                                  | \$ 15,017,816  | . , ,                   | . , ,                                   |                         |                         |                         |                         |                       |                         |
| Number of months fund balance will cover avg monthly exp                  | 3.20           | 3.40                    | 3.20                                    | 3.68                    | 3.63                    | 3.55                    | 2.97                    | 2.68                  | 2.26                    |

#### 76

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **DISTRICT OPERATING FUNDS SUMMARY**



| FINAL BUDGET 2018-     | 19 |
|------------------------|----|
| District Operating Fun | ah |

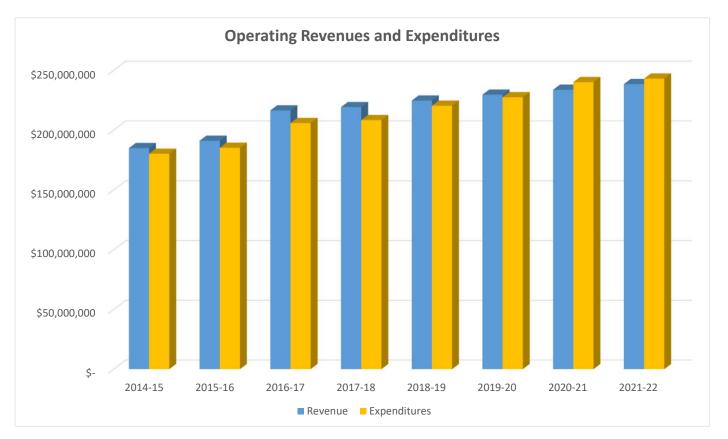
|                                                    | District Oper                                                                |                                                                            |                                                                               |
|----------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| REVENUES:                                          | GENERAL<br>OPERATING                                                         | <u>TEACHERS</u>                                                            | TOTAL<br>OPERATING<br><u>FUNDS</u>                                            |
| LOCAL<br>INTERMEDIATE<br>STATE<br>FEDERAL<br>OTHER | \$ 63,287,909<br>\$ 1,100,176<br>\$ 20,405,048<br>\$ 3,540,392<br>\$ 121,500 | \$ 81,574,392<br>\$ 654,191<br>\$ 48,265,955<br>\$ 5,512,558<br>\$ 211,500 | \$ 144,862,301<br>\$ 1,754,367<br>\$ 68,671,003<br>\$ 9,052,950<br>\$ 333,000 |
| TOTAL REVENUES                                     | \$ 88,455,025                                                                | \$ 136,218,596                                                             | \$ 224,673,621                                                                |
| EXPENDITURES:                                      |                                                                              |                                                                            |                                                                               |
| SALARIES<br>BENEFITS<br>SERVICES / SUPPLIES        | \$ 28,374,545<br>\$ 11,117,390<br>\$ 45,037,267                              | \$ 102,420,210<br>\$ 32,971,457<br>\$ 450,000                              | \$ 130,794,755<br>\$ 44,088,847<br>\$ 45,487,267                              |
| TOTAL EXPENDITURES                                 | \$ 84,529,202                                                                | \$ 135,841,667                                                             | \$ 220,370,869                                                                |
| EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES        | \$ 3,925,823                                                                 | \$ 376,929                                                                 | \$ 4,302,752                                                                  |
| INTERFUND TRANSFERS                                | \$ (1,533,441)                                                               | <u> -</u>                                                                  | \$ (1,533,441)                                                                |
| EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES        | \$ 2,392,382                                                                 | <u>\$ 376,929</u>                                                          | \$ 2,769,311                                                                  |

# 94

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **DISTRICT OPERATING FUNDS**

|                            |                | ACTUAL         |                | BUD            | GET            | FORECAST       |                |                |                |  |  |  |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--|--|--|
|                            |                |                |                | Projected      | Budget         | Forecast       | Forecast       | Forecast       | Forecast       |  |  |  |
|                            | 2014-15        | 2015-16        | 2016-17        | 2017-18        | 2018-19        | 2019-20        | 2020-21        | 2021-22        | 2022-23        |  |  |  |
| Revenue                    | \$ 184,904,165 | \$ 191,088,643 | \$ 216,432,320 | \$ 219,202,812 | \$ 224,673,621 | \$ 229,599,178 | \$ 233,751,603 | \$ 238,459,587 | \$ 243,284,053 |  |  |  |
| Change versus prior year   | \$ 8,972,378   | \$ 6,184,478   | \$ 25,343,677  | \$ 2,770,492   | \$ 5,470,809   | \$ 4,925,557   | \$ 4,152,425   | \$ 4,707,984   | \$ 4,824,466   |  |  |  |
| % change versus prior year | 5.10%          | 3.34%          | 13.26%         | 1.28%          | 2.50%          | 2.19%          | 1.81%          | 2.01%          | 2.02%          |  |  |  |
| Expenditures               | \$ 180,213,793 | \$ 185,227,987 | \$ 205,867,688 | \$ 208,328,268 | \$ 220,370,869 | \$ 227,461,162 | \$ 240,146,725 | \$ 243,056,187 | \$ 249,855,330 |  |  |  |
| Change versus prior year   | \$ 4,161,889   | \$ 5,014,194   | \$ 20,639,701  | \$ 2,460,580   | \$ 12,042,601  | \$ 7,090,293   | \$ 12,685,563  | \$ 2,909,462   | \$ 6,799,143   |  |  |  |
| % change versus prior year | 2.36%          | 2.78%          | 11.14%         | 1.20%          | 5.78%          | 3.22%          | 5.58%          | 1.21%          | 2.80%          |  |  |  |



This page intentionally left blank.

#### **DISTRICT OPERATING FUNDS REVENUE SUMMARY**

| Revenue                             | Actual         | Actual         | Actual         | Original          | Projected<br>Actual | Final             | Forecast       |                |                |  |  |
|-------------------------------------|----------------|----------------|----------------|-------------------|---------------------|-------------------|----------------|----------------|----------------|--|--|
| Object Category                     | 2014-15        | 2015-16        | 2016-17        | Budget<br>2017-18 | 2017-18             | Budget<br>2018-19 | 2019-20        | 2020-21        | 2021-22        |  |  |
| Object Gategory                     | 2014-15        | 2013-10        | 2010-17        | 2017-10           | 2017-10             | 2010-13           | 2013-20        | 2020-21        | 2021-22        |  |  |
| District Operating Funds - Revenues |                |                |                |                   |                     |                   |                |                |                |  |  |
| 5100 Local Sources                  |                |                |                |                   |                     |                   |                |                |                |  |  |
| 5111 Current Tax                    | \$ 93,994,538  | \$ 96,726,929  | \$ 111,686,765 | \$ 114,875,022    | \$ 114,958,628      | \$ 121,073,388    | \$ 125,129,720 | \$ 128,409,611 | \$ 132,243,601 |  |  |
| 5112 Delinquent Tax                 | 3,015,967      | 2,970,373      | 3,145,523      | 2,900,000         | 3,150,000           | 3,150,000         | 3,150,000      | 3,150,000      | 3,150,000      |  |  |
| 5113 Proposition C Sales Tax        | 15,596,185     | 16,606,392     | 16,672,644     | 17,516,000        | 16,865,180          | 17,301,872        | 17,557,102     | 17,815,642     | 18,075,642     |  |  |
| 5114 Intangible Tax                 | 134,247        | 134,406        | 285,925        | 285,925           | 369,847             | 369,847           | 369,847        | 369,847        | 369,847        |  |  |
| 5115 Surtax                         | 1,831,250      | 1,755,535      | 1,882,750      | 1,882,750         | 1,893,813           | 1,893,807         | 1,893,807      | 1,893,807      | 1,893,807      |  |  |
| 5122 Summer School Tuition          | 37,606         | 48,845         | 41,716         | 45,000            | 45,000              | 45,000            | 45,000         | 45,000         | 45,000         |  |  |
| 5141 Interest - Daily Account       | 21,230         | 22,547         | 35,490         | 29,000            | 54,000              | 29,000            | 29,000         | 29,000         | 29,000         |  |  |
| 5142 Interest - Investments         | 91,988         | 273,287        | 511,963        | 317,000           | 542,000             | 425,000           | 425,000        | 425,000        | 425,000        |  |  |
| 5144 Interest - Collector           | 20,127         | 18,550         | 67,907         | 34,084            | 30,468              | 42,887            | 42,887         | 42,887         | 42,887         |  |  |
| 5171 Student Activities             | 30             | -              | 508            | -                 | -                   | -                 | -              | -              | -              |  |  |
| 5180 Summer School Tuition          | -              | 1,118          | -              | -                 | -                   | -                 | -              | -              | -              |  |  |
| 5190 Other Local                    | 9              | 204            | 30             | -                 | -                   | -                 | -              | -              | -              |  |  |
| 5191 Rentals                        | 164,088        | 178,433        | 47,994         | 180,000           | 180,000             | 180,000           | 180,000        | 180,000        | 180,000        |  |  |
| 5192 Donations                      | -              | 411            | 1,607          | 1,500             | 1,500               | 1,500             | 1,500          | 1,500          | 1,500          |  |  |
| 5193 Offset Printing                | 99,471         | 130,362        | 157,014        | 175,000           | 175,000             | 190,000           | 190,000        | 190,000        | 190,000        |  |  |
| 5195 Refund of Expenditure          | 28,268         | 116,586        | 67,799         | 30,000            | 30,000              | 30,000            | 30,000         | 30,000         | 30,000         |  |  |
| 5197 Sale of Misc. Items            | 30,233         | 46,098         | 25,524         | 30,000            | 350,000             | 30,000            | 30,000         | 30,000         | 30,000         |  |  |
| 5199 Misc. Local Revenue            | 145,440        | 74,328         | 170,097        | 100,000           | 380,000             | 100,000           | 100,000        | 100,000        | 100,000        |  |  |
| 51XX Local Sources                  | \$ 115,210,677 | \$ 119,104,404 | \$ 134,801,256 | \$ 138,401,281    | \$ 139,025,436      | \$ 144,862,301    | \$ 149,173,863 | \$ 152,712,294 | \$ 156,806,284 |  |  |
| 5200 Intermediate Sources           |                |                |                |                   |                     |                   |                |                |                |  |  |
| 5211 Fines and Forfeitures          | \$ 470,537     | \$ 486.420     | \$ 537.096     | \$ 537,096        | \$ 424.110          | \$ 424.110        | \$ 424,110     | \$ 424,110     | \$ 424,110     |  |  |
| 5221 State Assessed Utilities       | 937,838        | 1,009,501      | 1,012,287      | 1,012,287         | 1,072,845           | 1,068,291         | 1,068,291      | 1,068,291      | 1,068,291      |  |  |
| 5234 County Stock Insurance         | 122,078        | 373,192        | 274,764        | 274,764           | 261,966             | 261,966           | 261,966        | 261,966        | 261,966        |  |  |
| 52XX Intermediate Sources           | \$ 1,530,453   | ,              | ,              | ,                 | ,                   | \$ 1,754,367      | ,              | ,              | ,              |  |  |

#### **DISTRICT OPERATING FUNDS REVENUE SUMMARY**

| Barrague                                  |           | Astual            | A -41 |                   | A -41 |                   |    | Original          |    | Projected         |    | Final             |    | Farmanet   |    |                  |    |            |  |
|-------------------------------------------|-----------|-------------------|-------|-------------------|-------|-------------------|----|-------------------|----|-------------------|----|-------------------|----|------------|----|------------------|----|------------|--|
| Revenue Object Category                   | 3         | Actual<br>2014-15 |       | Actual<br>2015-16 |       | Actual<br>2016-17 |    | Budget<br>2017-18 |    | Actual<br>2017-18 |    | Budget<br>2018-19 |    | 2019-20    |    | Forecast 2020-21 | _  | 2021-22    |  |
| 5300 State Sources                        | •         |                   |       |                   |       |                   |    |                   |    |                   |    |                   |    |            |    |                  |    |            |  |
| 5311 Basic Formula - State Aid            | <b>\$</b> | 43,354,675        | Φ.    | 45,409,402        | Φ.    | 48,571,781        | \$ | 48,866,719        | \$ | 52,278,199        | \$ | 52,244,095        | \$ | 52,699,806 | \$ | 53,207,762       | \$ | 53,715,718 |  |
| 5312 Transportation                       | Ψ -       | 2,627,397         | Ψ     | 2,295,138         | Ψ     | 1,908,607         | Ψ  | 1,950,000         | Ψ  | 2,076,467         | Ψ  | 2,000,000         | Ψ  | 2,000,000  | Ψ  | 2,000,000        | Ψ  | 2,000,000  |  |
| 5314 Early Childhood, Spec Ed             |           | 3,223,087         |       | 3,718,780         |       | 4,119,842         |    | 4,300,000         |    | 3,971,892         |    | 4,300,000         |    | 4,300,000  |    | 4,300,000        |    | 4,300,000  |  |
| 5319 Classroom Trust Fund                 |           | 6,203,412         |       | 6,407,030         |       | 6,668,489         |    | 6,880,609         |    | 6,717,963         |    | 6,950,703         |    | 7,033,987  |    | 7,065,025        |    | 7,096,063  |  |
| 5324 Parents as Teachers                  |           | 536,039           |       | 498,215           |       | 528,723           |    | 525,000           |    | 499.185           |    | 500,000           |    | 500,000    |    | 500.000          |    | 500,000    |  |
| 5332 Vocational Aid                       |           | 652,933           |       | 733,056           |       | 677,763           |    | 425,000           |    | 425,000           |    | 425,000           |    | 425,000    |    | 425,000          |    | 425,000    |  |
| 5369 Resid Place/Excess Cost              |           | 520,100           |       | 483,791           |       | 510,776           |    | 204,311           |    | 263,740           |    | 263,740           |    | 263,740    |    | 263,740          |    | 263,740    |  |
| 5371 Readers for the Blind                |           | 2,065             |       | 1,791             |       | 1,717             |    | , -               |    | -                 |    | ,<br>-            |    | · -        |    | , -              |    | ,<br>-     |  |
| 5381 Extraordinary Cost - High Needs Fund |           | 1,649,786         |       | 1,528,661         |       | 1,947,110         |    | 2,044,465         |    | 1,802,021         |    | 1,987,465         |    | 2,062,465  |    | 2,137,465        |    | 2,212,465  |  |
| 5397 Other State Revenue                  |           | 16,313            |       | 27,067            |       | 1,188             |    | -                 |    | -                 |    | -                 |    | -          |    | -                |    | -          |  |
| 53XX State Sources                        | \$ :      | 58,785,807        | \$    | 61,102,931        | \$    | 64,935,996        | \$ | 65,196,104        | \$ | 68,034,467        | \$ | 68,671,003        | \$ | 69,284,998 | \$ | 69,898,992       | \$ | 70,512,986 |  |
| 5400 Federal Sources                      |           |                   |       |                   |       |                   |    |                   |    |                   |    |                   |    |            |    |                  |    |            |  |
| 5412 Medicaid                             | \$        | 509,537           | \$    | 395,657           | \$    | 928,188           | \$ | 170,596           | \$ | 450,000           | \$ | 450,000           | \$ | 450,000    | \$ | 450,000          | \$ | 450,000    |  |
| 5427 Title II-Basic Grant                 |           | 263,041           |       | 272,833           |       | 296,271           |    | 297,635           |    | 227,598           |    | 274,301           |    | 274,301    |    | 274,301          |    | 274,301    |  |
| 5437 IDEA Grants                          |           | -                 |       | 154,381           |       | 143,229           |    | 64,453            |    | 64,453            |    | -                 |    | -          |    | -                |    | -          |  |
| 5441 Entitlement PL 94-142                |           | 3,388,306         |       | 3,391,213         |       | 3,580,020         |    | 3,300,000         |    | 3,570,808         |    | 3,600,000         |    | 3,600,000  |    | 3,600,000        |    | 3,600,000  |  |
| 5442 Early Childhood, Spec Ed             |           | 757,080           |       | 481,833           |       | 457,760           |    | 650,000           |    | 396,748           |    | 650,000           |    | 650,000    |    | 650,000          |    | 650,000    |  |
| 5451 Title I                              |           | 3,538,044         |       | 3,396,571         |       | 3,799,101         |    | 4,219,968         |    | 4,241,187         |    | 3,162,348         |    | 3,162,348  |    | 3,162,348        |    | 3,162,348  |  |
| 5461 Title IV A                           |           | -                 |       | -                 |       | -                 |    | -                 |    | 20,662            |    | 207,357           |    | 207,357    |    | 207,357          |    | 207,357    |  |
| 5462 Title III                            |           | 4,530             |       | 4,842             |       | 5,598             |    | 5,000             |    | 5,000             |    | 5,000             |    | 5,000      |    | 5,000            |    | 5,000      |  |
| 5465 Title II A                           |           | 697,405           |       | 664,444           |       | 254,543           |    | 785,557           |    | 908,870           |    | 553,944           |    | 553,944    |    | 553,944          |    | 553,944    |  |
| 5472 Child Care Development               |           | 2,164             |       | 3,439             |       | 3,568             |    | -                 |    | -                 |    | -                 |    | -          |    | -                |    | -          |  |
| 5496 E Rate Funds                         |           | 52,978            |       | 58,873            |       | 153,019           |    | -                 |    | 165,662           |    | 150,000           |    | 150,000    |    | 150,000          |    | 150,000    |  |
| 5497 Other Federal Revenue                |           | 1,000             |       | 45                |       | 2,144             |    | -                 |    | -                 |    | -                 |    | -          |    | -                |    | -          |  |
| 54XX Federal Sources                      | \$        | 9,214,085         | \$    | 8,824,131         | \$    | 9,623,441         | \$ | 9,493,209         | \$ | 10,050,988        | \$ | 9,052,950         | \$ | 9,052,950  | \$ | 9,052,950        | \$ | 9,052,950  |  |
| 5600 Other Sources                        |           |                   |       |                   |       |                   |    |                   |    |                   |    |                   |    |            |    |                  |    |            |  |
| 5631 Insurance Recoveries                 | \$        | 560               | \$    | -                 | \$    | -                 | \$ | -                 | \$ |                   | \$ |                   | \$ |            | \$ | -                | \$ | -          |  |
| 56XX Other Sources                        | \$        | 560               | \$    | -                 | \$    | -                 | \$ | -                 | \$ | -                 | \$ | -                 | \$ | -          | \$ | -                | \$ | -          |  |

#### 86

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

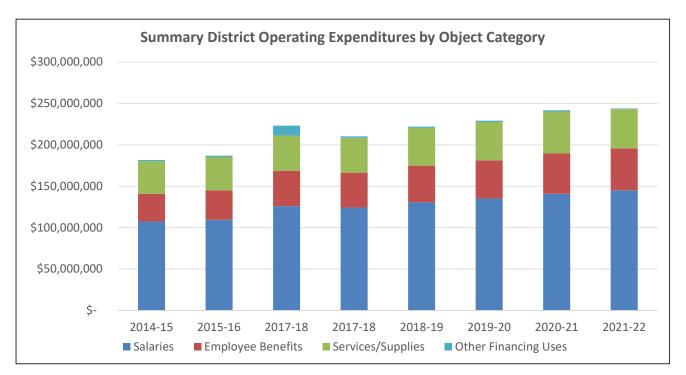
#### **DISTRICT OPERATING FUNDS REVENUE SUMMARY**

| Revenue                        | Actual                | Actual                | Actual                | Original<br>Budget    | Projected<br>Actual   | Final<br>Budget       |                | Forecast              |                       |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|-----------------------|-----------------------|
| Object Category                | <u>2014-15</u>        | <u>2015-16</u>        | <u>2016-17</u>        | <u>2017-18</u>        | <u>2017-18</u>        | 2018-19               | 2019-20        | 2020-21               | 2021-22               |
| 5800 Tuition                   |                       |                       |                       |                       |                       |                       |                |                       |                       |
| 5810 Tuition - Other Districts | \$ 75,583             | \$ 100,564            | \$ 104,831            | \$ 160,000            | \$ 210,000            | \$ 210,000            | \$ 210,000     | \$ 210,000            | \$ 210,000            |
| 5820 Tuition - Area Voc Fees   | 87,000                | 87,500                | 61,500                | 123,000               | 123,000               | 123,000               | 123,000        | 123,000               | 123,000               |
| 58XX Tuition                   | \$ 162,583            | \$ 188,064            | \$ 166,331            | \$ 283,000            | \$ 333,000            | \$ 333,000            | \$ 333,000     | \$ 333,000            | \$ 333,000            |
| 5900 Other Financing Sources   |                       |                       |                       |                       |                       |                       |                |                       |                       |
| 5999 Other Financing Sources   | \$ -                  | \$ -                  | \$ 5,081,149          | \$ 10,319,037         | \$ -                  | \$ -                  | \$ -           | \$ -                  | \$ -                  |
| 59XX Other Financing Sources   | \$ -                  | \$ -                  | \$ 5,081,149          | \$ 10,319,037         |                       |                       | \$ -           | \$ -                  | \$ -                  |
|                                |                       |                       |                       |                       |                       |                       |                |                       |                       |
|                                |                       |                       |                       |                       |                       |                       |                |                       |                       |
| All Funds - Revenues           | <u>\$ 184,904,165</u> | <u>\$ 191,088,643</u> | <u>\$ 216,432,320</u> | <u>\$ 225,516,778</u> | <u>\$ 219,202,812</u> | <u>\$ 224,673,621</u> | \$ 229,599,178 | <u>\$ 233,751,603</u> | <u>\$ 238,459,587</u> |

Program: Summary Expenditures Budget

Function(s): Total All Functions - District Operating Funds

| Expenditure<br><u>Object Category</u>     | Actual<br>2014-15               | Actual <u>2015-16</u>           | Actual<br>2016-17               | Original<br>Budget<br>2017-18   | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> | 2019-20                         | Forecast <u>2020-21</u> | 2021-22                     |
|-------------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------------------------|-----------------------------------|---------------------------------|-------------------------|-----------------------------|
| Salaries<br>Employee Benefits             | \$ 107,384,483<br>\$ 33,481,449 | \$ 109,546,930<br>\$ 35,620,654 | \$ 121,843,655<br>\$ 40,515,791 | \$ 126,051,095<br>\$ 42,553,440 | , , , , ,                      | , . ,                             | \$ 135,168,087<br>\$ 46,052,808 | , -,- ,                 | + -, -, -                   |
| Services/Supplies<br>Other Financing Uses | \$ 39,347,861<br>\$ 1,378,119   | ,,                              | \$ 43,508,224<br>\$ 8,082,393   | . , ,                           | \$ 41,940,373<br>\$ 1,876,843  | . , ,                             | \$ 46,240,267<br>\$ 1,532,267   | . , ,                   | \$ 47,296,267<br>\$ 618,605 |
| Total                                     | <u>\$ 181,591,912</u>           | <u>\$ 186,774,364</u>           | \$ 213,950,063                  | \$ 223,046,867                  | \$ 210,205,113                 | \$ 221,904,310                    | \$ 228,993,429                  | <u>\$ 241,553,274</u>   | <u>\$ 243,674,792</u>       |

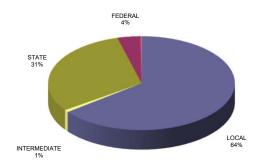


### DISTRICT OPERATING FUNDS EXPENDITURES SUMMARY

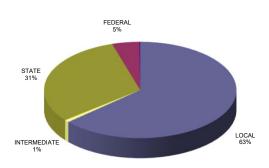
| <u>Program</u>                           | Actual<br>2014-15 | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|------------------------------------------|-------------------|-------------------|-------------------|-------------------------------|--------------------------------|-----------------------------------|
| Elementary Instruction                   | \$<br>30,664,427  | \$<br>32,373,239  | \$<br>35,636,322  | \$<br>36,436,071              | \$<br>36,502,218               | \$<br>38,054,605                  |
| Middle Instruction                       | \$<br>16,657,409  | \$<br>17,121,761  | \$<br>18,944,660  | \$<br>19,657,288              | \$<br>19,773,928               | \$<br>20,627,207                  |
| Senior High Instruction                  | \$<br>19,199,070  | \$<br>19,035,111  | \$<br>20,341,539  | \$<br>21,000,454              | \$<br>20,980,372               | \$<br>21,764,827                  |
| Summer School Instruction                | \$<br>2,563,373   | \$<br>2,675,181   | \$<br>2,556,762   | \$<br>2,695,427               | \$<br>2,710,685                | \$<br>2,682,899                   |
| Douglass High Instruction                | \$<br>818,979     | \$<br>854,781     | \$<br>876,665     | \$<br>938,757                 | \$<br>954,193                  | \$<br>995,796                     |
| General Instruction                      | \$<br>311,635     | \$<br>314,655     | \$<br>315,869     | \$<br>276,201                 | \$<br>249,910                  | \$<br>1,135,476                   |
| Special Education Instruction            | \$<br>14,913,171  | \$<br>22,424,284  | \$<br>24,522,333  | \$<br>25,433,157              | \$<br>25,291,262               | \$<br>24,849,588                  |
| Early Childhood Special Education        | \$<br>3,484,625   | \$<br>3,824,881   | \$<br>4,368,641   | \$<br>4,417,350               | \$<br>4,291,922                | \$<br>4,455,967                   |
| Gifted Program                           | \$<br>1,153,645   | \$<br>1,178,686   | \$<br>1,279,353   | \$<br>1,340,719               | \$<br>1,495,918                | \$<br>1,576,594                   |
| Title I                                  | \$<br>1,186,047   | \$<br>1,207,396   | \$<br>1,416,428   | \$<br>1,625,936               | \$<br>1,783,158                | \$<br>1,859,365                   |
| English-Second Language                  | \$<br>1,655,746   | \$<br>1,956,176   | \$<br>2,229,948   | \$<br>2,369,767               | \$<br>2,347,569                | \$<br>2,584,935                   |
| Vocational Instruction                   | \$<br>3,768,110   | \$<br>3,874,300   | \$<br>4,030,419   | \$<br>4,198,403               | \$<br>3,964,305                | \$<br>4,153,101                   |
| Student Activities-Athletics             | \$<br>2,049,197   | \$<br>2,202,844   | \$<br>2,545,406   | \$<br>2,268,183               | \$<br>2,457,002                | \$<br>2,534,353                   |
| Adult Basic Education                    | \$<br>12,407      | \$<br>11,652      | \$<br>11,980      | \$<br>13,980                  | \$<br>13,980                   | \$<br>13,980                      |
| Tuition Payments                         | \$<br>452,990     | \$<br>443,452     | \$<br>486,434     | \$<br>450,000                 | \$<br>450,000                  | \$<br>1,450,000                   |
| Guidance                                 | \$<br>3,944,606   | \$<br>4,261,453   | \$<br>4,699,817   | \$<br>4,836,434               | \$<br>4,692,619                | \$<br>4,899,236                   |
| Pupil Services                           | \$<br>8,991,788   | \$<br>4,473,679   | \$<br>5,127,340   | \$<br>5,377,361               | \$<br>5,245,501                | \$<br>6,134,427                   |
| Educational Media Services               | \$<br>2,995,851   | \$<br>3,214,508   | \$<br>3,696,481   | \$<br>3,893,136               | \$<br>3,914,206                | \$<br>4,139,904                   |
| Support Services and Instructional Staff | \$<br>8,877,794   | \$<br>9,070,130   | \$<br>11,117,148  | \$<br>9,757,937               | \$<br>8,814,724                | \$<br>10,676,551                  |
| Administrative Services                  | \$<br>3,073,654   | \$<br>3,125,750   | \$<br>3,836,846   | \$<br>3,634,359               | \$<br>3,464,633                | \$<br>5,968,119                   |
| Other Administrative Services            | \$<br>12,508,377  | \$<br>11,439,950  | \$<br>13,105,244  | \$<br>13,466,097              | \$<br>13,241,467               | \$<br>13,908,182                  |
| Business Services                        | \$<br>1,151,401   | \$<br>1,171,626   | \$<br>1,101,588   | \$<br>1,189,984               | \$<br>1,112,390                | \$<br>1,217,453                   |
| Maintenance & Facilities Mgmt.           | \$<br>17,135,885  | \$<br>16,714,669  | \$<br>19,912,580  | \$<br>21,219,240              | \$<br>20,444,991               | \$<br>21,763,382                  |
| Security Services                        | \$<br>651,149     | \$<br>709,850     | \$<br>778,117     | \$<br>741,575                 | \$<br>714,046                  | \$<br>738,954                     |
| Transportation Services                  | \$<br>12,493,629  | \$<br>12,402,247  | \$<br>12,399,416  | \$<br>12,927,862              | \$<br>12,529,934               | \$<br>13,147,757                  |
| Research and Information Systems         | \$<br>4,987,098   | \$<br>4,569,175   | \$<br>5,209,714   | \$<br>5,428,615               | \$<br>5,610,850                | \$<br>3,521,688                   |
| Community Services                       | \$<br>743,792     | \$<br>762,658     | \$<br>869,648     | \$<br>861,869                 | \$<br>885,661                  | \$<br>937,299                     |
| Early Childhood Title I                  | \$<br>2,635,637   | \$<br>2,662,656   | \$<br>3,221,610   | \$<br>3,573,478               | \$<br>3,222,189                | \$<br>3,366,328                   |
| Parents as Teachers                      | \$<br>1,132,301   | \$<br>1,158,726   | \$<br>1,229,362   | \$<br>1,164,535               | \$<br>1,168,637                | \$<br>1,212,896                   |
| Other Financing Uses                     | \$<br>1,378,119   | \$<br>1,538,888   | \$<br>8,082,393   | \$<br>11,852,692              | \$<br>1,876,843                | \$<br>1,533,441                   |
| Total                                    | \$<br>181,591,912 | \$<br>186,774,364 | \$<br>213,950,063 | \$<br>223,046,867             | \$<br>210,205,113              | \$<br>221,904,310                 |

### **DISTRICT OPERATING FUNDS**

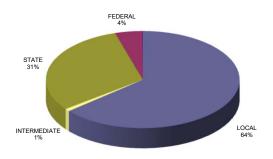
# **OPERATING REVENUES FINAL BUDGET 2018-19**



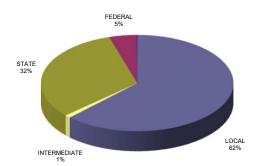
# OPERATING REVENUES PROJECTED ACTUAL 2017-18



#### OPERATING REVENUES ACTUAL 2016-17

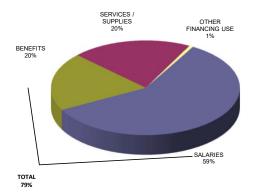


#### OPERATING REVENUES ACTUAL 2015-16

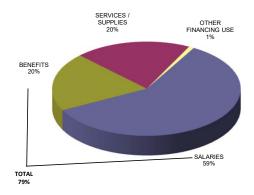


#### **DISTRICT OPERATING FUNDS**

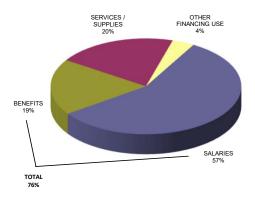
#### OPERATING EXPENDITURES FINAL BUDGET 2018-19



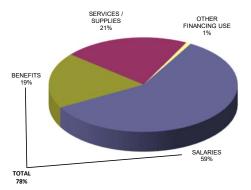
# OPERATING EXPENDITURES PROJECTED ACTUAL 2017-18



# OPERATING EXPENDITURES ACTUAL 2016-17



# OPERATING EXPENDITURES ACTUAL 2015-16



Program: Elementary School Instruction

Function(s): Elementary School

| Expenditure<br>Object Category         |        |          | Actual<br>2014-15      |          | Actual<br>2015-16      |          | Actual <u>2016-17</u>  |          | Original<br>Budget<br>2017-18 |          | Projected<br>Actual<br>2017-18 |          | Final<br>Budget<br><u>2018-19</u> |                       |          |                   |
|----------------------------------------|--------|----------|------------------------|----------|------------------------|----------|------------------------|----------|-------------------------------|----------|--------------------------------|----------|-----------------------------------|-----------------------|----------|-------------------|
| Salaries                               |        | \$       | 21,118,989             | \$       | 21,291,661             | \$       | 23,297,663             | \$       | 24,559,144                    | \$       | 24,460,184                     | \$       | 25,877,673                        |                       |          |                   |
| Employee Benefits                      |        | \$       | 6,733,925              | \$       | 7,154,639              | \$       | 8,299,628              | \$       | 8,860,184                     | \$       | 8,955,186                      | \$       | 9,429,363                         |                       |          |                   |
| Services/Supplies                      |        | \$       | 2,811,513              | \$       | 3,926,939              | \$       | 4,039,031              | \$       | 3,016,743                     | \$       | 3,086,848                      | \$       | 2,747,569                         |                       |          |                   |
| Total                                  |        | \$       | 30,664,427             | \$       | 32,373,239             | \$       | 35,636,322             | \$       | 36,436,071                    | \$       | 36,502,218                     | \$       | 38,054,605                        |                       |          |                   |
| Program Data:                          |        |          | <u>2014-15</u>         |          | <u>2015-16</u>         |          | <u>2016-17</u>         |          | <u>2017-18</u>                |          | 2017-18                        |          | <u>2018-19</u>                    |                       |          |                   |
| Number of Schools                      |        |          | 19                     |          | 21                     |          | 21                     |          | 21                            |          | 21                             |          | 21                                |                       |          |                   |
| Number of Students                     |        |          | 0.045                  |          | 0.047                  |          | 0.044                  |          | 0.454                         |          | 0.400                          |          | 0.400                             |                       |          |                   |
| September membership                   |        |          | 8,315                  |          | 8,247                  |          | 8,214                  |          | 8,151                         |          | 8,408                          |          | 8,423                             |                       |          |                   |
| February membership Average membership |        |          | 8,301<br>8,308         |          | 8,224<br>8,236         |          | 8,222<br>8,218         |          | 8,125<br>8,138                |          | 8,480<br>8,444                 |          | 8,495<br>8,459                    |                       |          |                   |
| Per Pupil Cost Instructional           |        |          | 0,300                  |          | 0,230                  |          | 0,210                  |          | 0,130                         |          | 0,444                          |          | 0,439                             |                       |          |                   |
| Expense Only                           |        | \$       | 3,691                  | \$       | 3,931                  | \$       | 4,336                  | \$       | 4,477                         | \$       | 4,323                          | \$       | 4,499                             |                       |          |                   |
| Enrollment (September head co          | ounts) |          | 8,360                  |          | 8,261                  |          | 8,287                  |          | 8,211                         |          | 8,428                          |          | 8,443                             |                       |          |                   |
| Staff FTE:                             |        |          |                        |          |                        |          |                        |          |                               |          |                                |          |                                   |                       |          |                   |
| Teachers                               |        |          | 432.34                 |          | 431.60                 |          | 445.46                 |          | 441.60                        |          | 470.57                         |          | 475.57                            |                       |          |                   |
| Title IIA Teachers                     |        |          | 11.42                  |          | 10.42                  |          | -                      |          | 10.42                         |          | -                              |          | -                                 |                       |          |                   |
| Fellows (cost in 2201-2299 Studer      |        |          | 22.00                  |          | 17.00                  |          | 26.00                  |          | 26.00                         |          | -                              |          | - 07.00                           |                       |          |                   |
| Instructional/Classroom Aide           | S      |          | 17.00                  |          | 22.00<br>26.26         |          | 86.99                  |          | 73.00                         |          | 85.99<br>0.20                  |          | 87.99                             |                       |          |                   |
| Playground Monitors                    |        | -        | 30.12                  | -        |                        | -        |                        | _        | -                             | -        |                                | -        | -                                 |                       |          |                   |
| Total                                  |        |          | 512.88                 |          | 507.28                 |          | 558.45                 |          | 551.02                        |          | 556.76                         |          | 563.56                            |                       |          |                   |
| Membership per FTE                     |        |          | 16.20                  |          | 16.23                  |          | 14.72                  |          | 14.77                         |          | 15.17                          |          | 15.01                             | 17-18                 |          | 7-18 Avg          |
| Costs Specific to location:            |        |          |                        |          | Note                   | i        | does not inclu         | de       | district wide o               | nst      | S                              |          |                                   | Average<br>Membership |          | ost Per<br>lember |
| Alpha Hart Lewis                       | Title  | \$       | 2,161,500              | \$       | 1,679,625              | \$       | 1,686,926              | \$       | 1,897,203                     | \$       | 1,712,745                      | \$       | 1,778,180                         | 418                   | \$       | 4,097             |
| Battle                                 | Title  | \$       | 2,979                  | \$       | 1,500,759              | \$       | 1,726,573              | \$       | 1,597,024                     | \$       | 1,617,361                      | \$       | 1,694,204                         | 424                   | \$       | 3,815             |
| Benton                                 | Title  | \$       | 1,203,580              | \$       | 1,032,436              | \$       | 1,226,430              | \$       | 1,276,649                     | \$       | 1,388,266                      | \$       | 1,427,812                         | 307                   | \$       | 4,529             |
| Beulah Ralph                           |        | \$       | -                      | \$       | 436,169                | \$       | 2,334,103              | \$       | 1,817,911                     | \$       | 1,991,939                      | \$       | 2,081,609                         | 596                   | \$       | 3,342             |
| Blue Ridge                             | Title  | \$       | 1,552,287              | \$       | 1,533,243              | \$       | 1,581,138              | \$       | 1,728,773                     | \$       | 1,784,210                      | \$       | 1,864,645                         | 434                   | \$       | 4,111             |
| Cedar Ridge                            | Title  | \$       | 710,459                | \$       | 760,031                | \$       | 843,462                | \$       | 791,153                       | \$       | 949,842                        | \$       | 1,220,947                         | 204                   | \$       | 4,656             |
| Derby Ridge                            | Title  | \$       | 1,605,520              | \$       | 1,505,921              | \$       | 1,658,691              | \$       | 1,805,590                     | \$       | 1,720,270                      | \$       | 1,837,003                         | 451                   | \$       | 3,814             |
| Fairview                               |        | \$       | 1,840,401              | \$       | 1,800,577              | \$       | 2,002,890              | \$       | 2,049,005                     | \$       | 2,044,465                      | \$       | 2,138,624                         | 496                   | \$       | 4,122             |
| Grant<br>Lee                           |        | \$<br>\$ | 1,219,930<br>1,325,391 | \$<br>\$ | 1,339,034<br>1,342,733 | \$<br>\$ | 1,225,863              | \$<br>\$ | 1,336,999<br>1,508,361        | \$<br>\$ | 1,329,466<br>1,711,754         | \$<br>\$ | 1,386,060<br>1,790,691            | 292<br>353            | \$<br>\$ | 4,553<br>4,849    |
| Midway Heights                         |        | \$       | 992,600                | \$       | 1,041,051              | \$       | 1,455,737<br>1,157,601 | \$       | 1,206,508                     | \$       | 1,711,734                      | \$       | 1,790,691                         | 225                   | э<br>\$  | 5,225             |
| Mill Creek                             |        | \$       | 2,413,818              | \$       | 2,509,045              | \$       | 2,499,084              | \$       | 2,581,191                     | \$       | 2,565,697                      | \$       | 2,686,732                         | 653                   | \$       | 3,929             |
| New Haven                              |        | \$       | 1,163,431              | \$       | 1,159,610              | \$       | 1,250,353              | \$       | 1,221,125                     | \$       | 1,204,995                      | \$       | 1,259,886                         | 257                   | \$       | 4,689             |
| Parkade                                | Title  | \$       | 1,607,969              | \$       | 1,489,381              | \$       | 1,571,238              | \$       | 1,640,462                     | \$       | 1,610,154                      | \$       | 1,727,773                         | 432                   | \$       | 3,727             |
| Paxton Keeley                          |        | \$       | 2,237,893              | \$       | 2,276,209              | \$       | 2,417,683              | \$       | 2,602,174                     | \$       | 2,503,765                      | \$       | 2,621,823                         | 695                   | \$       | 3,603             |
| Ridgeway                               |        | \$       | 861,605                | \$       | 889,707                | \$       | 1,012,328              | \$       | 1,057,397                     | \$       | 1,066,778                      | \$       | 1,140,309                         | 238                   | \$       | 4,482             |
| Rockbridge                             |        | \$       | 1,702,921              | \$       | 1,810,410              | \$       | 1,762,703              | \$       | 1,994,561                     | \$       | 1,902,748                      | \$       | 1,988,100                         | 515                   | \$       | 3,695             |
| Russell                                |        | \$       | 1,895,189              | \$       | 1,930,200              | \$       | 1,693,958              | \$       | 1,772,414                     | \$       | 1,767,789                      | \$       | 1,896,266                         | 389                   | \$       | 4,544             |
| Shepard                                |        | \$       | 2,125,789              | \$       | 2,098,667              | \$       | 2,047,734              | \$       | 2,115,513                     | \$       | 2,196,560                      | \$       | 2,299,838                         | 536                   | \$       | 4,098             |
| Two Mile Prairie                       |        | \$       | 1,047,734              | \$       | 744,241                | \$       | 934,861                | \$       | 953,299                       | \$       | 913,568                        | \$       | 940,581                           | 168                   | \$       | 5,438             |
| West Boulevard                         | Title  | \$       | 1,460,747              | \$       | 1,422,626              | \$       | 1,549,619              | \$       | 1,658,162                     | \$       | 1,507,746                      | \$       | 1,582,940                         | 310                   | \$       | 4,864             |
| All Elementary Costs                   |        | \$       | 1,532,684              | \$       | 2,071,564              | \$       | 1,997,347              | \$       | 1,824,597                     | \$       | 1,836,399                      | \$       | 1,455,765                         | 10                    | \$       | 219               |
| Total Instructional Expense            |        | \$       | 30,664,427             | \$       | 32,373,239             | \$       | 35,636,322             | Ф        | 36,436,071                    | Ф        | 36,502,218                     | \$       | 38,054,605                        | 8,403                 | \$       | 4,344             |

Program: Elementary Instruction

Function(s): Elementary Instruction

1111 through 1129

Mission: The mission of elementary instruction is to provide developmentally

appropriate and challenging educational opportunities to all students resulting

in high levels of achievement for all.

Program Information: This program represents District expenditures for the instructional program

for kindergarten through grade 5. This includes regular classroom instruction and specific areas of instruction for reading, health, music, art, science, math,

social studies, physical education and language arts.

Budget allocations for this program are made by the Assistant Superintendent for Elementary Education based on requests by the supervisor/coordinator for each area or, for general services and supplies, based on the needs and

number of students served in each building.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

#### Reductions

 Decreases in departmental curriculum and instruction service and supply budgets

#### Improvements/Increases

- Increases in compensation for experience
- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees
- Addition for purchase of new elementary math curriculum
- Addition for purchase of Fundations curriculum for elementary language arts
- Increase for addition of 2.0 teacher FTE for growth in kindergarten population
- Increase for addition of 3.0 teacher FTE for opening of New Cedar Ridge Elementary in the fall of 2018
- Increase for addition of 1.0 classroom aide FTE for opening of New Cedar Ridge Elementary in the fall of 2018

Program: **Middle School Instruction** 

Middle School Instruction 1130 through 1149 Function(s):

| Expenditure<br>Object Category                     | Actual<br>2014-15                          | Actual<br>2015-16                          | Actual<br>2016-17                             | Original<br>Budget<br>2017-18                 | Projected<br>Actual<br>2017-18             | Final<br>Budget<br><u>2018-19</u>          |                  |                       |
|----------------------------------------------------|--------------------------------------------|--------------------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------------------------------|--------------------------------------------|------------------|-----------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies | \$11,527,755<br>\$3,555,188<br>\$1,574,466 | \$11,702,505<br>\$3,809,794<br>\$1,609,462 | \$ 13,092,032<br>\$ 4,368,430<br>\$ 1,484,198 | \$ 13,587,950<br>\$ 4,564,002<br>\$ 1,505,336 | \$13,500,921<br>\$4,520,355<br>\$1,752,652 | \$14,368,251<br>\$4,772,224<br>\$1,486,732 |                  |                       |
| Total                                              | \$16,657,409                               | \$17,121,761                               | \$18,944,660                                  | \$19,657,288                                  | \$19,773,928                               | \$20,627,207                               |                  |                       |
|                                                    | Grades 6-8                                 | Grades 6-8                                 | Grades 6-8                                    | Grades 6-8                                    | Grades 6-8                                 | Grades 6-8                                 |                  |                       |
| Program Data:                                      | <u>2014-15</u>                             | <u>2015-16</u>                             | <u>2016-17</u>                                | <u>2017-18</u>                                | <u>2017-18</u>                             | <u>2018-19</u>                             |                  |                       |
| Number of Schools<br>Number of Students            | 6                                          | 6                                          | 6                                             | 6                                             | 6                                          | 6                                          |                  |                       |
| September membership                               | 3,784                                      | 3,859                                      | 3,970                                         | 4,020                                         | 4,061                                      | 4,111                                      |                  |                       |
| February membership                                | 3,778                                      | 3,827                                      | 3,960                                         | 4,010                                         | 4,068                                      | 4,118                                      |                  |                       |
| Average membership                                 | 3,781                                      | 3,843                                      | 3,965                                         | 4,015                                         | 4,065                                      | 4,115                                      |                  |                       |
| , waraga mambaramp                                 | 0,. 0.                                     | 0,0.0                                      | 0,000                                         | .,0.0                                         | .,000                                      | .,                                         |                  |                       |
| Per Pupil Cost Instructional Expense Only          | \$ 4,406                                   | \$ 4,455                                   | \$ 4,778                                      | \$ 4,896                                      | \$ 4,865                                   | \$ 5,013                                   |                  |                       |
| Enrollment (September head counts)                 | 3,797                                      | 3,877                                      | 3,983                                         | 4,033                                         | 4,086                                      | 4,186                                      |                  |                       |
| Staff FTE:                                         |                                            |                                            |                                               |                                               |                                            |                                            |                  |                       |
| Teachers                                           | 229.86                                     | 233.19                                     | 241.95                                        | 244.39                                        | 245.69                                     | 251.69                                     |                  |                       |
| Fellows (cost in 2201-2299 Student Support)        | 2.00                                       | 2.00                                       | -                                             | -                                             | -                                          | _                                          |                  |                       |
| Instructional Aides                                | 9.00                                       | 8.00                                       | 11.00                                         | 11.00                                         | 8.00                                       | 8.00                                       |                  |                       |
| AVID Tutors                                        | 9                                          | 9.00                                       | 9.00                                          | 9.00                                          | 9.00                                       | 9.00                                       |                  |                       |
| Lunch Monitors                                     | 1                                          | 0.59                                       | 0.69                                          | 0.69                                          | 0.69                                       | 0.69                                       |                  |                       |
| Total                                              | 250.04                                     | 252.78                                     | 262.64                                        | 265.08                                        | 263.38                                     | 269.38                                     |                  |                       |
| Membership per FTE                                 | 15.12                                      | 15.20                                      | 15.10                                         | 15.15                                         | 15.43                                      | 15.27                                      | 17-18<br>Average | 17-18 Avg<br>Cost Per |
| Costs Specific to location                         |                                            | Note                                       | - does not inclu                              | de district wide                              | costs                                      |                                            | Membership       | Member                |
| Gentry Middle                                      | \$ 3,387,608                               | \$ 3,411,307                               | \$ 3,852,482                                  | \$ 3,979,021                                  | \$ 4,154,222                               | \$ 4,344,352                               | 897              | \$ 4,631              |
| Jefferson Middle                                   | \$ 2,472,531                               | \$ 2,583,774                               | \$ 2,839,080                                  | \$ 2,939,329                                  | \$ 2,863,583                               | \$ 3,088,861                               | 621              | \$ 4,611              |
| Lange Middle                                       | \$ 2,352,088                               | \$ 2,369,734                               | \$ 2,587,689                                  | \$ 2,690,164                                  | \$ 2,676,899                               | \$ 2,887,493                               | 621              | \$ 4,311              |
| Oakland Middle                                     | \$ 1,926,664                               | \$ 2,200,533                               | \$ 2,624,101                                  | \$ 2,723,604                                  | \$ 2,674,137                               | \$ 2,802,860                               | 571              | \$ 4,683              |
| Smithton Middle                                    | \$ 3,095,681                               | \$ 3,011,889                               | \$ 3,418,044                                  | \$ 3,520,050                                  | \$ 3,477,960                               | \$ 3,639,067                               | 727              | \$ 4,784              |
| West Middle                                        | \$ 2,690,101                               | \$ 2,702,630                               | \$ 2,912,683                                  | \$ 3,036,278                                  | \$ 2,941,615                               | \$ 3,163,934                               | 629              | \$ 4,677              |
| All Middle Costs                                   | \$ 732,736                                 | \$ 841,894                                 | \$ 710,581                                    | \$ 768,842                                    | \$ 985,512                                 | \$ 700,640                                 | N/A              | \$ 242                |
| Total Instructional Expense                        | \$16,657,409                               | \$17,121,761                               | \$ 18,944,660                                 | \$19,657,288                                  | \$19,773,928                               | \$20,627,207                               | 4,066            | \$ 4,863              |
| 1                                                  |                                            |                                            | . , , , , , , , , , , , , , , , , , , ,       |                                               |                                            |                                            | ,                |                       |

Program: Middle Instruction

Function(s): Middle Instruction

1130 through 1149

Mission: The mission of middle school instruction is to provide developmentally

appropriate and challenging educational opportunities to all students resulting

in high levels of achievement for all.

Program Information: This program represents District expenditures for the instructional program

for grade 6 through grade 8. Until 2013-14 and as a result of secondary reorganization, middle school consisted of grades 6 and 7 while junior high was grades 8 and 9. This includes specific areas of instruction for health, music, art, science, math, social studies, reading, foreign languages, business, family and consumer science, industrial technology, speech,

journalism, physical education and language arts.

Budget allocations for this program are made by the Assistant Superintendent for Secondary Education based on requests by the supervisor/coordinator for each area or, for general services and supplies, based on the needs and

number of students served in each building.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

Decreases in departmental curriculum and instruction service and supply

budgets

Improvements/Increases

• Increases in compensation for experience

- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees

• Increase in 6.0 teacher FTE to address enrollment needs at the middle

school level

Program: **High School Instruction** 

High School Instruction 1150 through 1189 Function(s):

| Expenditure<br>Object Category                                    | Actual<br><u>2014-15</u>                      | Actual<br><u>2015-16</u>                      | Actual<br>2016-17                             | Original<br>Budget<br>2017-18                 | Projected<br>Actual<br>2017-18                | Final<br>Budget<br><u>2018-19</u>             |                                     |
|-------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies                | \$ 12,825,270<br>\$ 3,921,676<br>\$ 2,452,124 | \$ 12,566,610<br>\$ 4,078,370<br>\$ 2,390,131 | \$ 13,765,538<br>\$ 4,573,501<br>\$ 2,002,500 | \$ 14,176,020<br>\$ 4,764,835<br>\$ 2,059,599 | \$ 14,186,256<br>\$ 4,737,833<br>\$ 2,056,283 | \$ 14,864,867<br>\$ 4,944,442<br>\$ 1,955,518 |                                     |
| Total                                                             | \$ 19,199,070                                 | \$ 19,035,111                                 | \$ 20,341,539                                 | \$ 21,000,454                                 | \$ 20,980,372                                 | \$ 21,764,827                                 |                                     |
|                                                                   | Grades 9-12                                   |                                     |
| Program Data:                                                     | <u>2014-15</u>                                | <u>2015-16</u>                                | <u>2016-17</u>                                | <u>2017-18</u>                                | <u>2017-18</u>                                | <u>2018-19</u>                                |                                     |
| Number of Schools<br>Number of Students                           | 3                                             | 3                                             | 3                                             | 3                                             | 3                                             | 3                                             |                                     |
| September membership<br>February membership<br>Average membership | 4,766<br>4,598<br>4,682                       | 4,756<br>4,551<br>4,654                       | 4,786<br>4,656<br>4,721                       | 4,831<br>4,701<br>4,766                       | 5,226<br>5,123<br>5,175                       | 5,271<br>5,168<br>5,220                       |                                     |
| Per Pupil Cost Instructional Expense Only                         | \$ 4,101                                      | \$ 4,090                                      | \$ 4,309                                      | \$ 4,406                                      | \$ 4,055                                      | \$ 4,170                                      |                                     |
| Enrollment (September head counts)                                | 4,959                                         | 4,742                                         | 4,972                                         | 5,017                                         | 5,260                                         | 5,305                                         |                                     |
| Staff FTE: Teachers Fellows (cost in 2201-2299 Student Support)   | 252.94<br>11.00                               | 247.97<br>11.00                               | 249.31<br>5.00                                | 254.39                                        | 256.18                                        | 256.18                                        |                                     |
| Permanent Substitutes Instructional Aides                         | 6.00<br>5.71                                  | 7.00<br>5.00                                  | 9.00<br>1.00                                  | 9.00<br>1.00                                  | 9.00<br>1.00                                  | 9.00<br>1.00                                  |                                     |
| Total                                                             | 275.65                                        | 270.97                                        | 264.31                                        | 264.39                                        | 266.18                                        | 266.18                                        |                                     |
|                                                                   | 3 fellows at no cost                          | 3 fellows at no cost                          | 3 fellows at no cost                          | N/A                                           | N/A                                           | N/A                                           |                                     |
| Membership per FTE                                                | 16.99                                         | 17.17                                         | 17.86                                         | 18.03                                         | 19.44                                         | 19.61                                         | 17-18 17-18 Avg<br>Average Cost Per |
| Costs Specific to location                                        |                                               | Note                                          | e - does not inclu                            | ide district wide o                           | costs                                         |                                               | Membership Member                   |
| Battle                                                            | \$ 4,939,436                                  | \$ 4,792,107                                  | \$ 5,394,543                                  |                                               | \$ 5,534,360                                  | \$ 5,780,589                                  | 1,451 \$ 3,814                      |
| Hickman                                                           | \$ 6,622,201                                  | \$ 6,597,683                                  | \$ 7,342,471                                  | \$ 7,427,036                                  | \$ 7,273,096                                  | \$ 7,594,224                                  | 1,654 \$ 4,397                      |
| Rock Bridge                                                       | \$ 6,044,527                                  | \$ 6,209,180                                  | \$ 6,525,952                                  | \$ 6,758,113                                  | \$ 6,836,788                                  | \$ 7,146,457                                  | 1,932 \$ 3,539                      |
| All Sr. High Costs                                                | \$ 1,592,906                                  | \$ 1,436,141                                  | \$ 1,078,573                                  | \$ 1,214,196                                  | \$ 1,336,128                                  | \$ 1,243,557                                  | N/A \$ 265                          |
| Total Instructional Expense                                       | \$ 19,199,070                                 | \$ 19,035,111                                 | \$ 20,341,539                                 | \$ 21,000,454                                 | \$ 20,980,372                                 | \$ 21,764,827                                 | 5,037 \$ 4,165                      |

Program: High School Instruction

Function(s): High School Instruction

1150 through 1189

Mission: The mission of high school instruction is to provide developmentally

appropriate and challenging educational opportunities to all students resulting

in high levels of achievement for all.

**Program Information:** This program represents District expenditures for the instructional program for

grade 9 through grade 12. Until 2013-14 high school was grades 10 through 12. This includes specific areas of instruction for health, music, art, science, math, social studies, reading, foreign languages, business, human environmental science, industrial technology, speech, journalism, computer science, photography, humanities, publications, physical education and

language arts.

Budget allocations for this program are made by the Assistant Superintendent for Secondary Education based on requests by the supervisor/coordinator for each area or, for general services and supplies, based on the needs and number of students served in each building. Detailed budget information for each building and/or program may be found in the supplemental section of this

budget.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

Decreases in departmental curriculum and instruction service and supply

budgets

Improvements/Increases

Increased compensation for experience

- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees
- Increase in service and supply budget for fine arts to support the student trip to Nagano, Japan

Program: Summer School Instruction

Function(s): Summer School Instruction

1191

| Expenditure<br>Object Category                     |                | Actual<br>2014-15               |          | Actual <u>2015-16</u>           |          | Actual <u>2016-17</u>           |                | Original<br>Budget<br>2017-18   | ı        | Projected<br>Actual<br>2017-18  |                | Final<br>Budget<br><u>2018-19</u> |
|----------------------------------------------------|----------------|---------------------------------|----------|---------------------------------|----------|---------------------------------|----------------|---------------------------------|----------|---------------------------------|----------------|-----------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies | \$<br>\$<br>\$ | 1,794,112<br>290,679<br>478,582 | \$<br>\$ | 1,865,287<br>302,202<br>507,692 | \$<br>\$ | 1,792,421<br>289,880<br>474,461 | \$<br>\$<br>\$ | 1,845,260<br>322,167<br>528,000 | \$<br>\$ | 1,865,531<br>317,154<br>528,000 | \$<br>\$<br>\$ | 1,827,558<br>299,116<br>556,225   |
| Total                                              | \$             | 2,563,373                       | \$       | 2,675,181                       | \$       | 2,556,762                       | \$             | 2,695,427                       | \$       | 2,710,685                       | \$             | 2,682,899                         |

Function 1191 includes only traditional instruction. Administrative, Student Health, Gifted, ELL and Special Education Services costs are included in their respective functions.

| Program Data:                         | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Summer School Enrollment              | 8,949          | 8,932          | 9,307          | 9,341          | 9,000          | 9,050          |
| Summer School ADA (Avg. Daily Attend) | 796.87         | 799.64         | 821.57         | 809.64         | 804.64         | 809.64         |

This ADA includes all students whether the cost is reflected on this page or not and is from previous summer in order to line up with timing of funding. Enrollment is the number of students taking courses. ADA is the DESE calculated figure which drives funding from the formula. ADA is determined by using enrollment, rate of attendance and the number of days which compare to a regular school calendar.

| Per Pupil Cost              | \$<br>3,217 | \$<br>3,345 | \$<br>3,112 | \$<br>3,329 | \$<br>3,369 | \$<br>3,314 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Staff FTE:<br>Support Staff | 0.50        | 0.50        | 0.50        | 0.50        | 0.50        | 0.50        |

Teaching, Administrative, Student Support & Office Support Personnel are not assigned FTE as this work is in addition to their permanent full year position. FTE shown here is only for the support staff working full year.

Program: Summer School Instruction

Function(s): Summer School Instruction

1191

**Mission:** The mission of summer school is to provide developmentally appropriate and

challenging educational opportunities to all students resulting in high levels of

achievement for all.

**Program Information:** This program represents District expenditures for the instructional program

for kindergarten through grade 12. This includes regular classroom instruction and specific areas of instruction for reading, health, music, art, science, math, social studies, physical education and language arts. Special programs are also supported including arts, gifted, Multicultural Achievement

Committee (MAC) Scholars camp, credit recovery and credit completion.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements. All other costs including transportation, administration, student support and other areas are reflected

on the appropriate pages of this budget.

Reductions

None

<u>Improvements/Increases</u>

Continue 2017-18 increases to allow for expanded programming and

course offerings

**Douglass High Instruction** Program:

Douglass High Instruction 1195 Function(s):

| Expenditure<br>Object Category |           | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | ļ  | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-----------|-------------------|-----------------------|-----------------------|-------------------------------|----|--------------------------------|-----------------------------------|
| Salaries                       | \$        | 583,711           | \$<br>615,951         | \$<br>630,337         | \$<br>648,484                 | \$ | 669,725                        | \$<br>701,695                     |
| Employee Benefits              | \$        | 165,430           | \$<br>183,958         | \$<br>208,132         | \$<br>216,578                 | \$ | 227,318                        | \$<br>236,936                     |
| Services/Supplies              | <u>\$</u> | 69,838            | \$<br>54,872          | \$<br>38,196          | \$<br>73,695                  | \$ | 57,150                         | \$<br>57,165                      |
| Total                          | \$        | 818,979           | \$<br>854,781         | \$<br>876,665         | \$<br>938,757                 | \$ | 954,193                        | \$<br>995,796                     |

| Program Data:                                  | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Number of Students                             |                |                |                |                |                |                |
| September membership                           | 129            | 108            | 120            | 130            | 128            | 138            |
| February membership                            | 135            | 160            | 123            | 133            | 150            | 160            |
| Average membership                             | 132            | 134            | 122            | 132            | 139            | 149            |
| Per Pupil Cost                                 | \$ 6,204       | \$ 6,379       | \$ 7,215       | \$ 7,139       | \$ 6,865       | \$ 6,683       |
| Enrollment (September head counts)             | 148            | 189            | 176            | 186            | 188            | 198            |
| Number of Students Served in MoOptions Program | 72             | 72             | 56             | 66             | 56             | 66             |
| Staff FTE:                                     |                |                |                |                |                |                |
| Teachers                                       | 11.42          | 11.42          | 11.42          | 11.42          | 11.42          | 11.42          |
| Instructional Aides                            | -              | -              | 1.00           | 1.00           | 2.00           | 2.00           |
| Total                                          | 11.42          | 11.42          | 12.42          | 12.42          | 13.42          | 13.42          |
| Membership per FTE                             | 11.56          | 11.73          | 9.78           | 10.59          | 10.36          | 11.10          |

Program: Douglass High Instruction

Function(s): Douglass High Instruction

1195

Mission: The mission of Douglass High School is to offer academic and social

opportunities to reengage students so they will demonstrate academic progress while developing and refining self esteem, life and communication skills, their ability to make decisions as responsible citizens, and establish a

plan for life after graduation.

**Program Information:** This program represents District expenditures for the instructional programs

of Douglass High School. This includes instruction for health, art, science, math, social studies, reading, business, human environmental sciences, language arts, publications, physical education and the "entrepreneurship"

programs that have been established.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

None

#### Improvements/Increases

- Increased compensation for experience
- Increases in compensation due to improvements to salary schedules
- Educational credit compensation allowance
- Increase in medical insurance rates paid for employees

Program: At Risk Programs for Delinquent and Neglected Youth

Function(s): General Instruction

1192 through 1199 (other than 1195 DHS)

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual<br>2015-16 | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-------------------|-------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>225,869     | \$<br>228,209     | \$<br>230,014         | \$<br>177,549                 | \$<br>147,713                  | \$<br>199,033                     |
| Employee Benefits              | \$<br>57,080      | \$<br>74,182      | \$<br>73,031          | \$<br>66,172                  | \$<br>58,141                   | \$<br>75,653                      |
| Services/Supplies              | \$<br>28,686      | \$<br>12,264      | \$<br>12,824          | \$<br>32,480                  | \$<br>44,056                   | \$<br>860,790                     |
| Total                          | \$<br>311,635     | \$<br>314,655     | \$<br>315,869         | \$<br>276,201                 | \$<br>249,910                  | \$<br>1,135,476                   |

| Program Data:            | <u>20</u> | <u>)14-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|--------------------------|-----------|---------------|----------------|----------------|----------------|----------------|----------------|
| Number of Students       |           |               |                |                |                |                |                |
| September                |           | 59            | 81             | 70             | 70             | 88             | 88             |
| February                 |           | 56            | 57             | 69             | 69             | 74             | 74             |
| Average                  |           | 58            | 69             | 70             | 70             | 81             | 81             |
| Per Pupil Cost           | \$        | 5,420         | \$<br>4,560    | \$<br>4,545    | \$<br>3,974    | \$<br>3,085    | \$<br>14,018   |
| Staff FTE:               |           |               |                |                |                |                |                |
| ACE (Suspension Center)  |           | 2.00          | 2.00           | 2.00           | 1.00           | 1.00           | 1.00           |
| Juvenile Justice Center  |           | 1.00          | 1.00           | 1.00           | 1.00           | 1.00           | 1.00           |
| CFSP Program             |           | 1.00          | 1.00           | 1.00           | 1.00           | 1.00           | 3.00           |
| Instructional Aide - ACE |           | <u>-</u>      | <br>1.00       | <br>1.00       | <br>1.00       | 1.00           | <br>1.00       |
| Total                    |           | 4.00          | 5.00           | 5.00           | 4.00           | 4.00           | 6.00           |

Note - the students counts are enrollment at JJC, BGTM & ACE on the above noted count dates

Average number of students per FTE 14.38 13.80 13.90 17.38 20.25 13.50

In 2013-14 the District entered an agreement for regular education services at BGTM to be provided by Great Circle, thus reducing the number of teachers committed to Boys and Girls Town of MO. Currently teachers at BGTM only provide Special Education Services and are reflected in 1210.

Program: At Risk Programs for Delinquent and Neglected Youth

Function(s): General Instruction

1192 through 1199 (other than 1195 DHS)

Mission: The mission of general instruction is to provide each child with the

knowledge and skills needed for academic achievement, personal

effectiveness and productive citizenship.

Program Information: This program represents District expenditures for the alternative

instructional programs for ACE (Suspension Center), Juvenile Justice Center and the Boys and Girls Town Program. In 2011-12, the District added staffing for the Child and Family Support Process (CFSP) program at the elementary level. The CFSP supports elementary students who struggle with behavioral and mental health issues. The program includes a partnership with Burrell Behavioral Health and provides academic instruction and social/emotional support for students and their families.

Budget allocations for these programs are made by the Director of Special Services and the Assistant Superintendent of Secondary Education based on needs of the supervisor/coordinator for each area or, for general services and supplies, based on the number of students served in each building. Detailed budget information for each building and/or program may

be found in the supplemental section of this budget.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

#### Reductions

None

#### Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees
- Increase in FTE to convert CFSP from Special Education Instruction to General Education Instruction
- Increase in professional service budget to move payments to Great Circle from Special Education Instruction to General Instruction per Department of Elementary and Secondary Education recommended coding changes

Program: Special Education Instruction

Function(s): Special Education Instruction

1210

| Expenditure<br>Object Category                     |                | Actual<br>2014-15                  |                | Actual<br>2015-16                    |          | Actual <u>2016-17</u>                |                | Original<br>Budget<br>2017-18        |          | Projected<br>Actual<br>2017-18       |          | Final<br>Budget<br><u>2018-19</u>  |
|----------------------------------------------------|----------------|------------------------------------|----------------|--------------------------------------|----------|--------------------------------------|----------------|--------------------------------------|----------|--------------------------------------|----------|------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies | \$<br>\$<br>\$ | 10,620,375<br>3,856,376<br>436,420 | \$<br>\$<br>\$ | 15,639,909<br>5,521,243<br>1,263,132 | \$<br>\$ | 17,044,888<br>6,111,111<br>1,366,334 | \$<br>\$<br>\$ | 17,488,257<br>6,365,230<br>1,579,670 | \$<br>\$ | 17,157,214<br>6,321,814<br>1,812,234 | \$<br>\$ | 17,949,884<br>6,582,871<br>316,833 |
| Total                                              | \$             | 14,913,171                         | \$             | 22,424,284                           | \$       | 24,522,333                           | \$             | 25,433,157                           | \$       | 25,291,262                           | \$       | 24,849,588                         |
| Summer School included above                       |                |                                    |                |                                      |          |                                      |                |                                      |          |                                      |          |                                    |
| Program Data:                                      |                | <u>2014-15</u>                     |                | <u>2015-16</u>                       |          | 2016-17                              |                | <u>2017-18</u>                       |          | <u>2017-18</u>                       |          | 2018-19                            |
| Number of Students<br>December Count - SPED        |                | 1,673                              |                | 1,636                                |          | 1,684                                |                | 1,692                                |          | 1,740                                |          | 1,760                              |
| Per Pupil Cost                                     | \$             | 8.914                              | \$             | 13.707                               | \$       | 14.562                               | \$             | 15.031                               | \$       | 14.535                               | \$       | 14.119                             |

| _                                           | ·                   |                     | ·         | ·         | ·             | ·             |
|---------------------------------------------|---------------------|---------------------|-----------|-----------|---------------|---------------|
| Number of Students<br>December Count - SPED | 1,673               | 1,636               | 1,684     | 1,692     | 1,740         | 1,760         |
| Per Pupil Cost                              | \$ 8,914            | \$ 13,707           | \$ 14,562 | \$ 15,031 | \$ 14,535     | \$ 14,119     |
| Staff FTE:                                  |                     |                     |           |           |               |               |
| Teachers                                    | 164.87              | 162.32              | 156.41    | 156.41    | 162.81        | 165.81        |
| School Psych Interns                        | Moved from Pupil Se | ervices (2100-2199) | 2.00      | 2.00      | 2.00          | 2.00          |
| Fellows                                     | 5.00                | -                   | -         | -         | -             | -             |
| Instructional Aides                         | 14.00               | 9.00                | 7.00      | 7.00      | 5.00          | 3.00          |
| Braille Transcriber                         | 1.00                | 1.00                | 1.00      | 1.00      | 1.00          | 1.00          |
| Special Needs Nurse                         | 1.00                | 1.00                | 1.00      | 1.00      | 1.00          | 1.00          |
| Social Worker                               | -                   | -                   | 4.00      | 4.00      | 3.00          | 3.00          |
| OTPT/SLP/Psychologists/Diagnosticians       | Moved from Pupil Se | ervices (2100-2199) | 71.74     | 71.74     | 71.22         | 71.22         |
| Paraprofessionals                           | 143.71              | 145.28              | 142.78    | 142.78    | <u>151.00</u> | <u>151.00</u> |
| Total                                       | 329.58              | 318.60              | 385.93    | 385.93    | 397.03        | 398.03        |
|                                             |                     |                     |           |           |               |               |

December student count per FTE 5.08 5.13 4.36 4.38 4.38 4.42

Program: **Special Education Instruction** 

**Special Education Instruction** Function(s):

1210

Mission: The mission of special education is to provide free and appropriate

education to students with disabilities through identification activities and

provision of services in accordance with state and federal guidelines.

**Program Information:** Special Education services are specially designed instruction, materials,

> equipment, or other related services necessary to address individual student needs in the least restrictive environment. These services are provided District wide and include the program expense of the Center of

Responsive Education (CORE) facility.

Variance Discussion: Expenditures have a net decrease as compared to 2017-18 projected

actual after the following reductions and improvements. For the upcoming year, the Department of Elementary and Secondary Education changed reporting requirements for various special education specialty services such as private tuition and ancillary services (including OT/PT, speech

language pathologists and psychologists).

Reductions

 Decrease of professional service budget to move funding for placement of students with High Road School (formerly referred to as

SESI) to Supplemental Education (Tuition) Services

 Decrease of professional service budget to move funding for Great Circle to General Instruction rather than Special Education Instruction

Improvements/Increases

Increased compensation for experience

- Increases in compensation due to improvements to salary schedules
- Improvement of salary schedules other than teacher's schedule
- Educational credit compensation allowance
- Increase in medical insurance rates paid for employees
- Increase 3.0 teacher FTE

**Funding Sources:** District operating funds. This includes state funding (part of the basic

state aid formula) and federal funding (Entitlement Funds) which is based

on reimbursement per student served.

Program: **Early Childhood Special Education** 

Early Childhood Special Education 1292 Function(s):

| Expenditure Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual 2016-17  | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|-----------------------------|-------------------|-----------------------|-----------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                    | \$<br>2,481,646   | \$<br>2,686,493       | \$<br>3,086,920 | \$<br>3,196,102               | \$<br>3,099,967                | \$<br>3,227,279            |
| Employee Benefits           | \$<br>796,500     | \$<br>918,479         | \$<br>1,080,035 | \$<br>1,126,823               | \$<br>1,088,637                | \$<br>1,134,263            |
| Services/Supplies           | \$<br>206,479     | \$<br>219,909         | \$<br>201,686   | \$<br>94,425                  | \$<br>103,318                  | \$<br>94,425               |
| Total                       | \$<br>3,484,625   | \$<br>3,824,881       | \$<br>4,368,641 | \$<br>4,417,350               | \$<br>4,291,922                | \$<br>4,455,967            |

#### Summer School included above

| Program Data:                               | <u>2</u> | <u>014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------------------------------------|----------|---------------|----------------|----------------|----------------|----------------|----------------|
| Number of Students<br>December Count - ECSE |          | 186           | 180            | 186            | 190            | 190            | 190            |
| Per Pupil Cost                              | \$       | 18,735        | \$<br>21,249   | \$<br>23,487   | \$<br>23,249   | \$<br>22,589   | \$<br>23,452   |
| Staff FTE:                                  |          |               |                |                |                |                |                |
| Teachers                                    |          | 20.30         | 22.00          | 25.00          | 25.00          | 22.58          | 22.58          |
| Instructional Aides                         |          | 9.50          | 14.52          | 16.00          | 16.00          | 14.52          | 14.52          |
| Paraprofessionals                           |          | 4.00          | 1.00           | 2.00           | 2.00           | 2.00           | 2.00           |
| Administrator                               |          | 1.00          | 1.00           | 1.00           | 1.00           | 1.00           | 1.00           |
| Support Staff                               |          | 0.80          | 0.80           | 1.80           | 1.80           | 1.80           | 1.80           |
| Nurse/OTPT/SLPs/Psychs/Diagnosticians       |          | 24.20         | <br>25.00      | <br>21.40      | <br>21.40      | 30.00          | 30.00          |
| Total                                       |          | 59.80         | 64.32          | 67.20          | 67.20          | 71.90          | 71.90          |

Program: Early Childhood Special Education

Function(s): Early Childhood Special Education

1292

Mission: The mission of special education is to provide free and appropriate

education to students with disabilities through identification activities and

provision of services in accordance with state and federal guidelines.

Program Information: Special Education services are specially designed instruction, materials,

equipment, or other related services necessary to address individual

student needs in the least restrictive environment.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

<u>Improvements/Increases</u>

• Increased compensation for experience

• Educational credit compensation allowance

Increases in compensation due to improvements to salary schedules

• Increase in medical insurance rates paid for employees

Funding Sources: District operating funds. This includes federal funding which is based on

reimbursement of prior year expense.

Program: **Gifted Program** 

Gifted Program 1211 Function(s):

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br><u>2017-18</u> |           |    | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |           |  |
|--------------------------------|-------------------|-----------------------|-----------------------|--------------------------------------|-----------|----|--------------------------------|-----------------------------------|-----------|--|
| Salaries                       | \$<br>852,640     | \$<br>855,764         | \$<br>925,061         | \$                                   | 965,878   | \$ | 1,085,637                      | \$                                | 1,141,768 |  |
| Employee Benefits              | \$<br>241,777     | \$<br>247,741         | \$<br>276,474         | \$                                   | 289,245   | \$ | 315,074                        | \$                                | 336,065   |  |
| Services/Supplies              | \$<br>59,228      | \$<br>75,181          | \$<br>77,818          | \$                                   | 85,596    | \$ | 95,207                         | \$                                | 98,761    |  |
| Total                          | \$<br>1,153,645   | \$<br>1,178,686       | \$<br>1,279,353       | \$                                   | 1,340,719 | \$ | 1,495,918                      | \$                                | 1,576,594 |  |

| Program Data:                                                      | <u>2014-15</u>               | <u>2015-16</u>              | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|--------------------------------------------------------------------|------------------------------|-----------------------------|----------------|----------------|----------------|----------------|
| Number of Students<br>Students Served<br>(as per the October Stude | 1,500<br>ent Assignment File | 1,510<br>e reported to DESI | 1,526<br>E)    | 1,576          | 1,626          | 1,631          |
| Per Pupil Cost \$                                                  | \$ 769                       | \$ 781                      | \$ 838         | \$ 851         | \$ 920         | \$ 967         |
| Staff FTE:                                                         |                              |                             |                |                |                |                |
| Elementary Teachers                                                | 8.20                         | 8.30                        | 8.00           | 8.00           | 8.50           | 9.00           |
| Instructional Aide                                                 | -                            | -                           | -              | -              | 1.00           | 1.00           |
| Gifted Psych Examiners                                             | -                            | -                           | -              | -              | 0.81           | 0.81           |
| Secondary Teachers                                                 | 6.69                         | 5.69                        | 5.83           | 5.83           | 6.52           | 6.52           |
| Total                                                              | 14.89                        | 13.99                       | 13.83          | 13.83          | 16.83          | 17.33          |
| Students Served per FTE                                            | 100.74                       | 107.93                      | 110.34         | 113.96         | 96.59          | 94.09          |

Program: Gifted Program

Function(s): Gifted Program

1211

Mission: The mission of the Gifted Program is to identify and provide specialized

instruction to academically gifted students in kindergarten through grade

12.

Program Information: The Gifted Program provides academic services beyond that offered

through standard grade level curriculum for academically advanced

students.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

• Educational credit compensation allowance

Increases in compensation due to improvements to salary schedules

• Increase in medical insurance rates paid for employees

• Increase 0.5 teacher FTE due to increasing student enrollment

Program: Title I

Function(s): Title I

1250 through 1255 and 2569

| Expenditure Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual 2016-17  | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|-----------------------------|-------------------|-----------------------|-----------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                    | \$<br>881,555     | \$<br>849,541         | \$<br>1,031,739 | \$<br>1,134,205               | \$<br>1,234,275                | \$<br>1,293,528            |
| Employee Benefits           | \$<br>263,840     | \$<br>266,684         | \$<br>300,769   | \$<br>335,779                 | \$<br>392,931                  | \$<br>409,885              |
| Services/Supplies           | \$<br>40,652      | \$<br>91,171          | \$<br>83,920    | \$<br>155,952                 | \$<br>155,952                  | \$<br>155,952              |
| Total                       | \$<br>1,186,047   | \$<br>1,207,396       | \$<br>1,416,428 | \$<br>1,625,936               | \$<br>1,783,158                | \$<br>1,859,365            |

| Program Data:                                              | <u>2014-15</u>             | <u>2015-16</u>      | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|------------------------------------------------------------|----------------------------|---------------------|----------------|----------------|----------------|----------------|
| Number of Title Buildings<br>Number of Students:           | 8                          | 8                   | 9              | 9              | 9              | 9              |
| Regular School Program (as per the October Student Core Da | 3,007<br>ata Files reporte | 2,765<br>d to DESE) | 2,941          | 2,991          | 3,046          | 3,096          |
| Cost per Pupil                                             | \$ 394                     | \$ 437              | \$ 482         | \$ 544         | \$ 585         | \$ 601         |
| Staff FTE:                                                 |                            |                     |                |                |                |                |
| Teach                                                      | 17.80                      | 12.80               | 13.30          | 21.94          | 22.22          | 22.22          |
| Juvenile Justice Center                                    | 0.42                       | 0.42                | 0.42           | 0.42           | 0.42           | 0.42           |
| Instructional Aides                                        | 1.00                       | 2.00                | 1.00           | 1.00           | 1.00           | 1.00           |
| Total                                                      | 19.22                      | 15.22               | 14.72          | 23.36          | 23.64          | 23.64          |
| Students Served per FTE                                    | 156.45                     | 181.67              | 199.80         | 128.04         | 128.85         | 130.96         |

West Boulevard, Parkade, Alpha Hart Lewis, Benton, Blue Ridge, Cedar Ridge, Derby Ridge Elementary Schools and Douglass High School are schoolwide Title I programs. In 2015-16 Battle Elementary opened as a Title I program. In a schoolwide program all students in the school are counted as Title I students.

Program: Title I

Function(s): Title I

1250 through 1255 and 2569

Mission: The mission of the Title I program is to provide instructional support for

educationally disadvantaged children and their families from preschool

through high school.

**Program Information:** Title I provides a wide range of services for young children. Elementary

children receive extra support in learning to read and write through Reading Recovery, an individualized program for first grade students, mathematics and through instruction provided for children in small groups. Supplementary support services are also provided for students

at Douglass High School.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees

**Funding Sources:** District operating funds. This includes federal and state funding for the

support of this program.

Program: **English Language Learners** 

English Language Learners 1271 Function(s):

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual<br>2015-16 | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-------------------|-------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>1,249,582   | \$<br>1,416,296   | \$<br>1,668,716       | \$<br>1,775,385               | \$<br>1,729,922                | \$<br>1,902,193                   |
| Employee Benefits              | \$<br>369,844     | \$<br>437,032     | \$<br>516,087         | \$<br>553,932                 | \$<br>552,442                  | \$<br>605,992                     |
| Services/Supplies              | \$<br>36,320      | \$<br>102,848     | \$<br>45,145          | \$<br>40,450                  | \$<br>65,205                   | \$<br>76,750                      |
| Total                          | \$<br>1,655,746   | \$<br>1,956,176   | \$<br>2,229,948       | \$<br>2,369,767               | \$<br>2,347,569                | \$<br>2,584,935                   |

| Program Data:                                           | <u>2014-15</u>    | <u>2015-16</u>    | <u>2016-17</u>    | <u>2017-18</u>    | <u>2017-18</u>    | <u>2018-19</u>    |
|---------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Number of Students<br>October Count as reported to DESE | 988               | 1,002             | 1,058             | 1,083             | 1,224             | 1,249             |
| Per Pupil Cost<br>Students official count per teacher   | \$ 1,676<br>41.90 | \$ 1,952<br>38.54 | \$ 2,108<br>36.48 | \$ 2,188<br>36.10 | \$ 1,918<br>38.66 | \$ 2,070<br>37.11 |
| Staff FTE:<br>Teacher<br>Instructional Aides            | 23.58             | 26.00             | 29.00             | 30.00             | 31.66             | 33.66             |
| Total                                                   | 24.58             | 26.00             | 29.00             | 30.00             | 31.66             | 33.66             |
| Students Served per FTE                                 | 40.20             | 38.54             | 36.48             | 36.10             | 38.66             | 37.11             |

Program: English Language Learners

Function(s): English Language Learners

1271

Mission: The mission of the English Language Learners program is to identify and

assess the educational needs of students whose native or home languages are other than English and to provide appropriate programs to

address these unique needs.

**Program Information:** ELL instruction focuses on an integrated approach to language through

topics of interest and needs of students in grades PreK-12. English for

academic and communication purposes is emphasized.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

Increased compensation for experience

Educational credit allowance

Increases in compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

• Increase of 2.0 teacher FTE due to increasing student enrollment

Program: Vocational Instruction

Function(s): Vocational Instruction

1301 through 1399

| Expenditure Object Category |           | Actual<br>2014-15 | Actual 2015-16  | Actual 2016-17  | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|-----------------------------|-----------|-------------------|-----------------|-----------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                    | \$        | 2,546,961         | \$<br>2,574,780 | \$<br>2,689,107 | \$<br>2,735,090               | \$<br>2,583,217                | \$<br>2,706,701            |
| Employee Benefits           | \$        | 739,787           | \$<br>780,645   | \$<br>826,104   | \$<br>858,033                 | \$<br>834,954                  | \$<br>870,900              |
| Services/Supplies           | <u>\$</u> | 481,362           | \$<br>518,875   | \$<br>515,208   | \$<br>605,280                 | \$<br>546,134                  | \$<br>575,500              |
| Total                       | \$        | 3,768,110         | \$<br>3,874,300 | \$<br>4,030,419 | \$<br>4,198,403               | \$<br>3,964,305                | \$<br>4,153,101            |

| Program Data:                                                      | <u>2014-15</u>             | <u>2015-16</u>      | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|--------------------------------------------------------------------|----------------------------|---------------------|----------------|----------------|----------------|----------------|
| Number of Students Served<br>(as per the June Student Files of str | 2,016<br>udents enrolled i | 2,041<br>n courses) | 2,258          | 2,283          | 2,312          | 2,337          |
| Per Pupil Cost                                                     | \$ 1,881                   | \$ 1,898            | \$ 1,785       | \$ 1,839       | \$ 1,715       | \$ 1,777       |
| Staff FTE:                                                         |                            |                     |                |                |                |                |
| Teacher                                                            | 45.27                      | 45.25               | 42.00          | 42.00          | 45.49          | 44.49          |
| Instructional Aides                                                | 1.00                       |                     |                |                |                |                |
| Total                                                              | 46.27                      | 45.25               | 42.00          | 42.00          | 45.49          | 44.49          |
| Students Served per FTE                                            | 43.57                      | 45.10               | 53.76          | 54.36          | 50.82          | 52.53          |

Program: Vocational Instruction

Function(s): Vocational Instruction

1301 through 1399

Mission: The mission of vocational instruction is to provide secondary students

with educational experiences which will prepare the students for

employment and/or continuing technical education after high school.

Program Information: This program represents District expenditures for the vocational

instructional programs with grades 7 through 12 housed in several secondary school facilities. This includes specific areas of instruction in agriculture, business/computer education, marketing and business management, health, human environmental sciences, technical and

industrial.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees

Funding Sources: In addition to District operating funds, this program receives state funding

for salary reimbursement based on an "effectiveness index" and equipment match funds, by application. Federal funding is also provided through Carl Perkins funds. In addition, tuition payments by sending

districts provide reimbursement for services provided.

Program: Student Activities & Athletics

Function(s): Student Activities & Athletics

1420 through 1499

| Expenditure<br>Object Category | Actual <u>2014-15</u> | Actual<br>2015-16 | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 |    | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-----------------------|-------------------|-----------------------|-------------------------------|----|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>1,161,756       | \$<br>1,214,610   | \$<br>1,660,733       | \$<br>1,380,789               | \$ | 1,569,553                      | \$<br>1,632,146                   |
| Employee Benefits              | \$<br>294,823         | \$<br>321,969     | \$<br>265,887         | \$<br>221,457                 | \$ | 220,467                        | \$<br>229,782                     |
| Services/Supplies              | \$<br>592,618         | \$<br>666,265     | \$<br>618,786         | \$<br>665,937                 | \$ | 666,982                        | \$<br>672,425                     |
| Total                          | \$<br>2,049,197       | \$<br>2,202,844   | \$<br>2,545,406       | \$<br>2,268,183               | \$ | 2,457,002                      | \$<br>2,534,353                   |

| Program Data:                    | <u>2014-15</u>  | <u>2015-16</u>  | <u>2016-17</u>  | <u>2017-18</u>  | <u>2017-18</u>  | <u>2018-19</u>  |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Staff FTE:<br>Support Staff      | 3.00            | 3.00            | 3.00            | 3.00            | 3.00            | 3.00            |
| Athletic Expenditures by School: |                 |                 |                 |                 |                 |                 |
| All Secondary Schools            | \$<br>170,513   | \$<br>215,340   | \$<br>415,507   | \$<br>308,380   | \$<br>427,664   | \$<br>427,676   |
| Hickman High School              | \$<br>444,376   | \$<br>454,582   | \$<br>484,222   | \$<br>471,208   | \$<br>484,290   | \$<br>501,688   |
| Rock Bridge High School          | \$<br>411,198   | \$<br>428,801   | \$<br>482,723   | \$<br>462,175   | \$<br>483,754   | \$<br>501,266   |
| Battle High School               | \$<br>408,957   | \$<br>431,454   | \$<br>460,770   | \$<br>447,562   | \$<br>465,763   | \$<br>487,819   |
| Douglass High School             | \$<br>3,281     | \$<br>1,166     | \$<br>3,963     | \$<br>3,203     | \$<br>8,402     | \$<br>8,581     |
| All Middle Schools               | \$<br>-         | \$<br>530       | \$<br>-         | \$<br>700       | \$<br>700       | \$<br>700       |
| Jefferson Middle School          | \$<br>99,325    | \$<br>114,758   | \$<br>127,592   | \$<br>110,334   | \$<br>109,756   | \$<br>113,433   |
| Oakland Middle School            | \$<br>94,647    | \$<br>101,642   | \$<br>100,785   | \$<br>89,741    | \$<br>86,665    | \$<br>89,537    |
| West Middle School               | \$<br>98,467    | \$<br>102,491   | \$<br>96,676    | \$<br>94,001    | \$<br>95,402    | \$<br>98,787    |
| Gentry Middle School             | \$<br>84,105    | \$<br>97,038    | \$<br>95,153    | \$<br>94,955    | \$<br>95,566    | \$<br>98,904    |
| Lange Middle School              | \$<br>97,083    | \$<br>98,202    | \$<br>106,465   | \$<br>96,703    | \$<br>97,057    | \$<br>100,429   |
| Smithton Middle School           | \$<br>94,678    | \$<br>99,391    | \$<br>89,642    | \$<br>85,083    | \$<br>96,585    | \$<br>99,858    |
| All Elementary Schools           | \$<br>42,567    | \$<br>57,449    | \$<br>81,908    | \$<br>4,138     | \$<br>5,398     | \$<br>5,675     |
|                                  | \$<br>2,049,197 | \$<br>2,202,844 | \$<br>2,545,406 | \$<br>2,268,183 | \$<br>2,457,002 | \$<br>2,534,353 |

Athletic travel budgets are included in transportation function 2551

Program: Student Activities & Athletics

Function(s): Student Activities & Athletics

1420 through 1499

Mission: The mission of the Student Activities & Athletics program is to provide a

comprehensive and competitive athletic program for the purpose of

developing a more total person.

**Program Information:** This program represents District expenditures for athletics for services,

supplies, and minor equipment purchases.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

None

Improvements/Increases

Increased compensation for experience

• Increases in compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

Program: Adult Basic Education

Function(s): Adult Basic Education

1601 through 1699

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual<br>2015-16 | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------|-------------------|-------------------|-----------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                       | \$<br>-           | \$<br>_           | \$<br>-               | \$<br>_                       | \$<br>-                        | \$<br>-                    |
| Employee Benefits              | \$<br>-           | \$<br>-           | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                    |
| Services/Supplies              | \$<br>12,407      | \$<br>11,652      | \$<br>11,980          | \$<br>13,980                  | \$<br>13,980                   | \$<br>13,980               |
| Total                          | \$<br>12,407      | \$<br>11,652      | \$<br>11,980          | \$<br>13,980                  | \$<br>13,980                   | \$<br>13,980               |

Program: Adult Basic Education

Function(s): Adult Basic Education

1601 through 1699

Mission: The mission of the Adult Basic Education program is to identify and

provide for the continuing educational needs of the public.

**Program Information:** This program represents District expenditures for the coordination

services of the adult basic education program.

Variance Discussion: A district funded budget has been added to allow the cost of rent and

facility related expenses. The program was moved out of Douglass High School (DHS) in 2014-15 in order to allow expansion of the DHS

programs.

Reductions

None

<u>Improvements/Increases</u>

• Increase lease budget for actual expected cost of facility leases. The

grant funding Adult Basic Education will not support cost of facilities.

Program: **Supplemental Education (Tuition) Services** 

Supplemental Education (Tuition) Services 1901 through 1999 Function(s):

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>-           | \$<br>_               | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| Employee Benefits              | \$<br>-           | \$<br>-               | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| Services/Supplies              | \$<br>452,990     | \$<br>443,452         | \$<br>486,434         | \$<br>450,000                 | \$<br>450,000                  | \$<br>1,450,000                   |
| Total                          | \$<br>452,990     | \$<br>443,452         | \$<br>486,434         | \$<br>450,000                 | \$<br>450,000                  | \$<br>1,450,000                   |

Program: Supplemental Education (Tuition) Services

Function(s): Supplemental Education (Tuition) Services

1901 through 1999

Mission: Tuition is paid to other districts when CPS students are placed into

residences outside the district at a rate equal to the local tax effort.

Program Information: This program represents payments to other districts, including state

schools, for which resident students of the District are legally assigned to

attend.

Variance Discussion: Reductions

None

Improvements/Increases

 Increase of professional service budget for additional students placed with High Road School (formally referred to as SESI) - moved from

Special Education Instruction to Supplemental Instruction per

Department of Elementary and Secondary Education recommended

coding changes

**Guidance & Counseling Services** Program:

Function(s): **Guidance & Counseling Services** 2122

| Expenditure<br>Object Category | Actual <u>2014-15</u> | Actual 2015-16  | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------|-----------------------|-----------------|-------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                       | \$<br>2,985,341       | \$<br>3,196,454 | \$<br>3,511,450   | \$<br>3,589,003               | \$<br>3,488,142                | \$<br>3,654,717            |
| Employee Benefits              | \$<br>903,560         | \$<br>1,003,860 | \$<br>1,133,181   | \$<br>1,178,566               | \$<br>1,152,760                | \$<br>1,201,669            |
| Services/Supplies              | \$<br>55,705          | \$<br>61,139    | \$<br>55,186      | \$<br>68,865                  | \$<br>51,717                   | \$<br>42,850               |
| Total                          | \$<br>3,944,606       | \$<br>4,261,453 | \$<br>4,699,817   | \$<br>4,836,434               | \$<br>4,692,619                | \$<br>4,899,236            |

| Program Data:       | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:          |                |                |                |                |                |                |
| Guidance Counselors | 50.77          | 55.07          | 54.16          | 54.16          | 57.70          | 57.70          |
| Support Staff       | 6.00           | 6.00           | 6.00           | 6.00           | 6.00           | 6.00           |
| Total               | 56.77          | 61.07          | 60.16          | 60.16          | 63.70          | 63.70          |

Program: Guidance and Counseling Services

Function(s): Guidance and Counseling Services

2122

Mission: Guidance and counseling services are provided to all students as a

complement to their core curriculum and a support to their academic and

personal well-being.

Program Information: This program represents District expenditures for activities which are

designed to assess and improve the well-being of students and to

supplement the teaching process.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements. This program page has been separated from Pupil Services in order to provide greater

detail information.

Reductions

None

Improvements/Increases

• Increased compensation for experience

• Educational credit compensation allowance

• Increases in compensation due to improvements to salary schedules

• Increase in medical insurance rates paid for employees

Program: Pupil Services

Function(s): Pupil Services

2100-2199 (other than 2122)

| Expenditure<br>Object Category | :         | Actual<br>2014-15 | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | I  | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------|-----------|-------------------|-------------------|-------------------|-------------------------------|----|--------------------------------|----------------------------|
| Salaries                       | \$        | 6,665,462         | \$<br>3,285,397   | \$<br>3,747,690   | \$<br>3,869,942               | \$ | 3,820,795                      | \$<br>4,228,359            |
| Employee Benefits              | \$        | 1,956,200         | \$<br>1,034,755   | \$<br>1,234,635   | \$<br>1,292,748               | \$ | 1,293,084                      | \$<br>1,396,766            |
| Services/Supplies              | \$        | 370,126           | \$<br>153,527     | \$<br>145,015     | \$<br>214,671                 | \$ | 131,622                        | \$<br>509,302              |
| Total                          | <u>\$</u> | 8,991,788         | \$<br>4,473,679   | \$<br>5,127,340   | \$<br>5,377,361               | \$ | 5,245,501                      | \$<br>6,134,427            |

| Program Data:                         | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:                            |                |                |                |                |                |                |
| OTPT/SLP/Psychologists/Diagnosticians | 67.79          | 77.05 -        |                | Moved          | to 1210        |                |
| School Psych Interns                  | 2.00           | 2.00 -         |                | Moved          | to 1210        |                |
| Home School Communicators             | 18.00          | 19.00          | 20.00          | 20.00          | 22.00          | 22.00          |
| Outreach Counselors                   | 10.30          | 10.00          | 7.00           | 7.00           | 10.00          | 10.00          |
| Social Worker                         | 3.00           | 3.00           | 4.00           | 4.00           | 4.00           | 2.00           |
| Nursing Staff                         | 29.40          | 27.70          | 31.30          | 31.30          | 33.30          | 33.80          |
| Student Advocate/Parent Liaison       | 2.00           | 2.00           | 2.00           | 2.00           | 1.00           | 1.00           |
| Administrative Staff                  | 0.42           | 1.00           | 1.00           | 1.00           | 1.40           | 1.40           |
| Support Staff                         | 16.14          | 19.14          | 21.14          | 22.14          | 23.96          | 24.96          |
| Total                                 | 149.05         | 160.89         | 86.44          | 87.44          | 95.66          | 95.16          |

Program: Pupil Services

Function(s): Pupil Services

2100 through 2199 (other than 2122)

Mission: Pupil services include outreach counselors, home-school communicators,

pupil health services, and pupil accounting.

Program Information: This program represents District expenditures for activities which are

designed to assess and improve the well-being of students and to

supplement the teaching process through student support.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements. During the upcoming year, the Department of Elementary and Secondary Education has changed reporting requirements for ancillary services (including OT/PT, speech language pathologists, and psychologists) which were previously included under Special Education Instruction on pages 115-

116 of this document.

Reductions

None

#### Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation due to improvements to salary schedules
- Increase in medical insurance rates paid for employees
- Addition of 1.5 nursing staff due to growing student needs
- Increase for movement of ancillary budgets from Special Education Instruction

Program: **Educational Media Services** 

Function(s): **Educational Media Services** 2221

| Expenditure<br>Object Category | Actual <u>2014-15</u> | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-----------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>2,138,665       | \$<br>2,231,144       | \$<br>2,556,063       | \$<br>2,695,617               | \$<br>2,706,803                | \$<br>2,834,838                   |
| Employee Benefits              | \$<br>707,312         | \$<br>773,079         | \$<br>927,033         | \$<br>980,886                 | \$<br>993,029                  | \$<br>1,034,235                   |
| Services/Supplies              | \$<br>149,874         | \$<br>210,285         | \$<br>213,385         | \$<br>216,633                 | \$<br>214,374                  | \$<br>270,831                     |
| Total                          | \$<br>2,995,851       | \$<br>3,214,508       | \$<br>3,696,481       | \$<br>3,893,136               | \$<br>3,914,206                | \$<br>4,139,904                   |

| Program Data:       | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:          |                |                |                |                |                |                |
| Professional        | 30.67          | 32.17          | 33.00          | 33.00          | 34.33          | 34.33          |
| Instructional Aides | 19.00          | 19.33          | 20.00          | 20.00          | 21.00          | 21.00          |
| Support Staff       | 12.04          | 11.91          | 13.65          | 13.65          | 13.65          | 13.65          |
| Total               | 61.71          | 63.41          | 66.65          | 66.65          | 68.98          | 68.98          |

Program: Educational Media Services

Function(s): Educational Media Services

2221

Mission: Providing instructional services through media and library resources to

students of all levels.

**Program Information:** This program represents District expenditures for activities associated with

assisting the instructional staff with the content and process of providing

instruction to students and students with media learning

**Variance Discussion:** Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

• Educational credit compensation allowance

• Increases in compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

Program: **Support Services and Instructional Staff** 

Function(s): Support Services and Instructional Staff 2201 - 2299 (other than 2221)

| Expenditure<br>Object Category | Actual <u>2014-15</u> | Actual 2015-16  | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------|-----------------------|-----------------|-------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                       | \$<br>4,638,825       | \$<br>4,783,481 | \$<br>5,241,789   | \$<br>5,541,203               | \$<br>4,968,443                | \$<br>5,120,991            |
| Employee Benefits              | \$<br>1,267,803       | \$<br>1,366,321 | \$<br>1,498,745   | \$<br>1,635,778               | \$<br>1,387,317                | \$<br>1,441,306            |
| Services/Supplies              | \$<br>2,971,166       | \$<br>2,920,328 | \$<br>4,376,614   | \$<br>2,580,956               | \$<br>2,458,964                | \$<br>4,114,254            |
| Total                          | \$<br>8,877,794       | \$<br>9,070,130 | \$<br>11,117,148  | \$<br>9,757,937               | \$<br>8,814,724                | \$<br>10,676,551           |

| Program Data:                        | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:                           |                |                |                |                |                |                |
| Manager & Instruct Tech Trainers     | 8.58           | 7.33           | 8.33           | 8.33           | 8.33           | 6.33           |
| Curriculum & Program Coodinators     | 18.66          | 17.88          | 17.88          | 17.88          | 20.30          | 20.30          |
| Clinical Associates - Fellow Mentors | 19.80          | 17.60          | 17.43          | -              | -              | -              |
| Building Dept Chairs & Coordinators  | 10.48          | 10.07          | 9.98           | 9.98           | 14.69          | 14.69          |
| Instructional Mentor                 | 1.00           | 2.00           | 2.00           | 6.00           | 5.50           | 5.50           |
| Support Staff                        | 18.04          | 17.67          | 19.17          | 19.42          | 20.50          | 20.50          |
| Total                                | 76.56          | 72.55          | 74.79          | 61.61          | 69.32          | 67.32          |

Program: Support Services and Instructional Staff

Function(s): Support Services and Instructional Staff

2201-2299 (other than 2221)

Mission: These services include curriculum development and coordination, staff

development, Title II grant projects, and other operating grant projects.

Program Information: This program represents District expenditures for activities associated

with assisting the instructional staff with the content and process of

providing instruction to students.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

Increased compensation for experience

• Educational credit compensation allowance

• Increases in compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

Increase in technology refresh/extinction funds to maintain 1:1 device

implementation for high schools

Program: Administrative Services

Function(s): Administrative Services

2301 through 2399

| Expenditure<br>Object Category       |     | Actual<br>2014-15 | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------------|-----|-------------------|-------------------|-------------------|-------------------------------|---------------------------------------|-----------------------------------|
| Salaries                             | \$  | 1,671,006         | \$<br>1,833,464   | \$<br>2,173,521   | \$<br>2,066,702               | \$<br>2,033,403                       | \$<br>2,167,530                   |
| Employee Benefits                    | \$  | 441,129           | \$<br>481,099     | \$<br>552,635     | \$<br>553,396                 | \$<br>556,555                         | \$<br>588,529                     |
| Services/Supplies                    | \$  | 961,519           | \$<br>811,187     | \$<br>1,110,690   | \$<br>1,014,261               | \$<br>874,675                         | \$<br>3,212,060                   |
| Total                                | \$  | 3,073,654         | \$<br>3,125,750   | \$<br>3,836,846   | \$<br>3,634,359               | \$<br>3,464,633                       | \$<br>5,968,119                   |
| Program Data:                        |     | <u>2014-15</u>    | <u>2015-16</u>    | <u>2016-17</u>    | <u>2017-18</u>                | <u>2017-18</u>                        | <u>2018-19</u>                    |
| Staff FTE:                           |     |                   |                   |                   |                               |                                       |                                   |
| Professional                         |     | 8.00              | 10.26             | 10.26             | 11.26                         | 11.26                                 | 11.26                             |
| Support Staff                        |     | 17.42             | 17.08             | <br>17.33         | 18.33                         | 16.50                                 | 17.50                             |
| Total                                |     | 25.42             | 27.34             | 27.59             | 29.59                         | 27.76                                 | 28.76                             |
| Service/supply costs specific to Bud | dge | t Manager:        |                   |                   |                               |                                       |                                   |
| Board of Education                   | \$  | 629,945           | \$<br>548,823     | \$<br>674,313     | \$<br>663,478                 | \$<br>489,100                         | \$<br>654,000                     |
| Superintendent                       | \$  | 27,030            | \$<br>26,224      | \$<br>28,262      | \$<br>37,667                  | \$<br>32,406                          | \$<br>25,847                      |
| CFO/COO                              | \$  | 54,247            | \$<br>42,188      | \$<br>143,330     | \$<br>68,881                  | \$<br>66,274                          | \$<br>64,457                      |
| Asst Superintendent Elementary       | \$  | 13,476            | \$<br>14,470      | \$<br>14,183      | \$<br>16,750                  | \$<br>18,075                          | \$<br>14,800                      |
| Asst Superintendent Secondary        | \$  | 21,444            | \$<br>22,982      | \$<br>19,581      | \$<br>16,980                  | \$<br>18,956                          | \$<br>19,800                      |
| Chief Equity Officer                 | \$  | 30,765            | \$<br>17,685      | \$<br>18,130      | \$<br>15,145                  | \$<br>15,279                          | \$<br>14,969                      |
| Human Resources                      | \$  | 157,792           | \$<br>132,124     | \$<br>194,674     | \$<br>181,360                 | \$<br>175,585                         | \$<br>161,800                     |
| Student Family Advocacy              | \$  | 14,287            | \$<br>6,691       | \$<br>4,926       | \$<br>14,000                  | \$<br>17,000                          | \$<br>14,000                      |
|                                      | \$  | 948,986           | \$<br>811,187     | \$<br>1,097,399   | \$<br>1,014,261               | \$<br>832,675                         | \$<br>969,673                     |

Program: Administrative Services

Function(s): Administrative Services

2301 through 2399

Mission: Administrative Services include Board of Education operations, and

District central office administration.

Program Information: This program represents District expenditures for activities associated

with establishing and administering policy for the District. In 2018-19, this

includes the positions of and support staff for:

Superintendent

Assistant Superintendents – Elementary and Secondary

Chief Equity Officer Chief Financial Officer

Chief Human Resources Officer

Chief Operations Officer
Director of Certified Personnel
Human Resources Project Manager

Supervisor of Student Services (Family and Student Advocacy)

Coordinator of Summer Programs Behavior Support Specialist

Variance Discussion:

Expenditures have a net increase as compared to 2017-18 projected actual after the following reductions and improvements.

#### Reductions

None

#### Improvements/Increases

- Increased compensation for experience
- Increase in medical insurance rates paid for employees
- Increases in compensation due to improvements to salary schedules
- Increase for conversion of Administrative Project Manager FTE to Chief Operations Officer
- Increase 1.0 FTE for addition of support staff for Chief Operations Officer
- Increase in Board of Education budget for projected increases in liability and property insurance and election expenses
- Increase in service and supply budget due to movement of technology services from Information Systems to Administrative Services due to coding changes recommended by the Department of Elementary and Secondary Education

Program: Other Administrative Services

Function(s): Other Administrative Services

2401 through 2499

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>9,526,608   | \$<br>8,626,698       | \$<br>9,873,010       | \$<br>10,117,955              | \$<br>9,960,667                | \$<br>10,470,723                  |
| Employee Benefits              | \$<br>2,714,859   | \$<br>2,541,599       | \$<br>2,941,344       | \$<br>3,045,546               | \$<br>2,981,664                | \$<br>3,113,046                   |
| Services/Supplies              | \$<br>266,910     | \$<br>271,653         | \$<br>290,890         | \$<br>302,596                 | \$<br>299,136                  | \$<br>324,413                     |
| Total                          | \$<br>12,508,377  | \$<br>11,439,950      | \$<br>13,105,244      | \$<br>13,466,097              | \$<br>13,241,467               | \$<br>13,908,182                  |

| Program Data:                          | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|----------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:                             |                |                |                |                |                |                |
| Professional                           | 77.80          | 83.00          | 74.00          | 74.00          | 73.00          | 74.00          |
| Support Staff                          | 97.14          | 97.39          | 96.78          | 96.78          | 85.28          | 86.28          |
| Total                                  | 174.94         | 180.39         | 170.78         | 170.78         | 158.28         | 160.28         |
| September Membership per Administrator | 218.69         | 204.54         | 231.23         | 232.58         | 234.40         | 232.58         |
| January Membership per Administrator   | 216.36         | 201.98         | 229.56         | 230.91         | 232.71         | 230.91         |

Program: Other Administrative Services

Function(s): Other Administrative Services

2401 through 2499

Mission: Other Administrative Services include building administration, special

education administration, vocational education administration, evaluation

of instruction, and commencement expenses.

Program Information: This program represents District expenditures for activities associated

with the administration of a school and/or specialized instructional

program.

Variance Discussion: Expenditures have a net increase as compared to the 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

· Increased compensation for experience

• Educational credit compensation allowance

• Increases in compensation due to improvements to salary schedules

• Increase in medical insurance rates paid for employees

• Increase 1.0 FTE for Assistant Principal for New Cedar Ridge

Elementary

• Increase 1.0 FTE for support staff for New Cedar Ridge Elementary

Program: Business Services

Function(s): Business Services

2525

| Expenditure<br>Object Category | Actual<br><u>2014-15</u> | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 |     | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|--------------------------|-------------------|-------------------|-------------------------------|--------------------------------|-----|-----------------------------------|
| Salaries                       | \$<br>749,180            | \$<br>762,909     | \$<br>787,222     | \$<br>805,983                 | \$<br>802,542                  | \$  | 826,625                           |
| Employee Benefits              | \$<br>197,834            | \$<br>204,525     | \$<br>223,645     | \$<br>233,045                 | \$<br>231,483                  | \$  | 239,872                           |
| Services/Supplies              | \$<br>204,387            | \$<br>204,192     | \$<br>90,721      | \$<br>150,956                 | \$<br>78,365                   | \$_ | 150,956                           |
| Total                          | \$<br>1,151,401          | \$<br>1,171,626   | \$<br>1,101,588   | \$<br>1,189,984               | \$<br>1,112,390                | \$  | 1,217,453                         |

| Program Data: | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:    | 13.00          | 13.00          | 13.00          | 13.00          | 13.00          | 13.00          |

Program: Business Services

Function(s): Business Services

2525

**Mission:** Business Services provide the fiscal functions of the District.

Program Information: This program represents District expenditures for activities associated

with the fiscal operation of the District including payroll, employee benefits, accounting, accounts payable, investments, purchasing, and risk

management.

Variance Discussion: Expenditures have a net decrease as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

• Increases in compensation due to improvements to salary schedules

• Increase in medical insurance rates paid for employees

Program: Maintenance Services

Function(s): Maintenance Services

Utilities: Electric

Natural Gas

Water/Sewer

Refuse Removal

Building Rental Expense - WACO

2542

| Expenditure<br>Object Category                                                                                  | Actual<br>2014-15                                             | Actual<br><u>2015-16</u>          | Actual<br>2016-17                                              | Original<br>Budget<br>2017-18                                  | Projected<br>Actual<br><u>2017-18</u>                          | Final<br>Budget<br><u>2018-19</u>                              |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies<br>Total                                                     | \$ 5,940,742<br>\$ 2,417,974<br>\$ 8,777,169<br>\$ 17,135,885 | \$ 2,440,418<br>6 \$ 8,255,492    | \$ 6,814,370<br>\$ 2,841,455<br>\$ 10,256,755<br>\$ 19,912,580 | \$ 7,263,971<br>\$ 3,002,152<br>\$ 10,953,117<br>\$ 21,219,240 | \$ 7,115,725<br>\$ 2,965,578<br>\$ 10,363,688<br>\$ 20,444,991 | \$ 7,447,445<br>\$ 3,077,300<br>\$ 11,238,637<br>\$ 21,763,382 |
| Program Data:                                                                                                   | <u>2014-15</u>                                                | <u>2015-16</u>                    | <u>2016-17</u>                                                 | <u>2017-18</u>                                                 | <u>2017-18</u>                                                 | <u>2018-19</u>                                                 |
| Staff FTE: Administration Support Staff Maintenance Service Staff Warehouse Staff Custodial Service Staff Total | 14.00<br>4.00<br>38.00<br>3.00<br>131.61<br>190.61            | 4.00<br>35.00<br>2.00<br>1 130.16 | 16.00<br>4.00<br>36.00<br>3.00<br>142.13<br>201.13             | 16.00<br>4.00<br>36.00<br>3.00<br>142.13<br>201.13             | 15.00<br>4.00<br>36.00<br>3.00<br>150.36<br>208.36             | 15.00<br>4.00<br>36.00<br>3.00<br>151.36<br>209.36             |

3,231,942 \$

428,822

302,740

4,667,230 \$

108,324 \$

703,726 \$

\$

\$

3,464,813 \$

467,495

344,258

4,832,362 \$

110,496 \$

555,796 \$

\$

\$

3,687,675 \$

442.869

302,072

5,225,451 \$

792,835 \$

\$

\$

- \$

3,625,109 \$

410,639

5,167,525 \$

546,408 \$

585,369 \$

\$

- \$

3,733,862

612,800

602,930

422,958

5,372,550

3,007,991 \$

751,238

416,505

245,324

106,200 \$

4,421,058

\$

\$

\$

\$

\$

\$

\$

\$

Program: Maintenance Services

Function(s): Maintenance Services

2542

Mission: Maintenance Services provide for the operation, maintenance, and

improvement of the District's physical plants and campuses.

Program Information: This program represents District expenditures for activities associated

with maintaining the grounds and facilities of the District including custodial services, repair of buildings and equipment, rental of facilities

and equipment, utilities and the District's automobile fleet.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

Increases in compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

Increase FTE for custodial support for the opening of New Cedar

Bidge Flomenton;

Ridge Elementary

• Increases in utility budgets for expected rate increases

• Increase in districtwide fuel budget for possible rate increases

Program: **Security Services** 

Security Services 2546 Function(s):

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>142,916     | \$<br>210,822         | \$<br>248,785         | \$<br>233,099                 | \$<br>218,336                  | \$<br>224,887                     |
| Employee Benefits              | \$<br>40,522      | \$<br>50,541          | \$<br>73,428          | \$<br>66,972                  | \$<br>58,598                   | \$<br>60,755                      |
| Services/Supplies              | \$<br>467,711     | \$<br>448,487         | \$<br>455,904         | \$<br>441,504                 | \$<br>437,112                  | \$<br>453,312                     |
| Total                          | \$<br>651,149     | \$<br>709,850         | \$<br>778,117         | \$<br>741,575                 | \$<br>714,046                  | \$<br>738,954                     |

| Program Data:                    | <u>2014-15</u> | <u>2014-15</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:<br>Professional Staff | 2.00           | 3.00           | 3.00           | 3.00           | 3.00           | 3.00           |
| Crossing Guards                  | 0.60           | 2.75           | -              | -              | -              | -              |

Program: Security Services

Function(s): Security Services

2546

Mission: The mission of Security Services is to provide a safe environment for

students, teachers, staff and visitors at all buildings and school district

functions and to protect the District's physical plant and campuses.

Program Information: The program represents District expenditures associated with security

staff, as well as other security professional services and equipment

necessary.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

• Increased compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

Program: Transportation Services

Function(s): Transportation Services 2550 through 2559

| Expenditure<br>Object Category | Actual <u>2014-15</u> | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------|-----------------------|-------------------|-------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                       | \$<br>102,021         | \$<br>98,179      | \$<br>102,135     | \$<br>104,040                 | \$<br>104,094                  | \$<br>107,162                     |
| Employee Benefits              | \$<br>22,331          | \$<br>22,006      | \$<br>23,106      | \$<br>23,844                  | \$<br>23,788                   | \$<br>24,680                      |
| Services/Supplies              | \$<br>12,369,277      | \$<br>12,282,062  | \$<br>12,274,175  | \$<br>12,799,978              | \$<br>12,402,052               | \$<br>13,015,915                  |
| Total                          | \$<br>12,493,629      | \$<br>12,402,247  | \$<br>12,399,416  | \$<br>12,927,862              | \$<br>12,529,934               | \$<br>13,147,757                  |

| <u>14-15</u>         | <u>2015-16</u>                         | <u>2016-17</u>                                                                     | <u>2017-18</u>                                                                                                           | <u>2017-18</u>                                                                                                                                                 | <u>2018-19</u>                                                                                                                                                                                       |
|----------------------|----------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 193                  | 194                                    | 188                                                                                | 188                                                                                                                      | 181                                                                                                                                                            | 182                                                                                                                                                                                                  |
| ,451,323<br>,950,611 | 2,566,910<br>3,142,771                 | 2,475,163<br>3,180,593                                                             | 2,550,000<br>2,750,000                                                                                                   | 2,478,837<br>3,275,000                                                                                                                                         | 2,504,000<br>3,300,000                                                                                                                                                                               |
| 4.23 \$              | 3.95                                   | \$ 3.90                                                                            | \$ 4.70                                                                                                                  | \$ 3.83                                                                                                                                                        | \$ 3.98                                                                                                                                                                                              |
| 9,553                | 9,391                                  | 9,372                                                                              | 9,395                                                                                                                    | 9,375                                                                                                                                                          | 9,395                                                                                                                                                                                                |
| 1 25                 | 1.25                                   | 1 25                                                                               | 1 25                                                                                                                     | 1 25                                                                                                                                                           | 1.25                                                                                                                                                                                                 |
| ,                    | 193<br>,451,323<br>,950,611<br>4.23 \$ | 193 194<br>,451,323 2,566,910<br>,950,611 3,142,771<br>4.23 \$ 3.95<br>9,553 9,391 | 193 194 188<br>,451,323 2,566,910 2,475,163<br>,950,611 3,142,771 3,180,593<br>4.23 \$ 3.95 \$ 3.90<br>9,553 9,391 9,372 | 193 194 188 188<br>,451,323 2,566,910 2,475,163 2,550,000<br>,950,611 3,142,771 3,180,593 2,750,000<br>4.23 \$ 3.95 \$ 3.90 \$ 4.70<br>9,553 9,391 9,372 9,395 | 193 194 188 188 181<br>.451,323 2,566,910 2,475,163 2,550,000 2,478,837<br>.950,611 3,142,771 3,180,593 2,750,000 3,275,000<br>4.23 \$ 3.95 \$ 3.90 \$ 4.70 \$ 3.83<br>9,553 9,391 9,372 9,395 9,375 |

Program: Transportation Services

Function(s): Transportation Services

2550 through 2559

**Mission:** Transportation services for pupil transportation.

Program Information: This program represents District expenditures for activities associated

with transporting students to and from school and special programs.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

Increased compensation for experience

• Increased compensation due to improvements to salary schedules

Increase in medical insurance rates paid for employees

• Increase as per contract for all transportation services

• Increase in fuel budget for buses

Program: **Research and Information Systems** 

Research and Information Systems 2600 through 2699 Function(s):

| Expenditure<br>Object Category                     | Actual <u>2014-15</u>                      | Actual <u>2015-16</u>                      | Actual <u>2016-17</u>                      | Original<br>Budget<br><u>2017-18</u>       | Projected<br>Actual<br>2017-18             | Final<br>Budget<br><u>2018-19</u>        |
|----------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|------------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies | \$ 1,981,855<br>\$ 557,388<br>\$ 2,447,855 | \$ 2,029,452<br>\$ 587,220<br>\$ 1,952,503 | \$ 2,453,027<br>\$ 709,151<br>\$ 2,047,536 | \$ 2,492,032<br>\$ 736,932<br>\$ 2,199,651 | \$ 2,454,702<br>\$ 732,478<br>\$ 2,423,670 | \$ 2,529,744<br>\$ 759,304<br>\$ 232,640 |
| Total                                              | \$ 4,987,098                               | \$ 4,569,175                               | \$ 5,209,714                               | \$ 5,428,615                               | \$ 5,610,850                               | \$ 3,521,688                             |

| Program Data:    |       | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|------------------|-------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:       |       |                |                |                |                |                |                |
| Professional     |       | 20.00          | 18.92          | 19.38          | 19.38          | 19.67          | 19.67          |
| Technician Staff |       | 15.00          | 14.75          | 18.00          | 18.00          | 18.00          | 18.00          |
| Support Staff    |       | 5.50           | 5.17           | 4.67           | 4.67           | 3.38           | 3.38           |
|                  | Total | 40.50          | 38.84          | 42.05          | 42.05          | 41.05          | 41.05          |

Program: Research and Information Systems

Function(s): Research and Information Systems

2600 through 2699

**Mission:** Research services conduct and manage programs of planning, research,

development and evaluation of school systems. Information services activities include preparation and support of dissemination of educational and administrative information to students, staff, administration and the

public.

Program Information: This program represents District expenditures for activities which are

designed to assess, improve and deliver instruction and technology

services (includes Data Services and Technology Services).

Variance Discussion: This section has a net decrease as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

 Decrease in service and supply budget due to movement of technology services from Information Systems to Administrative Services due to coding changes recommended by the Department of Elementary and

Secondary Education

Improvements/Increases

• Increased compensation for experience

• Increased compensation due to improvement of salary schedules

• Increase in medical and dental insurance rates paid for employees

Program: **Community Services** 

Function(s):

Community Services 3001 through 3999 (Excluding PAT - 3842 and Preschool - 3512 & 3525)

| Expenditure<br>Object Category | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|--------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                       | \$<br>291,187     | \$<br>278,332         | \$<br>329,296         | \$<br>309,102                 | \$<br>298,149                  | \$<br>319,579              |
| Employee Benefits              | \$<br>77,131      | \$<br>76,973          | \$<br>86,558          | \$<br>84,478                  | \$<br>78,423                   | \$<br>80,268               |
| Services/Supplies              | \$<br>375,474     | \$<br>407,353         | \$<br>453,794         | \$<br>468,289                 | \$<br>509,089                  | \$<br>537,452              |
| Total                          | \$<br>743,792     | \$<br>762,658         | \$<br>869,648         | \$<br>861,869                 | \$<br>885,661                  | \$<br>937,299              |

| Program Data:                    | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:                       |                |                |                |                |                |                |
| Community Relations              | 3.33           | 3.33           | 3.33           | 3.33           | 3.00           | 3.00           |
| Infant and Toddler Program - DHS | 2.00           | 2.00           | 2.00           | 2.00           | 1.00           | 1.00           |
| Total                            | 5.33           | 5.33           | 5.33           | 5.33           | 4.00           | 4.00           |

Program: Community Services

Function(s): Community Services

3001 through 3999 (Excluding PAT - 3842 and

Preschool - 3512 & 3525)

Mission: Community Services encompass Community Relations Programs, Print

Center, Enrichment Summer School and other family/student services.

Program Information: This program represents District expenditures for activities of the

Community Relations Department, Partners in Education, Infant and Toddler Program, volunteers, and summer schools (fee basis) programs,

as well as the Image Technologies print center.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

Increased compensation due to improvement to salary schedules

Increase in medical insurance rates paid for employees

Program:

Early Childhood Education (Title Funded and Locally Funded)

Early Childhood Education 3512, 3525 and 3912 Function(s):

| Expenditure<br>Object Category                     |                | Actual<br>2014-15               |          | Actual<br><u>2015-16</u>        |          | Actual<br>2016-17               |          | Original<br>Budget<br>2017-18   |          | Projected<br>Actual<br><u>2017-18</u> |          | Final<br>Budget<br><u>2018-19</u> |
|----------------------------------------------------|----------------|---------------------------------|----------|---------------------------------|----------|---------------------------------|----------|---------------------------------|----------|---------------------------------------|----------|-----------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies | \$<br>\$<br>\$ | 1,839,878<br>656,387<br>139,372 | \$<br>\$ | 1,837,655<br>688,270<br>136,731 | \$<br>\$ | 2,186,757<br>814,804<br>220,049 | \$<br>\$ | 2,449,279<br>912,199<br>212,000 | \$<br>\$ | 2,185,919<br>833,270<br>203,000       | \$<br>\$ | 2,290,976<br>868,352<br>207,000   |
| Total                                              | \$             | 2,635,637                       | \$       | 2,662,656                       | \$       | 3,221,610                       | \$       | 3,573,478                       | \$       | 3,222,189                             | \$       | 3,366,328                         |
| Enrollment (September head counts)  Program Data:  |                | 686<br><b>2014-15</b>           |          | 751<br><b>2015-16</b>           |          | 751<br><b>2016-17</b>           |          | 736<br><b>2017-18</b>           |          | 751<br><b>2017-18</b>                 |          | 750<br><b>2018-19</b>             |
| Staff FTE:                                         |                |                                 |          |                                 |          |                                 |          |                                 |          |                                       |          |                                   |
| Pre School Teachers - Title I                      |                | 21.00                           |          | 19.00                           |          | 19.00                           |          | 19.00                           |          | 18.00                                 |          | 18.00                             |
| Pre School Teachers - Locally funded               |                | 6.00                            |          | 7.00                            |          | 9.00                            |          | 9.00                            |          | 10.00                                 |          | 10.00                             |
| Screeners/Family Dev Advocate - Locally funded     |                | 1.37                            |          | 0.37                            |          | 0.86                            |          | 0.86                            |          | 2.22                                  |          | 2.22                              |
| Instrucational Aide - Title I                      |                | 17.50                           |          | 17.00                           |          | 17.00                           |          | 17.00                           |          | 15.00                                 |          | 15.00                             |
| Instructional Aide - Locally funded                |                | 5.50                            |          | 7.00                            |          | 9.00                            |          | 9.00                            |          | 10.00                                 |          | 10.00                             |
| Pre School Support - Locally funded                |                | 1.00                            |          | 1.00                            |          | 1.00                            |          | 2.00                            |          | 1.00                                  |          | 1.00                              |
| Total                                              |                | 52.37                           |          | 51.37                           |          | 55.86                           |          | 56.86                           |          | 56.22                                 |          | 56.22                             |

Program: Early Childhood Education

(Title Funded and Locally Funded)

Function(s): Early Childhood Education

3512, 3525 and 3912

Mission: Early Childhood programming includes locally funded and Title I funded

pre-kindergarten and Missouri Preschool Project programs.

Program Information: This program represents District expenditures for activities of the pre-

school programs in the District. The preschool program provides an environment in which children learn to communicate effectively, seek solutions to problems, work with peers and adults and develop healthy

living practices.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected

actual after the following reductions and improvements.

Reductions

None

Improvements/Increases

• Increased compensation for experience

Increased compensation due to improvement to salary schedules

• Educational credit compensation allowance

• Increase in medical insurance rates paid for employees

Funding Sources: District operating funds and Title I funds are used and reflected in this

budget.

Program: Parents as Teachers

Function(s): Parents as Teachers

3842

| Expenditure<br>Object Category     | Actual<br><u>2014-15</u> | Actual<br>2015-16 | Actual<br>2016-17        | Original<br>Budget<br>2017-18 | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> |
|------------------------------------|--------------------------|-------------------|--------------------------|-------------------------------|---------------------------------------|-----------------------------------|
| Salaries<br>Employee Benefits      | \$ 840,576<br>\$ 234,094 |                   | \$ 903,371<br>\$ 267,002 | \$ 843,054<br>\$ 262,461      | \$ 844,356<br>\$ 265,373              | \$ 878,603<br>\$ 275,273          |
| Services/Supplies                  | \$ 57,631                | \$ 59,108         | \$ 58,989                | \$ 59,020                     | \$ 58,908                             | \$ 59,020                         |
| Total                              | \$ 1,132,301             | \$ 1,158,726      | \$ 1,229,362             | \$ 1,164,535                  | \$ 1,168,637                          | \$ 1,212,896                      |
| Children Served                    | 1,452                    | 1,339             | 1,395                    | 1,350                         | 1,447                                 | 1,450                             |
| Program Data:                      | <u>2014-15</u>           | <u>2015-16</u>    | 2016-17                  | 2017-18                       | 2017-18                               | 2018-19                           |
| Staff FTE:                         |                          |                   |                          |                               |                                       |                                   |
| Teachers                           | 18.77                    | 17.20             | 17.20                    | 17.20                         | 15.14                                 | 15.14                             |
| Administration                     | 1.00                     |                   | 1.00                     | 1.00                          | 1.00                                  | 1.00                              |
| Support Staff                      | 1.00                     | 1.00              | 1.00                     | 1.00                          | 1.00                                  | 1.00                              |
| Total                              | 20.77                    | 19.20             | 19.20                    | 19.20                         | 17.14                                 | 17.14                             |
| State Funding<br>Percentage funded | \$ 536,039<br>47.34%     |                   |                          |                               | '                                     |                                   |

Program: Parents as Teachers

Function(s): Parents as Teachers

3842

Mission: The Early Childhood Development Act of 1984 mandated that every school

district in Missouri provide Parents as Teachers (PAT) services to families in their attendance area. Parents as Teachers is a free, voluntary, early childhood program that provides parent education and support for all parents of children, prenatal to kindergarten age. The services include personal visits from parent educators, group meetings, developmental screenings,

and connections to other community resources.

Program Information: The program represents expenditures for salaries and benefits and program

costs to allow Parent Educators to work in the community with parents of infant to pre-school age children. This program receives a portion of their funding from the state PAT program, based on visits made and screenings completed. This reimbursement was cut by 59% in 2010-11 and resulted in reorganization in the programming. The program focuses on families with special circumstances that place a family and child at-risk and, therefore,

warrant additional support.

Variance Discussion: Expenditures have a net increase as compared to 2017-18 projected actual

after the following reductions and improvements.

Reductions

None

Improvements/Increases

Increased compensation for experience

Increased compensation to improvements to salary schedules

• Increase in medical insurance rates paid for employees

Program: Other Financing Uses

Other Financing Uses 6999 Function(s):

| Expenditure Object Category                | Actual<br>2014-15 | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|--------------------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                                   | \$<br>=           | \$<br>=               | \$<br>=               | \$<br>=                       | \$<br>-                        | \$<br>=                           |
| Employee Benefits                          | \$<br>-           | \$<br>-               | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| Services/Supplies                          | \$<br>-           | \$<br>-               | \$<br>=               | \$<br>=                       | \$<br>=                        | \$<br>=                           |
| Debt Service                               | \$<br>-           | \$<br>-               | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| Other Financing Uses                       | \$<br>1,378,119   | \$<br>1,538,888       | \$<br>8,082,393       | \$<br>11,852,692              | \$<br>1,876,843                | \$<br>1,533,441                   |
| Total                                      | \$<br>1,378,119   | \$<br>1,538,888       | \$<br>8,082,393       | \$<br>11,852,692              | \$<br>1,876,843                | \$<br>1,533,441                   |
| Interfund Transfers                        |                   |                       |                       |                               |                                |                                   |
| To Cap Proj Fund various                   | \$<br>530,800     | \$<br>691,569         | \$<br>70,848          | \$<br>100,000                 | \$<br>443,188                  | \$<br>100,000                     |
| To Cap Proj Energy Lease Payment           | \$<br>227,710     | \$<br>227,710         | \$<br>2,072,710       | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| To Cap Proj Technology Equip Lease Purch   | \$<br>-           | \$<br>-               | \$<br>-               | \$<br>801,835                 | \$<br>801,835                  | \$<br>802,797                     |
| To Cap Proj Admin Bldg Lease Purchase      | \$<br>496,714     | \$<br>496,714         | \$<br>505,402         | \$<br>508,407                 | \$<br>508,407                  | \$<br>511,084                     |
| To Cap Proj Rainforest Bldg Lease Purchase | \$<br>122,895     | \$<br>122,895         | \$<br>119,458         | \$<br>123,413                 | \$<br>123,413                  | \$<br>119,560                     |
| To Teachers Fund                           | \$<br>            | \$<br>                | \$<br>5,313,975       | \$<br>10,319,037              | \$<br><u>-</u>                 | \$<br>                            |
|                                            | \$<br>1,378,119   | \$<br>1,538,888       | \$<br>8,082,393       | \$<br>11,852,692              | \$<br>1,876,843                | \$<br>1,533,441                   |

Program: Other Financing Uses

Function(s): Other Financing Uses

6999

Mission: Other Financing Uses include interfund transfers as legally required, or

transfers to maintain a positive fund balance position.

Program Information: Interfund transfers are made to assure positive year end balances or to

allow for capital purchases from various operating budgets for equipment, furniture and technology. Transfers are also made for the lease purchase payment on the administration building addition and for the lease

purchase payment on the technology equipment.

Variance Discussion: The other financing increases shown are the expected interfund transfers

necessary to avoid budgeting for a deficit in the teachers (special) fund when necessary, as well as transfers to the capital projects fund for

various capital leases and needed projects.

Funding Sources: N/A

This page intentionally left blank.

# **Special Funded Programs**

Debt Services Fund
Capital Projects Fund
Nutrition Services Fund
Student Activities Fund
Adult Education Fund
Grants and Donations Fund

#### **SUMMARY SPECIAL FUNDED PROGRAMS**

|                                               |                     | ACTUAL          |                 | BUD                  | GET                   |                     | FORECAST            |                     |
|-----------------------------------------------|---------------------|-----------------|-----------------|----------------------|-----------------------|---------------------|---------------------|---------------------|
|                                               | 2014-15             | 2015-16         | 2016-17         | Projected<br>2017-18 | Budget<br>2018-19     | Forecast<br>2019-20 | Forecast<br>2020-21 | Forecast<br>2021-22 |
| Pariming Combined Found Palance               | <b>6</b> 50 507 000 | ф 07.070.000    | ф 404 000 044   | Ф 04 000 470         | <b>\$ 440.054.000</b> | ф. 70.040.070       | <b>*</b> 04 004 404 | <b>*</b> 40,000,000 |
| Beginning Combined Fund Balance Revenue       | \$ 58,587,389       | \$ 97,878,282   | \$ 104,860,041  | \$ 61,663,173        | \$ 112,851,866        | \$ 76,046,876       | \$ 81,964,424       | \$ 49,833,929       |
| Local revenue                                 | \$ 32,541,502       | \$ 34,059,349   | \$ 35,532,034   | \$ 35,994,808        | \$ 36,416,915         | \$ 37,026,868       | \$ 37,862,265       | \$ 38,731,374       |
| Local revenue                                 | \$ 32,341,302       | \$ 34,039,349   | \$ 35,532,034   | \$ 33,994,606        | \$ 30,410,913         | \$ 37,020,000       | \$ 37,002,203       | Φ 30,731,374        |
| Intermediate revenue                          | \$ 314,729          | \$ 399,185      | \$ 367,166      | \$ 383,044           | \$ 383,042            | \$ 383,042          | \$ 383,042          | \$ 383,042          |
| State revenue                                 | \$ 1,265,839        | \$ 1,536,363    | \$ 1,808,346    | \$ 1,534,961         | \$ 1,416,454          | \$ 1,453,053        | \$ 1,453,053        | \$ 1,453,053        |
| Federal revenue                               | \$ 6,724,969        | \$ 6,834,017    | \$ 7,013,733    | \$ 7,272,342         | \$ 6,674,323          | \$ 6,712,657        | \$ 6,812,657        | \$ 6,912,657        |
| Other revenues                                | \$ 597,742          | \$ 492,043      | \$ 3,523,426    | \$ 450,000           | \$ 490,719            | \$ 500,000          | \$ 450,000          | \$ 450,000          |
| Sale of Bonds                                 | \$ 71,485,000       | \$ 36,575,000   | \$ 10,000,000   | \$ 72,955,000        | \$ 15,000,000         | \$ 15,000,000       | \$ -                | \$ 20,000,000       |
| Other Financing Sources                       |                     | \$ 4,822,644    |                 |                      | \$ 1,533,441          |                     |                     | \$ 618,605          |
| Total Revenue                                 | \$ 120,819,102      | \$ 84,718,601   | \$ 61,434,028   |                      | \$ 61,914,894         | \$ 62,607,887       | \$ 48,367,566       | \$ 68,548,731       |
| change in revenue from prior year             | \$ 25,016,678       | \$ (36,100,501) | \$ (23,284,573) | \$ 64,918,026        | \$ (64,437,160)       | \$ 692,993          | \$ (14,240,321)     | \$ 20,181,165       |
|                                               | 26.11%              | -29.88%         | -27.48%         | 105.67%              | -51.00%               | 1.12%               | -22.75%             | 41.72%              |
| Expenditures                                  |                     |                 |                 |                      |                       |                     |                     |                     |
| Salaries                                      | \$ 4,526,359        | \$ 4,457,320    | \$ 4,834,721    | \$ 4,509,115         | \$ 4,564,289          | \$ 4,387,519        | \$ 4,518,145        | \$ 4,652,090        |
| Benefits                                      | \$ 1,735,647        | \$ 1,776,738    | \$ 1,936,820    | \$ 1,827,802         | \$ 1,870,958          | \$ 1,829,959        | \$ 1,884,855        | \$ 1,941,403        |
| Services/Supplies/Capital Outlay/Debt Service | \$ 75,266,203       | \$ 71,502,784   | \$ 97,859,355   | \$ 68,826,444        | \$ 92,284,637         | \$ 50,472,861       | \$ 74,095,061       | \$ 62,778,286       |
| Total Expenditures                            | \$ 81,528,209       | \$ 77,736,842   | \$ 104,630,896  | \$ 75,163,361        | \$ 98,719,884         | \$ 56,690,339       | \$ 80,498,061       | \$ 69,371,779       |
| Transfers (to) from other funds               | \$ -                | \$ -            | \$ -            | \$ -                 | \$ -                  | \$ -                | \$ -                | \$ -                |
| Total Expenditures + Transfers                | \$ 81,528,209       | \$ 77,736,842   | \$ 104,630,896  | \$ 75,163,361        | \$ 98,719,884         | \$ 56,690,339       | \$ 80,498,061       | \$ 69,371,779       |
| Increase (decrease) in fund balance           | \$ 39,290,893       | \$ 6.981.759    | \$ (43,196,868) | \$ 51.188.693        | \$ (36,804,990)       | \$ 5,917,548        | \$ (32,130,495)     | \$ (823,048)        |
| Ending Fund Balance                           |                     | \$ 104,860,041  | , , ,           | . , ,                | , , ,                 | . , ,               | , , ,               | \$ 49,010,881       |

## FINAL BUDGET 2018-19 Special Funded Programs

|                                                                                        | Special Funded Programs                                           |                                               |                                                                       |                                                      |                                                                  |                                                                    |                                                                                            |  |  |  |  |  |  |  |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| REVENUES:                                                                              | DEBT<br>SERVICE                                                   | CAPITAL<br>PROJECTS                           | NUTRITION<br>SERVICES                                                 | STUDENT<br>ACTIVITIES                                | ADULT<br>EDUCATION                                               | GRANTS<br>AND<br>DONATIONS                                         | TOTAL<br>SPECIAL FUNDED<br><u>PROGRAMS</u>                                                 |  |  |  |  |  |  |  |
| LOCAL INTERMEDIATE STATE FEDERAL OTHER BONDS SOLD                                      | \$ 24,787,406<br>\$ 367,497<br>\$ -<br>\$ 312,657<br>\$ -<br>\$ - | \$ 15,545                                     | \$ 3,316,039<br>\$<br>\$ 61,146<br>\$ 5,353,672<br>\$ 490,719<br>\$ - | \$ 2,501,500<br>\$ -<br>\$ -<br>\$ -<br>\$ -<br>\$ - | \$ 1,121,900<br>\$ -<br>\$ 237,485<br>\$ 446,636<br>\$ -<br>\$ - | \$ 1,901,150<br>\$ -<br>\$ 1,035,125<br>\$ 561,358<br>\$ -<br>\$ - | \$ 36,416,915<br>\$ 383,042<br>\$ 1,416,454<br>\$ 6,674,323<br>\$ 490,719<br>\$ 15,000,000 |  |  |  |  |  |  |  |
| TOTAL REVENUES                                                                         | \$ 25,467,560                                                     | \$ 17,887,163                                 | \$ 9,221,576                                                          | \$ 2,501,500                                         | \$ 1,806,021                                                     | \$ 3,497,633                                                       | \$ 60,381,453                                                                              |  |  |  |  |  |  |  |
| EXPENDITURES:                                                                          |                                                                   |                                               |                                                                       |                                                      |                                                                  |                                                                    |                                                                                            |  |  |  |  |  |  |  |
| SALARIES<br>BENEFITS<br>SERVICES / SUPPLIES<br>CAPITAL OUTLAY<br>DEBT SERVICE<br>OTHER | \$ -<br>\$ -<br>\$ -<br>\$ 23,404,740<br>\$ -                     | \$ -<br>\$ -<br>\$ 58,493,369<br>\$ -<br>\$ - | \$ 3,054,810<br>\$ 1,402,824<br>\$ 4,364,126<br>\$ -<br>\$ -<br>\$ -  | \$ -<br>\$ 2,225,000<br>\$ -<br>\$ -<br>\$ -         | \$ 984,172<br>\$ 288,475<br>\$ 1,004,735<br>\$ -<br>\$ -         | \$ 525,307<br>\$ 179,659<br>\$ 2,792,667<br>\$ -<br>\$ -           | \$ 4,564,289<br>\$ 1,870,958<br>\$ 10,386,528<br>\$ 58,493,369<br>\$ 23,404,740<br>\$      |  |  |  |  |  |  |  |
| TOTAL EXPENDITURES                                                                     | \$ 23,404,740                                                     | \$ 58,493,369                                 | \$ 8,821,760                                                          | \$ 2,225,000                                         | \$ 2,277,382                                                     | \$ 3,497,633                                                       | \$ 98,719,884                                                                              |  |  |  |  |  |  |  |
| EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES                                            | \$ 2,062,820                                                      | \$ (40,606,206)                               | \$ 399,816                                                            | \$ 276,500                                           | \$ (471,361)                                                     | <u>\$</u> _                                                        | \$ (38,338,431)                                                                            |  |  |  |  |  |  |  |
| INTERFUND TRANSFERS                                                                    | \$ -                                                              | \$ 1,533,441                                  | \$ -                                                                  | \$ -                                                 | \$ -                                                             | \$ -                                                               | \$ 1,533,441                                                                               |  |  |  |  |  |  |  |
| EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES                                            | \$ 2,062,820                                                      | \$ (39,072,765)                               | \$ 399,816                                                            | <u>\$ 276,500</u>                                    | \$ (471,361 <u>)</u>                                             | <u>\$ -</u>                                                        | \$ (36,804,990)                                                                            |  |  |  |  |  |  |  |

#### SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

| Revenue<br>Object Category                                                                                                                                    | Actual<br><u>2014-15</u> | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> | 2019-20       | Forecast<br>2020-21 | 2021-22       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|---------------|---------------------|---------------|
| Special Funded Programs - Revenues<br>Debt Service, Capital Projects, Food Services,<br>Student Activities, Adult Education and<br>Grants and Donations Funds |                          |                       |                       |                               |                                |                                   |               |                     |               |
| 5100 Local Sources                                                                                                                                            |                          |                       |                       |                               |                                |                                   |               |                     |               |
| 5111 Current Tax                                                                                                                                              | \$ 22,149,874            | \$ 22,903,851         | \$ 24,108,860         | \$ 24,770,078                 | \$ 24,750,847                  | \$ 25,579,188                     | \$ 26,279,730 | \$ 27,070,127       | \$ 27,894,236 |
| 5112 Delinquent Tax                                                                                                                                           | 714,775                  | 701,402               | 705,496               | 696,997                       | 785,665                        | 745,000                           | 745,000       | 745,000             | 745,000       |
| 5114 Intangible Tax                                                                                                                                           | 31,602                   | 31,792                | 62,764                | 62,764                        | 81,188                         | 81,188                            | 81,188        | 81,188              | 81,188        |
| 5115 Surtax                                                                                                                                                   | 431,084                  | 415,249               | 405,974               | 405,974                       | 407,325                        | 407,325                           | 407,325       | 407,325             | 407,325       |
| 5116 In Lieu of Tax Payments                                                                                                                                  | 415,323                  | 248,542               | 197,974               | 197,974                       | 476,192                        | 337,083                           | 337,083       | 337,083             | 337,083       |
| 5121 Tuition - K-12                                                                                                                                           | 26,397                   | 41,102                | 50,209                | 50,780                        | 35,780                         | 50,780                            | 50,780        | 50,780              | 50,780        |
| 5123 Tuition - Adult Ed                                                                                                                                       | 1,110,102                | 1,526,968             | 1,313,452             | 1,276,000                     | 1,197,000                      | 1,115,000                         | 1,143,100     | 1,143,100           | 1,143,100     |
| 5141 Interest - Daily Account                                                                                                                                 | 23,465                   | 29,383                | 44,287                | 57,088                        | 63,000                         | 42,000                            | 42,000        | 42,000              | 42,000        |
| 5142 Interest - Investments                                                                                                                                   | 91,560                   | 317,320               | 562,588               | 284,254                       | 379,584                        | 365,000                           | 365,000       | 365,000             | 365,000       |
| 5144 Interest - Collector                                                                                                                                     | 4,737                    | 4,388                 | 14,645                | 8,069                         | 6,554                          | 6,542                             | 6,542         | 6,542               | 6,542         |
| 5145 Interest - Escrow Agent                                                                                                                                  | 9,708                    | 136,806               | 164,453               | 30,000                        | 30,000                         | 30,000                            | 30,000        | 30,000              | 30,000        |
| 5151 Food Sales - Program                                                                                                                                     | 1,830,290                | 1,848,578             | 1,804,748             | 1,700,000                     | 1,750,000                      | 1,908,891                         | 1,917,852     | 1,937,852           | 1,957,852     |
| 5165 Food Sales - Non Program                                                                                                                                 | 1,113,206                | 1,249,682             | 1,287,722             | 1,250,000                     | 1,300,000                      | 1,376,354                         | 1,376,354     | 1,376,354           | 1,376,354     |
| 5171 Student Activities                                                                                                                                       | 1,698,846                | 2,014,933             | 2,967,854             | 2,776,493                     | 3,032,810                      | 3,020,444                         | 2,843,944     | 2,843,944           | 2,843,944     |
| 5172 Vending Revenue                                                                                                                                          | 50,574                   | 25,508                | 61,653                | 56,433                        | 53,790                         | 50,599                            | 50,599        | 50,599              | 50,599        |
| 5189 Enrichment Tuition                                                                                                                                       | 37                       | -                     | -                     | -                             | -                              | -                                 | -             | -                   | -             |
| 5190 Other Local                                                                                                                                              | 322,821                  | 702,348               | 3,371,918             | 158,739                       | 111,211                        | 171,169                           | 171,169       | 171,169             | 171,169       |
| 5191 Rentals                                                                                                                                                  | -                        | 1,022                 | 502                   | -                             | 250                            | -                                 | -             | -                   | -             |
| 5192 Donations                                                                                                                                                | 1,050,528                | 869,248               | 1,150,219             | 847,209                       | 965,157                        | 818,118                           | 866,968       | 891,968             | 916,968       |
| 5195 Refund of Expenditure                                                                                                                                    | 5,164                    | 2,753                 | 3,667                 | 1,000                         | 16,507                         | 16,000                            | 16,000        | 16,000              | 16,000        |
| 5197 Sale of Misc. Items                                                                                                                                      | 28,629                   | 55,653                | 9,620                 | 4,775                         | 17,595                         | 5,075                             | 5,075         | 5,075               | 5,075         |
| 5198 Fundraising Activities                                                                                                                                   | 671,874                  | 461,087               | 43,700                | 36,190                        | 54,695                         | 36,190                            | 36,190        | 36,190              | 36,190        |
| 5199 Misc. Local Revenue                                                                                                                                      | 241,743                  | 155,485               | 85,206                | 51,965                        | 261,658                        | 54,969                            | 54,969        | 54,969              | 54,969        |
| - Project Construct                                                                                                                                           | 301,113                  | 324,158               | 243,675               | 175,000                       | 210,000                        | 200,000                           | 200,000       | 200,000             | 200,000       |
| - Moving on Together                                                                                                                                          | 1,050                    | 3,454                 | 7,834                 | 8,000                         | 8,000                          | -                                 | -             | -                   | -             |
| - Sports Marketing                                                                                                                                            | 217,000                  | -                     | -                     | -                             | -                              | -                                 | -             | -                   | -             |
| 51XX Local Sources                                                                                                                                            | \$ 32,541,502            | \$ 34,070,712         | \$ 38,669,020         | \$ 34,905,782                 | \$ 35,994,808                  | \$ 36,416,915                     | \$ 37,026,868 | \$ 37,862,265       | \$ 38,731,374 |

## SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

| Revenue<br><u>Object Category</u>                                                                                                                                                                                                                                     |                 | Actual<br><u>2014-15</u>                                                                     |    | Actual<br>2015-16                                                             |    | Actual<br><u>2016-17</u>                                                                              |    | Original<br>Budget<br><u>2017-18</u>                                                             |    | Projected<br>Actual<br>2017-18                                                                      |    | Final<br>Budget<br><u>2018-19</u>                                 |    | 2019-20                                                           | Forecast<br><u>2020-21</u> |                                                                   |    | 2021-22                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------|----|--------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------|----|-------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------|----|-------------------------------------------------------------------|
| 5200 Intermediate Sources                                                                                                                                                                                                                                             |                 |                                                                                              |    |                                                                               |    |                                                                                                       |    |                                                                                                  |    |                                                                                                     |    |                                                                   |    |                                                                   |                            |                                                                   |    |                                                                   |
| 5221 State Assessed Utilities<br>5234 County Stock Insurance<br>52XX Intermediate Sources                                                                                                                                                                             | \$<br><b>\$</b> | 285,993<br>28,736<br><b>314,729</b>                                                          | ·  | 310,911<br>88,274<br><b>399,185</b>                                           | ·  | 307,919<br>59,247<br><b>367,166</b>                                                                   |    | 307,919<br>59,247<br><b>367,166</b>                                                              | •  | 326,699<br>56,345<br><b>383,044</b>                                                                 |    | 326,698<br>56,344<br><b>383,042</b>                               | •  | 326,698<br>56,344<br><b>383,042</b>                               | ·                          | 326,698<br>56,344<br><b>383,042</b>                               | •  | 326,698<br>56,344<br><b>383,042</b>                               |
| 5300 State Sources                                                                                                                                                                                                                                                    |                 |                                                                                              |    |                                                                               |    |                                                                                                       |    |                                                                                                  |    |                                                                                                     |    |                                                                   |    |                                                                   |                            |                                                                   |    |                                                                   |
| 5319 Classroom Trust Fund<br>5332 Vocational Aid<br>5333 School Lunch Assistance<br>5337 Adult Basic Education<br>5359 Vocational Enhancement Grant<br>5362 A+ Schools                                                                                                | \$              | 235,043<br>350,525<br>60,702<br>51,376<br>197,304                                            | \$ | 80,174<br>289,188<br>60,011<br>69,507<br>463,760<br>1,204                     | \$ | 86,331<br>297,094<br>59,366<br>213,309<br>319,552                                                     | \$ | 82,698<br>202,000<br>60,000<br>102,211<br>375,000                                                | \$ | 82,698<br>183,500<br>60,000<br>102,211<br>453,044                                                   | \$ | 82,698<br>187,000<br>61,146<br>102,211<br>453,044                 | \$ | 82,698<br>187,000<br>60,000<br>102,211<br>453,044                 | \$                         | 82,698<br>187,000<br>60,000<br>102,211<br>453,044                 | \$ | 82,698<br>187,000<br>60,000<br>102,211<br>453,044                 |
| 5397 Other State Revenue - Project Construct/Moving on Together - Career Center Non Traditional Awareness Grant - Lewis & Clark Conservation                                                                                                                          |                 | 50,103<br>313,461<br>7,325                                                                   |    | 39,931<br>501,457<br>-<br>31,131                                              |    | 114,063<br>718,631<br>-                                                                               |    | 60,355<br>560,000<br>18,750<br>1,250                                                             |    | 74,758<br>560,000<br>18,750                                                                         |    | 61,605<br>450,000<br>18,750                                       |    | 61,605<br>487,745<br>18,750                                       |                            | 61,605<br>487,745<br>18,750                                       |    | 61,605<br>487,745<br>18,750                                       |
| 53XX State Sources                                                                                                                                                                                                                                                    | \$              | 1,265,839                                                                                    | \$ | 1,536,363                                                                     | \$ | 1,808,346                                                                                             | \$ | 1,462,264                                                                                        | \$ | 1,534,961                                                                                           | \$ | 1,416,454                                                         | \$ | 1,453,053                                                         | \$                         | 1,453,053                                                         | \$ | 1,453,053                                                         |
| 5400 Federal Sources                                                                                                                                                                                                                                                  |                 |                                                                                              |    |                                                                               |    |                                                                                                       |    |                                                                                                  |    |                                                                                                     |    |                                                                   |    |                                                                   |                            |                                                                   |    |                                                                   |
| 5427 Title II - Basic Grant 5436 Adult Basic Education 5437 IDEA Grants 5442 Early Childhood, Spec Ed 5444 NLSP Federal Revenue 5445 School Lunch - Federal 5446 School Breakfast 5447 School Milk 5448 After School Snacks 5449 School Fruits & Veggies 5451 Title I | \$              | 52,926<br>360,310<br>-<br>-<br>3,313,938<br>1,088,556<br>8,882<br>3,455<br>85,985<br>545,095 | \$ | 328,909<br>-<br>3,470,408<br>1,253,553<br>6,324<br>1,599<br>67,801<br>318,045 | \$ | 15,221<br>271,411<br>8,903<br>-<br>12,350<br>3,632,195<br>1,316,042<br>7,078<br>1,271<br>-<br>157,696 | \$ | 224,324<br>8,585<br>-<br>12,350<br>3,776,500<br>1,340,000<br>8,000<br>1,500<br>65,000<br>161,000 | \$ | 224,324<br>4,974<br>4,056<br>5,723<br>3,776,500<br>1,361,000<br>8,000<br>1,530<br>67,346<br>229,869 | \$ | 289,835<br>8,585<br>-<br>3,741,161<br>1,355,524<br>7,290<br>1,309 | \$ | 293,199<br>8,585<br>-<br>3,787,489<br>1,355,524<br>7,290<br>1,309 | \$                         | 293,199<br>8,585<br>-<br>3,887,489<br>1,355,524<br>7,290<br>1,309 | \$ | 293,199<br>8,585<br>-<br>3,987,489<br>1,355,524<br>7,290<br>1,309 |
| 5462 Title III<br>5472 Child Care Development                                                                                                                                                                                                                         |                 | 197,394<br>61,770                                                                            |    | 171,531<br>56,193                                                             |    | 178,297<br>54,173                                                                                     |    | 261,757<br>58,352                                                                                |    | 261,757<br>50,823                                                                                   |    | 169,172<br>58,352                                                 |    | 157,814<br>58,352                                                 |                            | 157,814<br>58,352                                                 |    | 157,814<br>58,352                                                 |

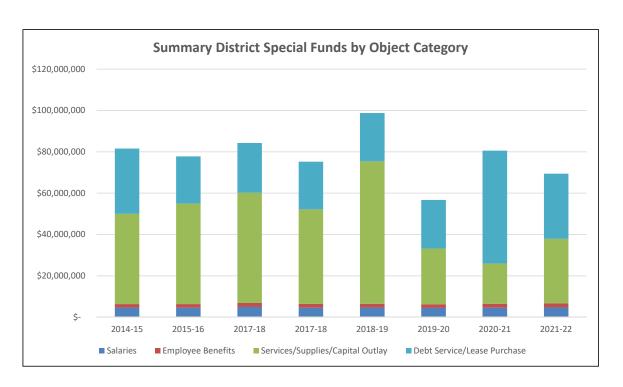
## SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

| Revenue<br>Object Category                                                                                                         |                 | Actual <u>2014-15</u>               | Actual<br>2015-16                           | Actual <u>2016-17</u>                       | Original<br>Budget<br>2017-18               | Projected<br>Actual<br>2017-18              |                 | Final<br>Budget<br>2018-19            |                 | 2019-20                               |                 | Forecast 2020-21                      |                 | 2021-22                               |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------|---------------------------------------|-----------------|---------------------------------------|-----------------|---------------------------------------|-----------------|---------------------------------------|
| 5481 USDA-Summer Program<br>5484 Pell Funds<br>5496 E Rate Funds                                                                   |                 | -<br>224,020<br>116.096             | 314,518<br>43,964                           | 239,619<br>299,535                          | 200,000<br>305,000                          | 450,000<br>150,000                          |                 | 246,808<br>130,000                    |                 | 246,808<br>130,000                    |                 | 246,808<br>130,000                    |                 | 246,808<br>130,000                    |
| 5497 Other Federal Revenue - Direct Lending - Farm to School Grant                                                                 |                 | 14,266<br>341,296                   | 45,907<br>343,987<br>69.137                 | 11,534<br>279,864<br>16,908                 | 1,370<br>346,636                            | 324,199<br>1.266                            |                 | 1,580<br>316,636                      |                 | 1,580<br>316,636                      |                 | 1,580<br>316,636                      |                 | 1,580<br>316,636                      |
| <ul> <li>Indian Hills MPEC Grant</li> <li>Interest on Qualified School Construction Bonds</li> <li>54XX Federal Sources</li> </ul> | \$              | 310,980<br><b>6,724,969</b>         | \$<br>28,482<br>312,657<br><b>6,833,015</b> | \$<br>42,986<br>468,650<br><b>7,013,733</b> | \$<br>35,414<br>312,657<br><b>7,118,445</b> | \$<br>38,318<br>312,657<br><b>7,272,342</b> | \$              | 35,414<br>312,657<br><b>6,674,323</b> | \$              | 35,414<br>312,657<br><b>6,712,657</b> | \$              | 35,414<br>312,657<br><b>6,812,657</b> | \$              | 35,414<br>312,657<br><b>6,912,657</b> |
| 5500 Donated Commodities                                                                                                           |                 |                                     |                                             |                                             |                                             |                                             |                 |                                       |                 |                                       |                 |                                       |                 |                                       |
| 5510 Donated Commodities 55XX Donated Commodities                                                                                  | \$<br><b>\$</b> | 415,707<br><b>415,707</b>           | 459,730<br><b>459,730</b>                   | 476,426<br><b>476,426</b>                   | 450,000<br><b>450,000</b>                   | 450,000<br><b>450,000</b>                   |                 | 490,719<br><b>490,719</b>             |                 | 500,000<br><b>500,000</b>             |                 | 450,000<br><b>450,000</b>             | \$<br><b>\$</b> | 450,000<br><b>450,000</b>             |
| 5600 Other Sources                                                                                                                 |                 |                                     |                                             |                                             |                                             |                                             |                 |                                       |                 |                                       |                 |                                       |                 |                                       |
| 5611 Sale of Bonds<br>5631 Insurance Recoveries<br>5692 Proceeds - Bond Refunding                                                  | \$              | 41,348,000<br>182,035<br>30,137,000 | \$<br>35,000,000<br>32,313<br>1,575,000     | \$<br>10,000,000<br>11,638                  | \$<br>35,000,000                            | \$<br>35,000,000<br>23,563<br>37,955,000    | \$              | 15,000,000                            | \$              | 15,000,000                            | \$              | -                                     | \$              | 20,000,000                            |
| 56XX Other Sources                                                                                                                 | \$              | 71,667,035                          | \$<br>                                      | \$<br>10,011,638                            | \$<br>35,000,000                            | \$<br>                                      | \$              | 15,000,000                            | \$              | 15,000,000                            | \$              | -                                     | \$              | 20,000,000                            |
| 5900 Other Financing Sources                                                                                                       |                 |                                     |                                             |                                             |                                             |                                             |                 |                                       |                 |                                       |                 |                                       |                 |                                       |
| 5999 Other Financing Sources 59XX Other Financing Sources                                                                          | \$<br><b>\$</b> | 7,928,876<br><b>7,928,876</b>       | 4,844,826<br><b>4,844,826</b>               | 3,177,685<br><b>3,177,685</b>               | 4,033,655<br><b>4,033,655</b>               | 7,738,336<br><b>7,738,336</b>               | \$<br><b>\$</b> | 1,533,441<br><b>1,533,441</b>         | \$<br><b>\$</b> | 1,532,267<br><b>1,532,267</b>         | \$<br><b>\$</b> | 1,406,549<br><b>1,406,549</b>         | \$<br><b>\$</b> | 618,605<br><b>618,605</b>             |
| All Funds - Revenues                                                                                                               | \$              | 120,858,657                         | \$<br>84,751,144                            | \$<br>61,524,014                            | \$<br>83,337,312                            | \$<br>126,352,054                           | \$              | 61,914,894                            | \$              | 62,607,887                            | \$              | 48,367,566                            | \$              | 68,548,731                            |

Program: Summary Expenditures Budget

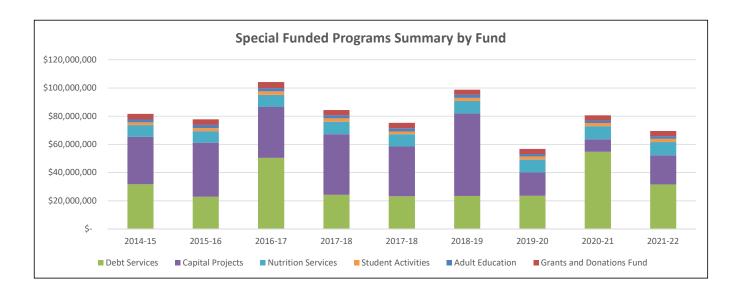
Function(s): Total All Functions - Special Funded Programs

| Expenditure Object Category                                                                      |                |                                                    |                | Actual <u>2016-17</u>                              |                | Original<br>Budget<br>2017-18                      |                | Projected<br>Actual<br>2017-18                     |                | Final<br>Budget<br><u>2018-19</u>                  | 2019-20        | Forecast <u>2020-21</u>                            | 2021-22                                                        |              |                                                                |
|--------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------|----------------|----------------------------------------------------|----------------|----------------------------------------------------|----------------|----------------------------------------------------|----------------|----------------------------------------------------|----------------|----------------------------------------------------|----------------------------------------------------------------|--------------|----------------------------------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies/Capital Outlay<br>Debt Service/Lease Purchase | \$<br>\$<br>\$ | 4,526,359<br>1,735,647<br>43,679,257<br>31,586,946 | \$<br>\$<br>\$ | 4,457,320<br>1,776,738<br>48,666,505<br>22,836,279 | \$<br>\$<br>\$ | 4,854,168<br>1,939,862<br>46,977,270<br>50,333,731 | \$<br>\$<br>\$ | 4,866,480<br>1,926,070<br>53,333,154<br>24,128,636 | \$<br>\$<br>\$ | 4,509,115<br>1,827,802<br>45,750,258<br>23,076,186 | \$<br>\$<br>\$ | 4,564,289<br>1,870,958<br>68,879,897<br>23,404,740 | \$ 4,387,519<br>\$ 1,829,959<br>\$ 26,953,023<br>\$ 23,519,838 | , ,, -       | \$ 4,652,090<br>\$ 1,941,403<br>\$ 31,226,140<br>\$ 31,552,146 |
| Total                                                                                            | \$             | 81,528,209                                         | \$             | 77,736,842                                         | \$             | 104,105,031                                        | \$             | 84,254,340                                         | \$             | 75,163,361                                         | \$             | 98,719,884                                         | \$56,690,339                                                   | \$80,498,061 | \$69,371,779                                                   |



#### SPECIAL FUNDED PROGRAMS EXPENDITURES SUMMARY

|                           | Actual         |       | Actual         | Actual            | Original<br>Budget | Projected<br>Actual | Final<br>Budget  |               | Forecast      |               |
|---------------------------|----------------|-------|----------------|-------------------|--------------------|---------------------|------------------|---------------|---------------|---------------|
| <u>Programs</u>           | <u>2014-15</u> |       | <u>2015-16</u> | 2016-17           | <u>2017-18</u>     | 2017-18             | <u>2018-19</u>   | 2019-20       | 2020-21       | 2021-22       |
| Debt Services             | \$ 31,586,9    | 16 \$ | 22,836,279     | \$<br>50,333,731  | \$<br>24,128,636   | \$<br>23,076,186    | \$<br>23,404,740 | \$ 23,518,539 | \$ 54,663,539 | \$ 31,552,146 |
| Capital Projects          | \$ 33,775,2    | 9 \$  | 38,348,657     | \$<br>36,129,922  | \$<br>43,025,421   | \$<br>35,366,393    | \$<br>58,493,369 | \$ 16,532,267 | \$ 8,906,549  | \$ 20,618,605 |
| Nutrition Services        | \$ 8,272,5     | 34 \$ | 8,115,019      | \$<br>8,634,512   | \$<br>8,893,963    | \$<br>8,733,681     | \$<br>8,821,760  | \$ 9,041,363  | \$ 9,229,103  | \$ 9,420,978  |
| Student Activities        | \$ 1,972,6     | 52 \$ | 2,191,932      | \$<br>2,472,063   | \$<br>2,321,348    | \$<br>1,869,800     | \$<br>2,225,000  | \$ 2,325,000  | \$ 2,325,000  | \$ 2,325,000  |
| Adult Education           | \$ 2,005,1     | 90 \$ | 2,248,565      | \$<br>2,231,609   | \$<br>2,211,403    | \$<br>2,262,256     | \$<br>2,277,382  | \$ 1,700,000  | \$ 1,776,000  | \$ 1,832,180  |
| Grants and Donations Fund | \$ 3,915,6     | 18 \$ | 3,996,390      | \$<br>4,303,194   | \$<br>3,673,569    | \$<br>3,855,045     | \$<br>3,497,633  | \$ 3,572,870  | \$ 3,597,870  | \$ 3,622,870  |
| Total                     | \$ 81,528,2    | 9 \$  | 77,736,842     | \$<br>104,105,031 | \$<br>84,254,340   | \$<br>75,163,361    | \$<br>98,719,884 | \$ 56,690,039 | \$80,498,061  | \$ 69,371,779 |



### DEBT SUMMARY AS OF JUNE 30, 2018

The District issues general obligation bonds and certificates of participation as authorized by the voters. Page 208 details the repayment schedule for the current outstanding debt balances.

The District will begin fiscal year 2018-19 with an estimated Debt Service Fund balance of \$65,861,372 and repay principal and interest of \$23,399,740 in general obligation bonds during the year. General obligation bond payments are made using revenue received from a local debt service levy which is established each August based on a calculation set forth by the State Auditor and voter authorized increases. The current allowable debt service levy is \$1.2311, however, the District voluntarily rolls back that calculation by \$.2592 cents assessing a levy of \$.9719.

The District currently holds \$39,800,000 of general obligation refunding bonds which will be repaid during fiscal year 2020-21. The refunding bond payments will be made from the proceeds of the refundings made during fiscal year 2017-18 which are held in an irrevocable escrow account.

Payments to the principal and interest of the Certificates of Participation (COPS) are made through the Capital Projects Fund using transfers from the incidental fund. For 2018-19, the total debt service on the COPS is budgeted at \$630,645.

#### **OUTSTANDING DEBT OF THE DISTRICT**

Type of Debt General Obligation Bonds
Current Outstanding \$291,882,000 \$7,155,000
Final Maturity March 2038 March 2037
Average Coupon Rate over Life 3.948% 3.81%

# DEBT AUTHORIZED AND UNISSUED

Authorization Date
April 2018

April 2018

Amount Authorized
\$30,000,000

\$15,000,000 in spring 2019
\$15,000,000 in spring 2020

<u>Debt Capacity</u> is limited in the State of Missouri to 15% of the combined Local and State Assessed Valuation of the District and considers current outstanding debt and authorized, but unissued debt and uncommitted cash balances in the Debt Service Fund. The District's expected 2019 debt capacity is \$371,291,058. The current allowable debt capacity for which voters could be asked to approve is \$79,409,058.

### **DEBT SERVICE FUND SUMMARY**

|                                            |               |    |                       |    | ACTUAL                  |    |                     |    | BUD        | GE | T                       |    |                  | F  | FORECAST         |    |                              |
|--------------------------------------------|---------------|----|-----------------------|----|-------------------------|----|---------------------|----|------------|----|-------------------------|----|------------------|----|------------------|----|------------------------------|
|                                            |               |    |                       |    |                         |    |                     |    | Projected  |    | Budget                  |    | Forecast         |    | Forecast         |    | Forecast                     |
|                                            |               |    | 2014-15               |    | 2015-16                 |    | 2016-17             |    | 2017-18    |    | 2018-19                 |    | 2019-20          |    | 2020-21          |    | 2021-22                      |
|                                            |               |    |                       |    |                         | L  |                     |    |            | L  |                         |    |                  |    |                  |    |                              |
| Beginning Fund Balance - Debt Service Fund |               | \$ | 20,346,256            | \$ | 45,481,106              | \$ | 47,844,848          | \$ | 21,733,684 | \$ | 65,861,372              | \$ | 67,924,192       | \$ | 70,347,756       | \$ | 42,343,27                    |
| Revenues                                   |               | _  |                       | _  |                         | _  |                     | _  |            | Ļ  |                         | _  |                  | _  |                  | _  |                              |
| Local revenue                              | <del></del>   | \$ | 21,818,058            | \$ | 22,735,064              | \$ | 23,401,963          | \$ | 24,066,800 | \$ | 24,787,406              | \$ | 25,262,249       | \$ | 25,978,908       | \$ | 26,717,067                   |
| Intermediate revenue                       |               | \$ | 304,571               | \$ | 384,212                 | \$ | 351,954             | \$ | 367,497    | \$ | 367,497                 | \$ | 367,497          | \$ | 367,497          | \$ | 367,49                       |
| State revenue                              |               | \$ | 154,229               | \$ | -                       | \$ | -                   | \$ | -          | \$ | -                       | \$ | -                | \$ | -                | \$ |                              |
| Federal revenue                            | $\rightarrow$ | \$ | 310,980               | \$ | 312,657                 | \$ | 468,650             | \$ | 312,657    | \$ | 312,657                 | \$ | 312,657          | \$ | 312,657          | \$ | 312,657                      |
| Other revenues                             |               | \$ | _                     | \$ | _                       | \$ | -                   | \$ | -          | \$ | -                       | \$ | _                | \$ | -                | \$ |                              |
| Sale of Bonds                              |               | \$ | 30.137.000            | \$ | 1,575,000               | \$ | -                   | \$ | 37,955,000 | \$ | -                       | \$ | -                | \$ | -                | \$ |                              |
| Other Financing Sources                    |               | \$ | 3.996.958             |    | 193.088                 |    | _                   | \$ | 4,501,920  |    | _                       | \$ | _                | \$ | _                | \$ |                              |
| Total Revenue                              |               | \$ | 56,721,796            | \$ | 25,200,021              | \$ | 24,222,567          | \$ |            |    | 25,467,560              | \$ | 25,942,403       | \$ | 26,659,062       | \$ | 27,397,22                    |
| change in revenue from prior year          |               | \$ | 34,658,502<br>157.09% |    | (31,521,775)<br>-55.57% |    | (977,454)<br>-3.88% | \$ |            | \$ | (41,736,314)<br>-62.10% |    | 474,843<br>1.86% | \$ | 716,659<br>2.76% | \$ | 738,159<br>2.77 <sup>9</sup> |
| Expenditures                               | $\Box$        |    |                       |    |                         |    |                     |    |            |    |                         |    |                  |    |                  |    |                              |
| Debt Service                               |               | \$ | 31,586,946            | \$ | 22,836,279              | \$ | 50,333,731          | \$ | 23,076,186 | \$ | 23,404,740              | \$ | 23,518,839       | \$ | 54,663,539       | \$ | 31,552,14                    |
| Total Expenditures                         |               | \$ | 31,586,946            | \$ | 22,836,279              | \$ | 50,333,731          | \$ | 23,076,186 | \$ | 23,404,740              | \$ | 23,518,839       | \$ | 54,663,539       | \$ | 31,552,14                    |
| Transfers (to) from other funds            |               | \$ | -                     | \$ | -                       | \$ | -                   | \$ | -          | \$ | -                       | \$ | -                | \$ | -                | \$ |                              |
| Total Expenditures + Transfers             |               | \$ | 31,586,946            | \$ | 22,836,279              | \$ | 50,333,731          | \$ | 23,076,186 | \$ | 23,404,740              | \$ | 23,518,839       | \$ | 54,663,539       | \$ | 31,552,14                    |
| Increase (decrease) in fund balance        |               |    | 25,134,850            |    |                         |    | (26,111,164)        |    | 44,127,688 |    |                         | \$ | 2,423,564        |    |                  |    | (4,154,92                    |
| Ending Fund Balance - Debt Service         |               | \$ | 45,481,106            | \$ | 47.844.848              | \$ | 21,733,684          | \$ | 65.861.372 | \$ | 67,924,192              | \$ | 70.347.756       | \$ | 42.343.279       | \$ | 38.188.35                    |

Program: **Debt Services** 

Function(s): Debt Services 5000

| Expenditure Object Category   |          | Actual <u>2014-15</u> |    | Actual<br>2015-16 |    | Actual <u>2016-17</u> |          | Original<br>Budget<br>2017-18 |          | Projected<br>Actual<br>2017-18 |          | Final<br>Budget<br><u>2018-19</u> |
|-------------------------------|----------|-----------------------|----|-------------------|----|-----------------------|----------|-------------------------------|----------|--------------------------------|----------|-----------------------------------|
| Salaries<br>Employee Benefits | \$<br>\$ | -                     | φ. | -                 | φ. | -                     | \$<br>\$ |                               | \$<br>\$ | -                              | \$<br>\$ | -                                 |
| Services/Supplies             | \$       | -                     | \$ | -                 | \$ | -                     | \$       | -                             | \$       | -                              | \$       | -                                 |
| Debt Service/Lease Purchase   | \$       | 31,586,946            | \$ | 22,836,279        | \$ | 50,333,731            | \$       | 24,128,636                    | \$       | 23,076,186                     | \$       | 23,404,740                        |
| Total                         | \$       | 31,586,946            | \$ | 22,836,279        | \$ | 50,333,731            | \$       | 24,128,636                    | \$       | 23,076,186                     | \$       | 23,404,740                        |

Program: Debt Services

Function(s): Debt Services

5000

Mission: Debt Services is to retire the general obligation debt of the District as

issued with voter authorization.

Program Information: This program represents the debt service payments (principal, interest

and registrar/paying agent fees) for outstanding general obligation debt of

the District.

Detailed budget information for the total debt outstanding, principal and

interest payments, by year, may be found in the supplemental section of

this budget.

Variance Discussion: The District's debt service schedule will vary each year dependent upon

the original debt outstanding and refunding activity.

**Funding Sources:** The major source of funding for the Debt Service Fund is the debt service

levy included in the local property tax levy. In fiscal year 2013, the levy included an increase of \$.12 as authorized by the voters in April 2012. As a part of the annual tax rate setting each August adjustment to the rate is determined by actual need for repayment of existing debt and assessed valuation. The current total debt service levy is \$.9719 per \$100 of

assessed valuation.

This page intentionally left blank.

### **CAPITAL PROJECTS FUND SUMMARY**

|                                                |                              | ACTUAL                 |    |                         |    | BUD                   | GE | Т                       |    |                     | F  | ORECAST                 |    |                       |
|------------------------------------------------|------------------------------|------------------------|----|-------------------------|----|-----------------------|----|-------------------------|----|---------------------|----|-------------------------|----|-----------------------|
|                                                | 2014-15                      | 2015-16                |    | 2016-17                 |    | Projected<br>2017-18  |    | Budget<br>2018-19       |    | Forecast<br>2019-20 |    | Forecast<br>2020-21     |    | Forecast<br>2021-22   |
|                                                | 2014-10                      | 2010-10                |    | 2010-17                 |    | 2017-10               |    | 2010-10                 |    | 2010-20             |    | 2020-21                 |    | LUL I-LL              |
| Beginning Fund Balance - Capital Projects Fund | \$<br>33,862,123             | \$<br>47,863,154       | \$ | 51,692,135              | \$ | 34,217,425            | \$ | 40,299,675              | \$ | 1,226,910           | \$ | 4,339,772               | \$ | 26,372                |
| Revenues                                       | <br>,,                       | <br>,,                 | Ť  | ,,                      | _  | , ,                   | Ť  | ,,                      | _  | .,,                 | _  | .,,                     | _  |                       |
| Local revenue                                  | \$<br>2,154,480              | \$<br>2,420,622        | \$ | 2,857,878               | \$ | 3,080,640             | \$ | 2,788,920               | \$ | 3,014,619           | \$ | 3,088,357               | \$ | 3,174,307             |
| Intermediate revenue                           | \$<br>10,158                 | \$<br>14,974           | \$ | 15,212                  | \$ | 15,547                | \$ | 15,545                  | \$ | 15,545              | \$ | 15,545                  | \$ | 15,545                |
| State revenue                                  | \$<br>188,045                | \$<br>80,173           | \$ | 158,304                 | \$ | 82,698                | \$ | 82,698                  | \$ | 82,698              | \$ | 82,698                  | \$ | 82,698                |
| Federal revenue                                | \$<br>-                      | \$<br>-                | \$ | 12,350                  | \$ | 9,779                 | \$ | -                       | \$ | -                   | \$ | -                       | \$ |                       |
| Other revenues                                 | \$<br>182,035                | \$<br>32,313           | \$ | 3,047,000               | \$ | -                     | \$ | -                       | \$ | -                   | \$ | -                       | \$ |                       |
| Sale of Bonds                                  | \$<br>                       | 35,000,000             |    |                         |    | 35,000,000            |    | _ , ,                   | \$ | 15,000,000          |    | -                       | \$ | 20,000,000            |
| Other Financing Sources                        | \$<br>3,893,522              | 4,629,556              |    | 3,189,323               |    | 3,259,979             |    | 1,533,441               | \$ | 1,532,267           |    | 1,406,549               |    | 618,605               |
| Total Revenue                                  | \$<br>47,776,240             | <br>42,177,638         |    | , ,                     |    | 41,448,643            |    | , ,                     |    | 19,645,129          |    | 4,593,149               |    | 23,891,155            |
| change in revenue from prior year              | \$<br>(9,933,214)<br>-17.21% | (5,598,602)<br>-11.72% |    | (22,897,571)<br>-54.29% |    | 22,168,576<br>114.98% |    | (22,028,039)<br>-53.15% |    | 224,525<br>1.16%    |    | (15,051,980)<br>-76.62% | \$ | 19,298,006<br>420.15% |
| Expenditures                                   |                              |                        |    |                         |    |                       |    |                         |    |                     |    |                         |    |                       |
| Capital Outlay                                 | \$<br>32,716,018             | \$<br>37,310,141       | \$ | 33,835,872              | \$ | 33,720,757            | \$ | 56,959,928              | \$ | 15,000,000          | \$ | 7,500,000               | \$ | 20,000,000            |
| Debt Service                                   | \$<br>1,059,191              | \$<br>1,038,516        | \$ | 2,918,905               | \$ | 1,645,636             | \$ | 1,533,441               | \$ | 1,532,267           | \$ | 1,406,549               | \$ | 618,605               |
| Total Expenditures                             | \$<br>33,775,209             | \$<br>38,348,657       | \$ | 36,754,777              | \$ | 35,366,393            | \$ | 58,493,369              | \$ | 16,532,267          | \$ | 8,906,549               | \$ | 20,618,605            |
| Transfers (to) from other funds                | \$<br>-                      | \$<br>-                | \$ | -                       | \$ | -                     | \$ | -                       | \$ | -                   | \$ | -                       | \$ | -                     |
| Total Expenditures + Transfers                 | \$<br>33,775,209             | \$<br>38,348,657       | \$ | 36,754,777              | \$ | 35,366,393            | \$ | 58,493,369              | \$ | 16,532,267          | \$ | 8,906,549               | \$ | 20,618,605            |
| Increase (decrease) in fund balance            | \$<br>14,001,031             | \$<br>3,828,981        |    | , , ,                   |    | , ,                   |    | (39,072,765)            |    | 3,112,862           |    | (4,313,400)             |    | 3,272,550             |
| Ending Fund Balance - Capital Projects Fund    | \$<br>47,863,154             | \$<br>51,692,135       | \$ | 34,217,425              | \$ | 40,299,675            | \$ | 1,226,910               | \$ | 4,339,772           | \$ | 26,372                  | \$ | 3,298,922             |

Program: Capital Projects

Function(s): Capital Projects 4001 through 4999

| Expenditure<br>Object Category   | Actual <u>2014-15</u> | Actual <u>2015-16</u> | Actual <u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> |
|----------------------------------|-----------------------|-----------------------|-----------------------|-------------------------------|--------------------------------|-----------------------------------|
| Salaries                         | \$<br>-               | \$<br>-               | \$<br>-               | \$<br>_                       | \$<br>_                        | \$<br>-                           |
| Employee Benefits                | \$<br>-               | \$<br>-               | \$<br>-               | \$<br>-                       | \$<br>-                        | \$<br>-                           |
| Services/Supplies/Capital Outlay | \$<br>33,775,209      | \$<br>38,348,657      | \$<br>36,129,922      | \$<br>43,025,421              | \$<br>35,366,393               | \$<br>58,493,369                  |
| Total                            | \$<br>33,775,209      | \$<br>38,348,657      | \$<br>36,129,922      | \$<br>43,025,421              | \$<br>35,366,393               | \$<br>58,493,369                  |

Program: Capital Projects

Function(s): Capital Projects

4001 through 4999

Mission: Capital Projects are the major projects of the District to provide for the

space and equipment needs of the District.

Program Information: This program represents the projects of the District funded by the

issuance of general obligation bonds of the District as authorized by the voters, as well as projects funded by local revenues. The bond authorization being issued during fiscal year 2018-19 is the remaining \$15,000,000 of the \$30,000,000 presented and approved by the voters in April 2018. The primary purpose of this authorization is building and design of a new middle, as well as other school building improvements.

Variance Discussion: The budgeted increase in Capital Projects Fund expenditures is due to

use of funds from general obligation bonds sold and funds received in March 2018. Even though the District anticipates spending the 2018 bond issue over a two year period, the District has elected to budget the full amount of the projects in the 2018-19 school year. Budgeting for projects in full, regardless of the expected duration, is a transparent commitment of the funds. This conservative budgeting approach prevents over commitment of bond funds. The complete listing of capital

projects can be seen on pages 180 through 181.

**Funding Sources:** The issuance of general obligations bonds as approved by the voters and

a tax levy for capital projects, as well as other miscellaneous revenue

sources.

# 179

### COLUMBIA SCHOOL DISTRCIT FINAL BUDGET 2018-19

#### **CAPITAL REVENUE AND EXPENDITURE PLANNING**

|                                                |    |                                       |    |                                             |    |                                                      |    | Bond Re                                              | eve | nues                                                 |    |                                                      |                  |
|------------------------------------------------|----|---------------------------------------|----|---------------------------------------------|----|------------------------------------------------------|----|------------------------------------------------------|-----|------------------------------------------------------|----|------------------------------------------------------|------------------|
|                                                | ar | ocal, State,<br>nd Federal<br>Revenue |    | 4025<br>norized April<br>2 & issued<br>2015 | 20 | 4027<br>thorized April<br>114 & issued<br>April 2016 | 20 | 4028<br>thorized April<br>114 & issued<br>April 2017 |     | 4029<br>thorized April<br>016 & issued<br>April 2018 | 20 | 4032<br>thorized April<br>018 & Issued<br>April 2019 | Totals           |
| Projected balances 7/1/2018                    | \$ | 961,863                               | \$ | 728,049                                     | \$ | 3,204,608                                            | \$ | 1,545,532                                            | \$  | 33,859,573                                           | \$ | April 2019                                           | \$<br>40,299,625 |
| 2018-19 Projected Revenues                     |    |                                       | *  | 1 = 0,0 10                                  | т. | 2,221,222                                            | T  | 1,010,000                                            | -   | 20,000,000                                           | т. |                                                      | <br>10,200,020   |
| Current Tax                                    | \$ | 2,386,241                             | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>2,386,241  |
| Delinquent Tax                                 | \$ | 45,000                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>45,000     |
| Surtax                                         | \$ | 37,992                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>37,992     |
| In Lieu of Tax Payments                        | \$ | 98,987                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>98,987     |
| Interest - Daily Account                       | \$ | 20,000                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>20,000     |
| Interest - Investments                         | \$ | 200,000                               | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>200,000    |
| Interest - Collector                           | \$ | 600                                   | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>600        |
| State Assessed Utilities                       | \$ | 10,290                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>10,290     |
| County Stock Insurance                         | \$ | 5,255                                 | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>5,255      |
| State Aid Line 14-B Funds                      | \$ | 82,698                                | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>82,698     |
| Sale of Bonds                                  | \$ | -                                     | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | 15,000,000                                           | \$<br>15,000,000 |
| Other Financing Sources (premiums & transfers) | \$ | 1,533,441                             | \$ |                                             | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | -                                                    | \$<br>1,533,441  |
| Projected Revenue for 2018-19                  | \$ | 4,420,504                             | \$ | -                                           | \$ | -                                                    | \$ | -                                                    | \$  | -                                                    | \$ | 15,000,000                                           | \$<br>19,420,504 |
|                                                |    |                                       |    |                                             |    |                                                      |    |                                                      |     |                                                      |    |                                                      |                  |
| Projected Expenditures 2018-19                 | \$ | 4,993,369                             | \$ | 725,000                                     | \$ | 3,200,000                                            | \$ | 1,500,000                                            | \$  | 33,075,000                                           | \$ | 15,000,000                                           | \$<br>58,493,369 |
| Projected Ending Fund Balance 6/30/2019        | \$ | 388,998                               | \$ | 3,049                                       | \$ | 4,608                                                | \$ | 45,532                                               | \$  | 784,573                                              | \$ | -                                                    | \$<br>1,226,760  |

|    |                                               | L PROJECTS FUND<br>nding - New Projects 2018-19          |                 |
|----|-----------------------------------------------|----------------------------------------------------------|-----------------|
|    | LOCATION/DEPARTMENT                           | CAPITAL EXPENDITURE ITEM                                 | BUDGET          |
| 1  | Administration Building                       | Lease purchase payment                                   | \$<br>511,084   |
| 2  | Administration Building                       | Remodel front entry for security purposes                | \$<br>50,000    |
| 3  | Administration Building                       | Mail delivery van                                        | \$<br>27,500    |
| 4  | Benton Elementary School                      | Kiln                                                     | \$<br>5,000     |
| 5  | Benton Elementary School                      | Office furniture                                         | \$<br>3,500     |
| 6  | Blue Ridge Elementary School                  | Flooring replacement, abatement, and casework throughout | \$<br>400,000   |
| 7  | Center for Responsive Education (CORE)        | Playground upgrades                                      | \$<br>65,000    |
| 8  | Chief Financial Officer                       | Unallocated allowance for additional projects            | \$<br>250,000   |
| 9  | Columbia Area Career Center                   | Grant matching funds                                     | \$<br>100,000   |
| 10 | Community Relations                           | Board Room upgrades                                      | \$<br>25,000    |
| 11 | Custodial Services                            | Equipment                                                | \$<br>31,658    |
| 12 | Discovery Early Childhood Center              | Lease purchase payment                                   | \$<br>119,560   |
| 13 | Facilities and Construction Services          | Vehicles                                                 | \$<br>104,000   |
| 14 | Field Building                                | Kiln for gifted center                                   | \$<br>5,000     |
| 15 | Fine Arts - Music                             | Instruments for various locations                        | \$<br>271,620   |
| 16 | Fine Arts - Music                             | Choral risers for elementary schools                     | \$<br>41,230    |
| 17 | Hickman High School                           | CASA Building renovations                                | \$<br>900,000   |
| 18 | Lange Middle School                           | Shop ventilation project                                 | \$<br>145,000   |
| 19 | Midway Heights Elementary School              | Bathroom renovations and upgrades                        | \$<br>120,000   |
| 20 | Midway Heights Elementary School              | Tuckpointing                                             | \$<br>50,000    |
| 21 | New Haven Elementary School                   | Playground upgrades and resurfacing                      | \$<br>100,000   |
| 22 | Nutrition Services                            | Delivery van                                             | \$<br>37,000    |
| 23 | Practical Arts                                | Long down draft table                                    | \$<br>2,264     |
| 24 | Practical Arts                                | Professional table saw (4)                               | \$<br>12,996    |
| 25 | Rock Bridge High School                       | Asphalt parking lot                                      | \$<br>160,000   |
| 26 | Special Education                             | Student equipment                                        | \$<br>24,700    |
| 27 | Smithton Middle School                        | Basketball scoreboard                                    | \$<br>13,000    |
| 28 | Student Health Services                       | Vision screener, audiometer, and AED                     | \$<br>9,460     |
| 29 | Technology Services                           | Equipment lease purchase payment                         | \$<br>802,797   |
| 30 | Technology Services                           | Van                                                      | \$<br>24,000    |
| 31 | Two Mile Prairie Elementary School            | Slide for playground                                     | \$<br>2,000     |
|    | Total Local Capital Allocation - New Projects |                                                          | \$<br>4,413,369 |

|   | Local and State Funding                           | - Project Carry Forward from 2017-18 |                 |
|---|---------------------------------------------------|--------------------------------------|-----------------|
|   | Location/Department                               | Capital Expenditure Item             | Budget          |
| 1 | Midway Heights Elementary School                  | Flooring upgrades                    | \$<br>180,000   |
| 2 | Russell Boulevard Elementary School               | Tuckpointing                         | \$<br>400,000   |
|   | Total Local Capital Carry Forward from Prior Year |                                      | \$<br>580,000   |
|   | Total Local Capital Budget for 2018-19            |                                      | \$<br>4,993,369 |
|   |                                                   |                                      |                 |

|    | New Bond                                            | d Projects in 2018-19                     |                  |
|----|-----------------------------------------------------|-------------------------------------------|------------------|
|    | Location/Department                                 | Capital Expenditure Item                  | Budget           |
| 1  | Administration                                      | Bond issuance costs - 2018 issuance       | \$<br>187,500    |
| 2  | Athletic Improvements                               | Middle school equity (OMS, JMS, SMS, GMS) | \$<br>2,000,000  |
| 3  | Columbia Area Career Center                         | Boiler replacement                        | \$<br>200,000    |
| 4  | Derby Ridge Elementary School                       | Boiler replacement                        | \$<br>200,000    |
| 5  | Gentry Middle School                                | Boiler replacement                        | \$<br>200,000    |
| 6  | Lange Middle School                                 | Boiler replacement                        | \$<br>200,000    |
| 7  | Mill Creek Elementary School                        | Boiler replacement                        | \$<br>200,000    |
| 8  | Oakland Middle School                               | Renovations and upgrades                  | \$<br>4,500,000  |
| 9  | Oakland Middle School                               | Tuckpointing                              | \$<br>850,000    |
| 10 | Safety and Security                                 | Upgrades                                  | \$<br>500,000    |
| 11 | Smithton Middle School                              | Boiler replacement                        | \$<br>200,000    |
| 12 | Technology Services                                 | Various technology projects               | \$<br>1,337,500  |
| 13 | West Boulevard Elementary School                    | Tuckpointing                              | \$<br>425,000    |
|    | Total Capital Projects Fund Bond Funding - New Bond | Projects                                  | \$<br>11,000,000 |

|   | Bond Funding -                                   | Project Carry Forward from 2017-18            |                  |
|---|--------------------------------------------------|-----------------------------------------------|------------------|
|   | Location/Department                              | Capital Expenditure Item                      | Budget           |
| 1 | Blue Ridge Elementary School                     | Tuckpointing                                  | \$<br>300,000    |
| 2 | New East Elementary School                       | Construction                                  | \$<br>1,500,000  |
| 3 | Grant Elementary School                          | Construction for expansion project            | \$<br>1,500,000  |
| 4 | Lee Elementary School (Locust Street Elementary) | Design and construction for expansion project | \$<br>7,500,000  |
| 5 | Midway Heights Elementary School                 | Wastewater project                            | \$<br>300,000    |
| 6 | Parkade Elementary School                        | HVAC energy recovery unit                     | \$<br>500,000    |
| 7 | Parkade Elementary School                        | Tuckpointing                                  | \$<br>400,000    |
| 8 | Russell Boulevard Elementary School              | HVAC energy recovery unit                     | \$<br>500,000    |
| 9 | New Southwest Middle School                      | Design and construction                       | \$<br>30,000,000 |
|   | Total Bond Funding Carry Forward from Prior Yea  | ar                                            | \$<br>42,500,000 |
|   | Total Bond Funding Capital Budget for 2018-19    |                                               | \$<br>53,500,000 |
|   |                                                  |                                               |                  |
|   | Grand Total Capital Project Spending             |                                               | \$<br>58,493,369 |

# LONG RANGE CAPITAL IMPROVEMENT AND FINANCING PLAN FOR 10 YEARS 2017-18 THROUGH 2026-27

| Current Voter Authorization Available to the | Board for Issuance | and Use       |
|----------------------------------------------|--------------------|---------------|
| Authorized by Voters - Date                  | April 2014         | April 2016    |
| Authorized by Voters - Amount                | \$ 50,000,000      | \$ 30,000,000 |
| Issued - Date                                | March 2016         |               |
| Issued - Amount                              | \$ 35,000,000      | \$ -          |
| Issued - Date                                | March 2017         |               |
| Issued - Amount                              | \$ 10,000,000      | \$ -          |
| To Be Issued - Date                          | Spring 2018 *      | Spring 2018   |
| To Be Issued - Amount                        | \$ 5,000,000       | \$ 30,000,000 |

<sup>\*</sup> Only remaining amount to be issued from the April 2014 Authorization

|                                                                                                                                                                                                                                                                                             |                                                                                |                                                               |          |                                 |          |                          |       | Voter A                         | Aut | thorization an                             | nd E | Bond Issuan               | ce F           | Proposal t                        | to Bo       | oard of Ed                                   | uca   | ition                             |                                                    |                |                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------|----------|---------------------------------|----------|--------------------------|-------|---------------------------------|-----|--------------------------------------------|------|---------------------------|----------------|-----------------------------------|-------------|----------------------------------------------|-------|-----------------------------------|----------------------------------------------------|----------------|-----------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                             |                                                                                |                                                               |          | Apri                            |          | 4 - \$50,000,0           | 00    |                                 |     | April 2016 -<br>\$30,000,000               |      | April 2018 - \$           | 30,0           | 00,000                            |             | April 2022 -                                 | \$40, | 000,000                           | April 2027<br>20,000,000                           |                |                                                                 |
| Bond Issuance                                                                                                                                                                                                                                                                               | Estimated Project<br>Cost/Request                                              | Desired Project<br>Completion                                 | Sp<br>\$ | pring 2016<br>35,000,000        |          | oring 2017<br>10,000,000 |       | pring 2018<br>5,000,000         |     | Spring 2018<br>30,000,000                  |      | 5pring 2019<br>15,000,000 |                | ring 2020<br>5,000,000            |             | ring 2022<br>20,000,000                      |       | pring 2024<br>20,000,000          | pring 2027<br>20,000,000                           | \$             | Total<br>170,000,000                                            |
| <u>Project</u>                                                                                                                                                                                                                                                                              |                                                                                |                                                               |          |                                 |          |                          |       |                                 |     |                                            |      |                           |                |                                   |             |                                              |       |                                   |                                                    |                |                                                                 |
| New East Elementary School<br>Rock Bridge High School Stadium Improvements<br>Grant Elementary Addition<br>New Southwest Middle School Land and Design<br>New Southwest Middle School Construction                                                                                          | \$ 22,000,000<br>\$ 6,310,000<br>\$ 6,800,000<br>\$ 4,000,000<br>\$ 30,000,000 | September 2017<br>July 2018<br>July 2020                      | \$       | 22,000,000<br>6,310,000         | \$<br>\$ | 5,800,000<br>4,000,000   | \$    | 1,000,000                       | \$  | 25,000,000                                 | \$   | 5,000,000                 |                |                                   |             |                                              |       |                                   |                                                    | \$ \$ \$ \$ \$ | 22,000,000<br>6,310,000<br>6,800,000<br>4,000,000<br>30,000,000 |
| Middle School Athletic Field Projects<br>Jefferson Middle School Renovation Project                                                                                                                                                                                                         | \$ 2,000,000<br>\$ 6,000,000                                                   | July 2020<br>July 2022                                        |          |                                 |          |                          |       |                                 |     |                                            | \$   | 2,000,000                 | \$             | 6,000,000                         |             |                                              |       |                                   |                                                    | \$             | 2,000,000<br>6,000,000                                          |
| Locust Street Elementary Addition<br>Rock Bridge Elementary Addition<br>Land Purchase for new school<br>Building Additions<br>New School Building                                                                                                                                           | \$ 8,000,000<br>\$ 3,500,000<br>\$ 4,000,000<br>\$ 6,000,000<br>\$ 30,000,000  | July 2020<br>July 2022<br>June 2024<br>July 2026<br>July 2026 |          |                                 |          |                          | \$    | 500,000                         | \$  | 1,500,000                                  | \$   | 6,000,000                 | \$             | 3,500,000                         |             | 4,000,000<br>12,000,000                      | \$    | 6,000,000<br>10,000,000           | \$<br>8,000,000                                    | \$\$\$\$       | 8,000,000<br>3,500,000<br>4,000,000<br>6,000,000<br>30,000,000  |
| Safety and Security Enhancement Projects Technology Projects Roofs, Tuckpointing, HVAC and Other Critical Projects (Critical projects may include but are not limited to, upgrade older facilities, ADA compliance, athletic facilitiy upgrades, outdoor processes, solar panels) Bond Fees | \$ 2,000,000<br>\$ 7,625,000<br>\$ 29,150,000<br>\$ 2,615,000                  |                                                               | \$ \$    | 950,000<br>4,900,000<br>840,000 | \$       | 200,000                  | \$ \$ | 775,000<br>2,525,000<br>200,000 | \$  | 250,000<br>775,000<br>2,225,000<br>250,000 | \$   | 562,500<br>1,000,000      | \$<br>\$<br>\$ | 500,000<br>1,062,500<br>3,750,000 | \$ \$ \$ \$ | 500,000<br>1,000,000<br>2,250,000<br>250,000 | \$ \$ | 1,000,000<br>2,750,000<br>250,000 | \$<br>500,000<br>1,500,000<br>9,750,000<br>250,000 | \$ \$ \$       | 2,000,000<br>7,625,000<br>29,150,000<br>2,615,000               |
| Total Issued                                                                                                                                                                                                                                                                                | \$ 170,000,000                                                                 |                                                               | \$       | 35,000,000                      | \$       | 10,000,000               | \$    | 5,000,000                       | \$  | 30,000,000                                 | \$   | 15,000,000                | \$ 1           | 5,000,000                         | \$ 2        | 20,000,000                                   | \$    | 20,000,000                        | \$<br>20,000,000                                   | \$             | 170,000,000                                                     |

Note: These project costs are best estimates at the current time without final scope and specific dates considered.

This document is a work in progress with final decisions to be evaluated by the Long Range Facilities Planning Committee.

Projects using Spring 2016 and Spring 2017 bond issuances should be substantially complete by the Summer of 2018.

This page intentionally left blank.

# 8

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

### **NUTRITION SERVICES FUND SUMMARY**

|                                                           |    |           |    | ACTUAL    |    |           |    | BUD                  | GE | Γ                 |    |                     | F  | ORECAST             |    |                     |
|-----------------------------------------------------------|----|-----------|----|-----------|----|-----------|----|----------------------|----|-------------------|----|---------------------|----|---------------------|----|---------------------|
|                                                           |    | 2014-15   |    | 2015-16   |    | 2016-17   |    | Projected<br>2017-18 |    | Budget<br>2018-19 |    | Forecast<br>2019-20 |    | Forecast<br>2020-21 |    | Forecast<br>2021-22 |
| Destination Fried Balance Nictrition Complete Fried       | Φ. | 702,378   | Φ. | 465,056   | Φ. | 772,753   | Φ. | 978,871              | Φ. | 4 505 400         | \$ | 1,934,916           | Φ. | 0.470.550           | Φ. | 2 204 450           |
| Beginning Fund Balance - Nutrition Services Fund Revenues | \$ | 702,378   | Ф  | 465,056   | Ф  | 112,153   | Ф  | 978,871              | \$ | 1,535,100         | Ф  | 1,934,916           | Ф  | 2,178,553           | Ф  | 2,304,450           |
| Local revenue                                             | \$ | 3,058,037 | \$ | 3,103,286 | \$ | 3,106,700 | \$ | 3,114,268            | \$ | 3,316,039         | \$ | 3,325,000           | \$ | 3,345,000           | \$ | 3,365,000           |
| Edda Teveride                                             | Ψ  | 0,000,007 | Ψ  | 0,100,200 | Ψ  | 0,100,700 | Ψ  | 0,114,200            | Ψ  | 0,010,000         | Ψ  | 0,020,000           | Ψ  | 0,040,000           | Ψ  | 0,000,000           |
| State revenue                                             | \$ | 60,702    | \$ | 60,011    | \$ | 59,366    | \$ | 60,000               | \$ | 61,146            | \$ | 60,000              | \$ | 60,000              | \$ | 60,000              |
|                                                           |    | 4.500.040 | •  | 4 700 000 |    | 5 407 700 | •  | 5.005.040            | •  | 5.050.070         |    | 5 400 000           |    | 5 500 000           | _  | 5 000 000           |
| Federal revenue                                           | \$ | 4,500,816 | \$ | 4,799,689 | \$ | 5,197,738 | \$ | 5,665,642            | \$ | 5,353,672         | \$ | 5,400,000           | \$ | 5,500,000           | \$ | 5,600,000           |
| Other revenues                                            | \$ | 415,707   | Ф  | 459,730   | ¢  | 476,426   | ¢  | 450,000              | ¢  | 490,719           | ¢  | 500,000             | Ф  | 450,000             | Ф  | 450.000             |
| Other revenues                                            | φ  | 415,707   | φ  | 459,750   | φ  | 470,420   | φ  | 450,000              | φ  | 490,719           | φ  | 300,000             | φ  | 450,000             | Ψ  | 450,000             |
| Total Revenue                                             | \$ | 8,035,262 | \$ | 8,422,716 | \$ | 8,840,230 | \$ | 9,289,910            | \$ | 9,221,576         | \$ | 9,285,000           | \$ | 9,355,000           | \$ | 29,475,000          |
| change in revenue from prior year                         | \$ | 474,470   |    | 387,454   |    | 417,514   |    | 449,680              |    | (68,334)          |    | 63,424              |    |                     |    | 20,120,000          |
| 3 ,                                                       | ·  | 6.28%     | •  | 4.82%     |    | 4.96%     |    | 5.09%                |    | -0.74%            |    | 0.69%               |    | 0.75%               |    | 215.07%             |
|                                                           |    |           |    |           |    |           |    |                      |    |                   |    |                     |    |                     |    |                     |
| Expenditures                                              |    |           |    |           |    |           |    |                      |    |                   |    |                     |    |                     |    |                     |
| Calaria                                                   | Φ. | 0.000.505 | Φ. | 0.007.554 | Φ. | 0.050.404 | Φ. | 2 000 200            | Φ. | 2.054.040         | Φ. | 2 446 454           | \$ | 3,240,848           | Φ. | 2 220 075           |
| Salaries                                                  | \$ | 2,606,565 | Ф  | 2,627,551 | Ф  | 2,952,191 | Ф  | 2,909,260            | \$ | 3,054,810         | \$ | 3,146,454           | Ф  | 3,240,848           | \$ | 3,338,075           |
| Benefits                                                  | \$ | 1,183,126 | \$ | 1,212,117 | \$ | 1,353,652 | \$ | 1,355,231            | \$ | 1.402.824         | \$ | 1,444,909           | \$ | 1,488,255           | \$ | 1,532,903           |
| Benefic                                                   | Ψ  | 1,100,120 | Ψ  | 1,212,117 | Ψ  | 1,000,002 | Ψ  | 1,000,201            | Ψ  | 1,402,024         | Ψ  | 1,444,000           | Ψ  | 1,400,200           | Ψ  | 1,002,000           |
| Total Salaries & Benefits                                 | \$ | 3,789,691 | \$ | 3,839,668 | \$ | 4,305,843 | \$ | 4,264,491            | \$ | 4,457,634         | \$ | 4,591,363           | \$ | 4,729,103           | \$ | 4,870,978           |
|                                                           |    |           |    |           |    |           |    |                      |    |                   |    |                     |    |                     |    |                     |
| Total Service/Supply                                      | \$ | 4,482,893 | \$ | 4,275,351 | \$ | 4,328,269 | \$ | 4,469,190            | \$ | 4,364,126         | \$ | 4,450,000           | \$ | 4,500,000           | \$ | 4,550,000           |
|                                                           |    |           |    |           |    |           |    |                      |    |                   |    |                     |    |                     | L  |                     |
| Total Expenditures                                        | \$ | 8,272,584 | \$ | 8,115,019 | \$ | 8,634,112 | \$ | 8,733,681            | \$ | 8,821,760         | \$ | 9,041,363           | \$ | 9,229,103           | \$ | 9,420,978           |
| Turne form (An) former address formed                     | Φ. |           | +  |           | Φ. |           | Φ. |                      | Φ. |                   | Φ. |                     | Φ. |                     | Φ. |                     |
| Transfers (to) from other funds                           | \$ | -         | \$ | -         | \$ | -         | \$ | -                    | \$ | -                 | \$ | -                   | \$ | -                   | \$ | -                   |
| Total Expenditures + Transfers                            | \$ | 8,272,584 | \$ | 8,115,019 | \$ | 8,634,112 | \$ | 8,733,681            | \$ | 8,821,760         | \$ | 9,041,363           | \$ | 9,229,103           | \$ | 9,420,978           |
| Total Exponentation - Transfero                           | ΙΨ | 3,212,004 | Ψ  | 0,110,010 | Ψ  | 3,004,112 | Ψ  | 0,700,001            | Ψ  | 5,021,700         | Ψ  | 5,041,000           | Ψ  | 5,225,100           | Ψ  | 3,720,370           |
| Increase (decrease) in fund balance                       | \$ | (237,322) | \$ | 307,697   | \$ | 206,118   | \$ | 556,229              | \$ | 399,816           | \$ | 243,637             | \$ | 125,897             | \$ | 20,054,022          |
| Ending Fund Balance - Nutrition Services Fund             | \$ | 465,056   |    | 772,753   |    | 978,871   |    | 1,535,100            |    |                   | \$ | 2,178,553           |    | 2,304,450           | \$ | 22,358,472          |
| Fund Balance as Percentage of Expenses and Transfers      |    | 5.62%     |    | 9.52%     |    | 11.34%    |    | 17.58%               |    | 21.93%            |    | 24.10%              |    | 24.97%              |    | 237.33%             |
| Average Monthly expenses                                  | \$ | 689,382   | \$ | 676,252   | \$ | 719,509   | \$ | 727,807              | \$ | 735,147           | \$ | 753,447             |    | 769,092             | \$ | 785,082             |
| Number of months fund balance will cover avg monthly exp  |    | 0.67      |    | 1.14      |    | 1.36      |    | 2.11                 |    | 2.63              |    | 2.89                |    | 3.00                |    | 28.48               |

Program: Nutrition Services

Function(s): Nutrition Services

Program Average Cost per Meal

\$

2561

| Expenditure<br>Object Category                                                                                                                                                | Actual<br>2014-15                                    | Actual<br><u>2015-16</u>         | Actual<br><u>2016-17</u>                     | Original<br>Budget<br>2017-18                        | Projected<br>Actual<br>2017-18                       | Final<br>Budget<br><u>2018-19</u>                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------|----------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|
| Salaries<br>Employee Benefits<br>Services/Supplies/Capital Outlay                                                                                                             | \$ 2,606,565<br>\$ 1,183,126<br>\$ 4,482,893         | 5 \$ 1,212,117                   | \$ 2,952,191<br>\$ 1,353,652<br>\$ 4,328,669 | \$ 3,055,486<br>\$ 1,369,287<br>\$ 4,469,190         | \$ 2,909,260<br>\$ 1,355,231<br>\$ 4,469,190         | \$ 3,054,810<br>\$ 1,402,824<br>\$ 4,364,126         |
| Total                                                                                                                                                                         | \$ 8,272,584                                         | <u>\$ 8,115,019</u>              | \$ 8,634,512                                 | \$ 8,893,963                                         | \$ 8,733,681                                         | \$ 8,821,760                                         |
| Program Data:                                                                                                                                                                 | <u>2014-15</u>                                       | <u>2015-16</u>                   | <u>2016-17</u>                               | <u>2017-18</u>                                       | <u>2017-18</u>                                       | <u>2018-19</u>                                       |
| Staff FTE: Administrative Support Staff/Technology Staff Warehouse/Maintenance Staff Kitchen Staff Total  Free & Reduced Lunch Population (January Count as reported to DESE) | 4.66<br>4.94<br>3.66<br>107.26<br>120.52<br>6,999.00 | 4.94<br>3.66<br>108.82<br>121.92 |                                              | 4.87<br>5.00<br>4.75<br>104.96<br>119.58<br>7,841.00 | 4.37<br>2.94<br>4.75<br>113.48<br>125.54<br>8,163.00 | 4.87<br>2.94<br>4.75<br>113.48<br>126.04<br>8,213.00 |
| Free & Reduced Lunch Population (October head counts) Free Reduced Total Free & Reduced Percentage of enrollment  Meals Served                                                | 6,71<br><u>1,06</u><br>7,77<br>40.809                | 1 1,078<br>1 7,928<br>6 44.70%   | 8 898<br>8 8,277<br>45.00%                   | 898<br>8,327<br>45.00%                               | 7,260<br><u>938</u><br>8,198<br>46.00%<br>2,460,023  | 938<br>8,248<br>46.00%                               |
| Average Daily Participation                                                                                                                                                   | 13,23                                                | , ,                              |                                              | 13,800                                               | 13,901                                               | 13,950                                               |

3.22 \$ 3.22 \$ 3.50 \$

3.36 \$

3.55 \$

3.58

Program: Nutrition Services

Function(s): Nutrition Services

2561

Mission: Nutrition Services provide the breakfast and lunch programs during the

regular school year and summer school.

**Program Information:** This program represents expenditures for the operation of the Nutrition

Services program including operating costs, food purchases and equipment. This program is self sustaining, receiving no support from the

operating budget or tax levy.

Variance Discussion: The budget includes the improvement of benefits for medical and dental

insurance premiums, as well as increases in compensation of support

and administrative staff based on experience.

Due to continued excess expenditures over revenues in 2012-13 and 2013-14, significant measures were taken during 2014-15 to reduce expenditures where possible. This included a freeze on capital and equipment purchases for one year, reduction in kitchen hours and a chef position, as well as elimination of the contract for secured deposit pickup. These reductions have resulted in reduced expenditures in 2014-15 and

in 2015-16.

During 2017-18 and 2018-19, expenditures are expected to increase due to the increase in compensation for all employees to help recruit and retain highly qualified staff as part of the operating levy plan and the increase in staff as additional buildings are opened within the District. In addition, during 2016-17, the District began serving dinner to students participating in after school activities. A grant was received to cover the

additional cost of this program.

**Funding Sources:** Funding for the operation of the Nutrition Services program is from lunch

and breakfast sales, federal funding, donated commodities and state and

federal funding.

This page intentionally left blank.

# ä

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

### STUDENT ACTIVITIES FUND SUMMARY

|                                                  |          |           |     | ACTUAL    |                 |    | BUD                  | GE | Т                 |     |                     | F        | ORECAST             |                     |
|--------------------------------------------------|----------|-----------|-----|-----------|-----------------|----|----------------------|----|-------------------|-----|---------------------|----------|---------------------|---------------------|
|                                                  |          | 2014-15   |     | 2015-16   | 2016-17         |    | Projected<br>2017-18 |    | Budget<br>2018-19 |     | Forecast<br>2019-20 |          | Forecast<br>2020-21 | Forecast<br>2021-22 |
|                                                  |          |           |     |           |                 |    |                      |    |                   |     |                     |          |                     |                     |
| Beginning Fund Balance - Student Activities Fund | \$       | 896,944   | \$  | 1,043,051 | \$<br>1,207,494 | \$ | 1,266,085            | \$ | 1,907,385         | \$  | 2,183,885           | \$       | 2,183,885           | \$<br>2,183,885     |
| Revenues                                         |          | ,         |     |           |                 |    | , ,                  |    |                   |     |                     |          |                     | , ,                 |
| Local revenue                                    | \$       | 2,118,769 | \$  | 2,356,375 | \$<br>2,530,654 | \$ | 2,511,100            | \$ | 2,501,500         | \$  | 2,325,000           | \$       | 2,325,000           | \$<br>2,325,000     |
|                                                  |          |           |     |           |                 |    |                      |    |                   |     |                     |          |                     |                     |
| Total Revenue                                    | \$       | 2,118,769 | \$  | 2,356,375 | \$<br>2,530,654 | \$ | 2,511,100            | \$ | 2,501,500         | \$  | 2,325,000           | \$       | 2,325,000           | \$<br>22,325,000    |
| change in revenue from prior year                | \$       | (26,660)  | \$  | 237,606   | \$<br>174,279   | \$ | (19,554)             | \$ | (9,600)           | \$  | (176,500)           | \$       | -                   | \$<br>20,000,000    |
|                                                  |          | -1.24%    |     | 11.21%    | 7.40%           |    | -0.77%               |    | -0.38%            |     | -7.06%              |          | 0.00%               | 860.22%             |
| Expenditures                                     |          |           |     |           |                 |    |                      |    |                   |     |                     |          |                     |                     |
|                                                  |          |           | ļ., |           |                 |    |                      | L. |                   | ļ., |                     | <u> </u> |                     |                     |
| Salaries                                         | \$       | 60,617    | \$  | 77,736    | \$<br>28,532    | \$ | -                    | \$ | -                 | \$  | -                   | \$       | -                   | \$<br>-             |
| Benefits                                         | \$       | 25,622    | \$  | 34,245    | \$<br>17,458    | \$ | -                    | \$ | -                 | \$  | -                   | \$       | -                   | \$<br>-             |
|                                                  |          |           |     |           |                 |    |                      |    |                   |     |                     | L        |                     |                     |
| Total Salaries & Benefits                        | \$       | 86,239    | \$  | 111,981   | \$<br>45,990    | \$ | -                    | \$ | -                 | \$  | -                   | \$       | -                   | \$<br>-             |
| Total Service/Supply                             | \$       | 1,886,423 | \$  | 2,079,951 | \$<br>2,426,073 | \$ | 1,869,800            | \$ | 2,225,000         | \$  | 2,325,000           | \$       | 2,325,000           | \$<br>2,325,000     |
| Capital Outlay                                   | \$       | =         | \$  | =         | \$<br>=         | \$ | =                    | \$ | =                 | \$  | =                   | \$       | =                   | \$<br>-             |
|                                                  | <u>.</u> |           |     |           |                 |    |                      |    |                   |     |                     | <u> </u> |                     |                     |
| Debt Service                                     | \$       | -         | \$  |           | \$<br>-         | \$ | -                    | \$ | -                 | \$  | -                   | \$       | -                   | \$<br>-             |
| Total Expenditures                               | \$       | 1,972,662 | \$  | 2,191,932 | \$<br>2,472,063 | \$ | 1,869,800            | \$ | 2,225,000         | \$  | 2,325,000           | \$       | 2,325,000           | \$<br>2,325,000     |
|                                                  |          |           |     |           |                 | _  |                      |    |                   |     |                     | L_       |                     |                     |
| Transfers (to) from other funds                  | \$       | -         | \$  | -         | \$<br>-         | \$ | -                    | \$ | -                 | \$  | -                   | \$       | -                   | \$<br>-             |
| Total Expenditures + Transfers                   | \$       | 1,972,662 | \$  | 2,191,932 | \$<br>2,472,063 | \$ | 1,869,800            | \$ | 2,225,000         | \$  | 2,325,000           | \$       | 2,325,000           | \$<br>2,325,000     |
| -                                                |          |           |     | -         |                 |    |                      |    |                   |     |                     |          | -                   | -                   |
| Increase (decrease) in fund balance              | \$       |           | \$  | 164,443   | \$<br>58,591    |    | 641,300              |    | 276,500           | _   | -                   | \$       | -                   | \$<br>20,000,000    |
| Ending Fund Balance - Student Activities Fund    | \$       | 1,043,051 | \$  | 1,207,494 | \$<br>1,266,085 | \$ | 1,907,385            | \$ | 2,183,885         | \$  | 2,183,885           | \$       | 2,183,885           | \$<br>22,183,885    |

Program: Student Activities

Function(s): Student Activities 1401 through 1499

| Expenditure<br>Object Category   | Actual<br>2014-15 | Actual<br>2015-16 | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                         | \$<br>60,617      | \$<br>77,736      | \$<br>47,979      | \$<br>65,011                  | \$<br>_                        | \$<br>-                    |
| Employee Benefits                | \$<br>25,622      | \$<br>34,245      | \$<br>20,500      | \$<br>31,337                  | \$<br>-                        | \$<br>-                    |
| Services/Supplies/Capital Outlay | \$<br>1,886,423   | \$<br>2,079,951   | \$<br>2,403,584   | \$<br>2,225,000               | \$<br>1,869,800                | \$<br>2,225,000            |
| Total                            | \$<br>1,972,662   | \$<br>2,191,932   | \$<br>2,472,063   | \$<br>2,321,348               | \$<br>1,869,800                | \$<br>2,225,000            |

| Program Data:                        | <u>2014-15</u>  | 2015-16         | 2016-17         | 2017-18         | 2017-18         | <u>2018-19</u>  |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Expenditure by School:               |                 |                 |                 |                 |                 |                 |
| All Secondary Schools                | \$<br>20,739    | \$<br>375,935   | \$<br>414,795   | \$<br>350,000   | \$<br>393,800   | \$<br>400,000   |
| Hickman High School                  | \$<br>484,185   | \$<br>507,694   | \$<br>643,636   | \$<br>578,194   | \$<br>480,000   | \$<br>500,000   |
| Rock Bridge High School              | \$<br>531,243   | \$<br>467,827   | \$<br>474,007   | \$<br>484,358   | \$<br>255,000   | \$<br>485,000   |
| Battle High School                   | \$<br>522,834   | \$<br>441,356   | \$<br>522,468   | \$<br>483,796   | \$<br>340,000   | \$<br>400,000   |
| Douglass High School                 | \$<br>8,219     | \$<br>1,149     | \$<br>5,574     | \$<br>5,000     | \$<br>4,500     | \$<br>5,000     |
| Columbia Career Center               | \$<br>275,100   | \$<br>265,966   | \$<br>245,051   | \$<br>275,000   | \$<br>225,000   | \$<br>250,000   |
| Jefferson Middle School              | \$<br>21,086    | \$<br>24,653    | \$<br>25,897    | \$<br>25,000    | \$<br>17,000    | \$<br>25,000    |
| Oakland Middle School                | \$<br>28,689    | \$<br>31,297    | \$<br>33,085    | \$<br>30,000    | \$<br>36,000    | \$<br>35,000    |
| West Middle School                   | \$<br>21,472    | \$<br>13,652    | \$<br>16,844    | \$<br>15,000    | \$<br>25,000    | \$<br>25,000    |
| Gentry Middle School                 | \$<br>13,744    | \$<br>11,925    | \$<br>16,867    | \$<br>15,000    | \$<br>20,500    | \$<br>25,000    |
| Lange Middle School                  | \$<br>20,149    | \$<br>21,992    | \$<br>30,488    | \$<br>25,000    | \$<br>35,000    | \$<br>35,000    |
| Smithton Middle School               | \$<br>25,202    | \$<br>28,486    | \$<br>43,351    | \$<br>35,000    | \$<br>38,000    | \$<br>40,000    |
|                                      | \$<br>1,972,662 | \$<br>2,191,932 | \$<br>2,472,063 | \$<br>2,321,348 | \$<br>1,869,800 | \$<br>2,225,000 |
| Staff FTE                            |                 |                 |                 |                 |                 |                 |
| Parking Lot Attendant - High Schools | 3.00            | 3.00            | 3.00            | 3.00            | -               | -               |

Program: Student Activities

Function(s): Student Activities

1401 through 1499

Mission: The mission of the Student Activities program is to provide well-balanced

and comprehensive co-curricular and extracurricular activities in keeping with the educational philosophy and instructional objectives of the District.

Program Information: This program represents expenditures from student funds which, while

under the supervision of the Board of Education, belong to the individual

student groups/clubs and are used for student projects and benefit.

Variance Discussion: N/A

**Funding Sources:** Student fees and fundraising projects.

This page intentionally left blank.

# 761

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

### **ADULT EDUCATION FUND SUMMARY**

|                                               |    |           |    | ACTUAL    |    |           |    | BUD                  | GE1 | Г                 |    |                     | F        | ORECAST             |    |                     |
|-----------------------------------------------|----|-----------|----|-----------|----|-----------|----|----------------------|-----|-------------------|----|---------------------|----------|---------------------|----|---------------------|
|                                               |    | 2014-15   |    | 2015-16   |    | 2016-17   |    | Projected<br>2017-18 |     | Budget<br>2018-19 |    | Forecast<br>2019-20 |          | Forecast<br>2020-21 |    | Forecast<br>2021-22 |
|                                               |    |           |    |           |    |           |    |                      |     |                   |    |                     |          |                     |    |                     |
| Beginning Fund Balance - Adult Education Fund | \$ | 709,886   | \$ | 577,120   | \$ | 738,104   | \$ | 659,257              | \$  | 332,708           | \$ | (138,653)           | \$       | (1,168)             | \$ | 60,317              |
| Revenues                                      | _  |           |    |           |    |           |    |                      |     |                   |    |                     |          |                     |    |                     |
| Local revenue                                 | \$ | 1,117,045 | \$ | 1,522,094 | \$ | 1,235,565 | \$ | 1,203,500            | \$  | 1,121,900         | \$ | 1,150,000           | \$       | 1,150,000           | \$ | 1,150,000           |
| Intermediate revenue                          | \$ | -         | \$ | -         | \$ | -         | \$ | -                    | \$  | -                 | \$ | -                   | \$       | -                   | \$ |                     |
|                                               |    |           |    |           |    |           |    |                      |     |                   |    |                     |          |                     |    |                     |
| State revenue                                 | \$ | 190,063   | \$ | 220,322   | \$ | 239,208   | \$ | 258,008              | \$  | 237,485           | \$ | 237,485             | \$       | 237,485             | \$ | 237,485             |
| Federal revenue                               | \$ | 565,316   | \$ | 667,133   | \$ | 579,399   | \$ | 474,199              | \$  | 446,636           | \$ | 450,000             | \$       | 450,000             | \$ | 450,000             |
| Total Revenue                                 | \$ | 1,872,424 | Ф  | 2,409,549 | Ф  | 2,054,172 | Ф  | 1,935,707            | Ф   | 1,806,021         | Ф  | 1,837,485           | <b>¢</b> | 1,837,485           | Ф  | 1,837,485           |
| change in revenue from prior year             | \$ | (410,603) |    | 537,125   |    | (355,377) |    | (118,465)            |     | (129,686)         |    | 31,464              |          |                     | \$ | 1,037,403           |
| oriange in revenue from prior year            | Ψ  | -17.99%   |    | 28.69%    |    | -14.75%   |    | -5.77%               |     | -6.70%            |    | 1.74%               |          | 0.00%               |    | 0.00%               |
| Expenditures                                  |    |           |    |           |    |           |    |                      |     |                   |    |                     |          |                     |    |                     |
| Salaries                                      | \$ | 839,696   | \$ | 870,479   | \$ | 909,852   | \$ | 957,400              | \$  | 984,172           | \$ | 700,000             | \$       | 720,000             | \$ | 740,000             |
| Benefits                                      | \$ | 236,918   | \$ | 252,524   | \$ | 268,437   | \$ | 278,736              | \$  | 288,475           | \$ | 200,000             | \$       | 206,000             | \$ | 212,180             |
| Total Salaries & Benefits                     | \$ | 1,076,614 | \$ | 1,123,003 | \$ | 1,178,289 | \$ | 1,236,136            | \$  | 1,272,647         | \$ | 900,000             | \$       | 926,000             | \$ | 952,180             |
| Total Service/Supply                          | \$ | 928,576   | \$ | 1,125,562 | \$ | 954,730   | \$ | 1,026,120            | \$  | 1,004,735         | \$ | 800,000             | \$       | 850,000             | \$ | 880,000             |
| Capital Outlay                                | \$ | -         | \$ | -         | \$ | -         | \$ | -                    | \$  | -                 | \$ | -                   | \$       | -                   | \$ | <del>-</del>        |
| Debt Service                                  | \$ |           | \$ |           | \$ |           | \$ |                      | \$  |                   | \$ |                     | \$       |                     | \$ |                     |
| BODY GOLVIOO                                  |    |           | Ť  |           | Ψ  |           | Ψ. |                      | Ψ.  |                   | Ψ. |                     | Ť        |                     | Ÿ  |                     |
| Total Expenditures                            | \$ | 2,005,190 | \$ | 2,248,565 | \$ | 2,133,019 | \$ | 2,262,256            | \$  | 2,277,382         | \$ | 1,700,000           | \$       | 1,776,000           | \$ | 1,832,180           |
| Transfers (to) from other funds               | \$ | -         | \$ | -         | \$ | -         | \$ | -                    | \$  | -                 | \$ | -                   | \$       | -                   | \$ | -                   |
| Total Expenditures + Transfers                | \$ | 2,005,190 | \$ | 2,248,565 | \$ | 2,133,019 | \$ | 2,262,256            | \$  | 2,277,382         | \$ | 1,700,000           | \$       | 1,776,000           | \$ | 1,832,180           |
| Increase (decrease) in fund balance           | \$ | (132,766) | \$ | 160,984   | \$ | (78,847)  | \$ | (326,549)            | \$  | (471,361)         | \$ | 137,485             | \$       | 61,485              | \$ | 5,305               |
| Ending Fund Balance - Adult Education Fund    | \$ | 577,120   |    | 738,104   | 2  | 659,257   | \$ | 332,708              | \$  | (138,653)         | \$ | (1,168)             | \$       | 60,317              | \$ | 65,622              |

Program: Adult Education

Function(s): Adult Education 1601 through 1699

| Expenditure Object Category      | Actual<br>2014-15 | Actual 2015-16  | Actual 2016-17  | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 |           | Final<br>Budget<br><u>2018-19</u> |
|----------------------------------|-------------------|-----------------|-----------------|-------------------------------|--------------------------------|-----------|-----------------------------------|
| Salaries                         | \$<br>839,696     | \$<br>870,479   | \$<br>909,852   | \$<br>944,104                 | \$<br>957,400                  | \$        | 984,172                           |
| Employee Benefits                | \$<br>236,918     | \$<br>252,524   | \$<br>268,437   | \$<br>262,789                 | \$<br>278,736                  | \$        | 288,475                           |
| Services/Supplies/Capital Outlay | \$<br>928,576     | \$<br>1,125,562 | \$<br>1,053,320 | \$<br>1,004,510               | \$<br>1,026,120                | \$        | 1,004,735                         |
| Total                            | \$<br>2,005,190   | \$<br>2,248,565 | \$<br>2,231,609 | \$<br>2,211,403               | \$<br>2,262,256                | <u>\$</u> | 2,277,382                         |

| Program Data:         | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Staff FTE:            |                |                |                |                |                |                |
| Admin & Admin Support | 11.80          | 11.80          | 9.80           | 9.80           | 10.80          | 10.80          |
| Adult Teachers        | 13.86          | 13.21          | 11.40          | 11.40          | 13.28          | 13.28          |
| Total                 | 25.66          | 25.01          | 21.20          | 21.20          | 24.08          | 24.08          |

Program: Adult Education

Function(s): Adult Education

1601 through 1699

Mission: The mission of the Adult Education program is to identify and provide for

the continuing educational needs of the public with career and GED programs. This fund is self sustaining, receiving no funding from the

operating budget.

Program Information: This program was established to account for significant revenues and

expenditures for adult and continuing education.

Variance Discussion: Increased compensation for experience and improvement in medical and

dental insurance premiums are included in this budget. The full time adult education coordinator began to be fully funded by the program rather than the incidental budget beginning in fiscal year 2010-11. Annually, expenses are increased or decreased to match the grant allocation for the coming year. In 2014-15, the program moved out of Douglass High School and into leased space. The District operating budget has added the cost of facility lease and related expenses as the grant will not allow

funding such services.

**Funding Sources:** Revenues are generated by user fees and state and federal aid.

This page intentionally left blank.

# 196

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

### **GRANTS AND DONATIONS FUND SUMMARY**

|                                                    |                        | ACTUAL              |                  | BUD                  | GE1 |                      |                       | F  | ORECAST             |                       |
|----------------------------------------------------|------------------------|---------------------|------------------|----------------------|-----|----------------------|-----------------------|----|---------------------|-----------------------|
|                                                    | 2014-15                | 2015-16             | 2016-17          | Projected<br>2017-18 |     | Budget<br>2018-19    | Forecast<br>2019-20   |    | Forecast<br>2020-21 | Forecast<br>2021-22   |
|                                                    |                        |                     |                  |                      |     |                      |                       |    |                     |                       |
| Beginning Fund Balance - Grants and Donations Fund | \$<br>2,069,803        | \$<br>2,448,795     | \$<br>2,604,707  | \$<br>2,807,851      | \$  | 2,915,626            | \$<br>2,915,626       | \$ | 2,915,626           | \$<br>2,915,626       |
| Revenues                                           |                        |                     |                  |                      |     |                      |                       |    |                     |                       |
| Local revenue                                      | \$<br>2,273,953        | \$<br>1,921,908     | \$<br>2,399,274  | \$<br>2,018,500      | \$  | 1,901,150            | \$<br>1,950,000       | \$ | 1,975,000           | \$<br>2,000,000       |
| State revenue                                      | \$<br>672,800          | \$<br>1,175,855     | \$<br>1,351,468  | \$<br>1,134,255      | \$  | 1,035,125            | \$<br>1,072,870       | \$ | 1,072,870           | \$<br>1,072,870       |
| Federal revenue                                    | \$<br>1,347,857        | \$<br>1,054,539     | \$<br>755,596    | \$<br>810,065        | \$  | 561,358              | \$<br>550,000         | \$ | 550,000             | \$<br>550,000         |
| Total Revenue                                      | \$<br>4,294,610        | 4,152,302           | 4,506,338        | , ,                  |     | 3,497,633            | 3,572,870             |    | 3,597,870           | 23,622,870            |
| change in revenue from prior year                  | \$<br>254,181<br>6.29% | (142,308)<br>-3.31% | 354,036<br>8.53% | (543,518)<br>-12.06% |     | (465,187)<br>-11.74% | \$<br>75,237<br>2.15% | \$ | 25,000<br>0.70%     | 20,025,000<br>556.58% |
| Expenditures                                       |                        |                     |                  |                      |     |                      |                       |    |                     |                       |
| Salaries                                           | \$<br>1,019,481        | \$<br>881,554       | \$<br>944,146    | \$<br>642,455        | \$  | 525,307              | \$<br>541,065         | \$ | 557,297             | \$<br>574,015         |
| Benefits                                           | \$<br>289,981          | \$<br>277,852       | \$<br>297,273    | \$<br>193,835        | \$  | 179,659              | \$<br>185,050         | \$ | 190,600             | \$<br>196,320         |
| Total Salaries & Benefits                          | \$<br>1,309,462        | \$<br>1,159,406     | \$<br>1,241,419  | \$<br>836,290        | \$  | 704,966              | \$<br>726,115         | \$ | 747,897             | \$<br>770,335         |
| Total Service/Supply                               | \$<br>2,606,156        | \$<br>2,836,984     | \$<br>3,061,775  | \$<br>3,018,755      | \$  | 2,792,667            | \$<br>2,846,755       | \$ | 2,849,973           | \$<br>2,852,535       |
| Capital Outlay                                     | \$<br>-                | \$<br>-             | \$<br>-          | \$<br>-              | \$  | -                    | \$<br>-               | \$ | -                   | \$<br>                |
| Debt Service                                       | \$<br>-                | \$<br>-             | \$<br>-          | \$<br>-              | \$  | -                    | \$<br>                | \$ | -                   | \$<br>                |
| Total Expenditures                                 | \$<br>3,915,618        | \$<br>3,996,390     | \$<br>4,303,194  | \$<br>3,855,045      | \$  | 3,497,633            | \$<br>3,572,870       | \$ | 3,597,870           | \$<br>3,622,870       |
| Transfers (to) from other funds                    | \$<br>-                | \$<br>-             | \$<br>-          | \$<br>-              | \$  | -                    | \$<br>-               | \$ | -                   | \$<br>-               |
| Total Expenditures + Transfers                     | \$<br>3,915,618        | \$<br>3,996,390     | \$<br>4,303,194  | \$<br>3,855,045      | \$  | 3,497,633            | \$<br>3,572,870       | \$ | 3,597,870           | \$<br>3,622,870       |
| Increase (decrease) in fund balance                | \$<br>378,992          | 155,912             | 203,144          | - , -                | •   |                      | \$<br>-               | \$ |                     | \$<br>20,000,000      |
| Ending Fund Balance - Grants and Donations Fund    | \$<br>2,448,795        | \$<br>2,604,707     | \$<br>2,807,851  | \$<br>2,915,626      | \$  | 2,915,626            | \$<br>2,915,626       | \$ | 2,915,626           | \$<br>22,915,626      |

Program: **Grants and Donations Fund** 

Function(s): **Grants and Donations Fund** 1111 through 3899

| Expenditure<br>Object Category    | Actu<br>2014- |          | Actual<br><u>2015-16</u> | Actual<br>2016-17 | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br>2018-19 |
|-----------------------------------|---------------|----------|--------------------------|-------------------|-------------------------------|--------------------------------|----------------------------|
| Salaries                          | \$ 1,01       | 9,481 \$ | 881,554                  | \$<br>944,146     | \$<br>801,879                 | \$<br>642,455                  | \$<br>525,307              |
| Employee Benefits                 | \$ 28         | 9,981 \$ | 277,852                  | \$<br>297,273     | \$<br>262,657                 | \$<br>193,835                  | \$<br>179,659              |
| Services/Supplies/Capital Outlay  | \$ 2,60       | 6,156 \$ | 2,836,984                | \$<br>3,061,775   | \$<br>2,609,033               | \$<br>3,018,755                | \$<br>2,792,667            |
| Total                             | \$ 3,91       | 5,618 \$ | 3,996,390                | \$<br>4,303,194   | \$<br>3,673,569               | \$<br>3,855,045                | \$<br>3,497,633            |
| Staff FTE:                        |               |          |                          |                   |                               |                                |                            |
| Adult Basic Education Grant       |               | 13.02    | 14.96                    | 9.05              | 7.05                          | 4.21                           | 4.21                       |
| DHS School Improvement Grant      |               | 2.50     | 2.00                     | -                 | -                             | -                              | -                          |
| Title I Focus Grant               |               | 1.20     | -                        | -                 | -                             | -                              | -                          |
| Montessori PreSchool              |               | 1.70     | 2.00                     | 1.00              | 1.00                          | 1.00                           | 1.00                       |
| MO-T Grant                        |               | 2.00     | 2.00                     | 3.25              | 3.25                          | 3.50                           | 3.50                       |
| Title III Language Learners Grant |               | 3.00     | 4.00                     | 5.00              | 5.00                          | 2.00                           | 2.00                       |
| Sports Marketing                  |               | -        | -                        | 1.00              | 1.00                          | 1.00                           | 1.00                       |
| Missouri Career Center Leadership |               | 1.00     | 1.00                     | <br>1.00          | <br>1.00                      | <br>                           | <br>                       |

25.96

18.30

20.30

24.42

Program: Grants and Donations Fund

Function(s): Grants and Donations Fund

1111 through 3899

Mission: The purpose of seeking competitive grant funding is to enhance the

instructional programs of the District.

Program Information: Grant funding comes from a wide range of sources, both public and

private. These sources include state and federal programs such as, School Improvement, Family Literacy Enhancement, Vocational Enhancement and Title III Immigrant programs. Private grants have been obtained from funders such as Columbia Public Schools Foundation and

the Assistance League® of Mid-Missouri.

A listing of standard operating grants obtained by the District is provided in the supplemental section of this budget and is considered to be critical

to programming.

Variance Discussion: Funding will vary each year in this program. As applications for grant

funding are submitted and approved, the budget will periodically be

amended to include these additional funds.

**Funding Sources:** Public and private funds.

This page intentionally left blank.

# Final Budget 2018-19

# INFORMATIONAL SECTION



# History of the Columbia Public School District

#### 1873: Formation

Formation of first community school in Columbia; six-member board elected

#### 1881: School constructed

School building constructed at corner of 8<sup>th</sup> and Rogers, now site of Jefferson Middle School

#### 1896: Benton opened

First elementary school opened at corner of Hodge and Ripley, named Benton

#### 1896: First African American school

First African American school, Frederick Douglass, opened

#### 1899: First high school

Expanded Jefferson building for first high school, Columbia High School

#### 1904: Lee opened

Opening of new elementary school south of Broadway, Lee School

#### 1910: Grant opened

Opening of new elementary school, Grant

#### 1914: Expansion for growth

Expanded Benton and Douglass to accommodate growth

#### 1916: Field opened

Opening of Field Elementary School

### 1919: First teacher salary schedule

First teacher salary schedule established

### 1923: Ridgeway opened

New elementary school opened, named John C. Ridgeway after first soldier from Boone County killed in World War I

# 1925: Hickman and West Boulevard opened

Additional classroom space pressing, historic move to open first unit of Hickman High School, replacement of original Benton and Lee buildings, enlargement of Ridgeway, construction of West Boulevard Elementary School; David H. Hickman estate provided 40 acres for the construction of the new high school

# 1930: First special education teacher First special education teacher, Helen Gromer, hired at Benton Elementary

# 1935: School expansion and new Lee opened

The new Lee Elementary opened, along with additions to Douglass and Jefferson

# **1947: Aslin appointed superintendent** Neil C. Aslin appointed superintendent

# 1953: Brown and Keene districts annexed

Brown and Keene school districts annexed into Columbia—purchased two 48-passenger school buses

### 1958: Parkade and Russell opened

Opening of Parkade and Russell Boulevard elementary schools, financed with 25-cent increase in property tax levy

#### 1959: Five-year building plan

Dr. Aslin proposed a five-year building plan including a new elementary school, new junior high school, classroom addition to Parkade, and remodeling at Hickman and Benton

# History of the Columbia Public School District

# 1962: School expansion and West Junior opened

Expansion to Grant, Field, and Russell Boulevard elementary schools; opening of West Junior High School

# 1964: Blue Ridge and Fairview opened

Opening of Blue Ridge and Fairview elementary schools

# 1967: Rock Bridge Elementary annexation

Rock Bridge Elementary School annexed into Columbia Public School District

### 1968: Shepard opened

Opening of Shepard Boulevard Elementary School

# 1970: Rock Bridge High School opened

Opening of Rock Bridge High School

#### 1971: Oakland opened

Opening of Oakland Junior High School

#### 1972: Two Mile Prairie annexation

Two Mile Prairie annexed into Columbia Public School District

#### 1978: Cedar Ridge opened

Opening of Cedar Ridge Elementary School

#### 1980: New Haven Annexed

New Haven annexed into Columbia Public School District

# 1981: Administration building opened

Opening of Administration Building

#### 1985: Gentry opened

Opening of Gentry Middle School

#### 1986: Midway Annexed

Midway Heights annexed into Columbia Public School District

#### 1988: Mill Creek opened

Opening of Mill Creek Elementary School

#### 1991: Derby Ridge opened

Opening of Derby Ridge Elementary School

# 1996 and 1997: Lange and Smithton opened

Opening of Lange and Smithton middle schools

#### 2001: Paxton Keeley opened

Opening of Paxton Keeley Elementary School

### 2010: Alpha Hart Lewis opened

Opening of Alpha Hart Lewis Elementary School

#### 2013: Battle High School opened

Opening of third comprehensive high school, Muriel Williams Battle High School

#### 2016: Battle Elementary opened

Opening of Eliot Battle Elementary School

#### 2017: Beulah Ralph opened

Opening of Beulah Ralph Elementary School

# **2018: Planned opening of new Cedar Ridge**

Planned opening of new Cedar Ridge Elementary School

# **2020: Planned opening of new middle school**

Planned opening of new middle school

| FISCAL<br><u>YEAR</u> | TAX<br><u>RATE</u> | ASSESSED<br>VALUATION | \$<br>INCREASE    | %<br><u>INCREASE</u> | COLLECTION<br><u>RATIO</u> |
|-----------------------|--------------------|-----------------------|-------------------|----------------------|----------------------------|
| 2008                  | \$4.7089           | \$<br>1,915,423,106   | \$<br>108,191,555 | 5.99%                | 95.45%                     |
| 2009                  | \$4.7292           | \$<br>1,982,355,770   | \$<br>66,932,664  | 3.49%                | 94.87%                     |
| 2010                  | \$4.7717           | \$<br>1,992,198,228   | \$<br>9,842,458   | 0.50%                | 94.72%                     |
| 2011                  | \$4.8492           | \$<br>2,008,104,257   | \$<br>15,906,029  | 0.80%                | 93.64%                     |
| 2012                  | \$4.8812           | \$<br>2,044,532,019   | \$<br>36,427,762  | 1.81%                | 95.42%                     |
| 2013                  | \$5.4019           | \$<br>2,089,930,234   | \$<br>45,398,215  | 2.22%                | 96.41%                     |
| 2014                  | \$5.4239           | \$<br>2,130,574,568   | \$<br>40,644,334  | 1.94%                | 95.67%                     |
| 2015                  | \$5.4868           | \$<br>2,195,114,886   | \$<br>64,540,318  | 3.03%                | 96.43%                     |
| 2016                  | \$5.4656           | \$<br>2,257,981,004   | \$<br>62,866,118  | 2.86%                | 97.08%                     |
| 2017                  | \$6.0430           | \$<br>2,327,173,948   | \$<br>69,192,944  | 3.06%                | 96.56%                     |
| 2018                  | \$6.0555           | \$<br>2,403,178,367   | \$<br>76,004,419  | 3.27%                | 96.60%                     |
| 2019 Budget           | \$6.1455           | \$<br>2,475,273,718   | \$<br>72,095,351  | 3.10%                | 96.55%                     |
| 2020 Forecast         | \$6.1455           | \$<br>2,549,531,930   | \$<br>74,258,212  | 3.00%                | 96.55%                     |
| 2021 Forecast         | \$6.1455           | \$<br>2,626,017,887   | \$<br>76,485,957  | 3.00%                | 96.55%                     |
| 2022 Forecast         | \$6.1455           | \$<br>2,704,798,424   | \$<br>78,780,537  | 3.00%                | 96.55%                     |
| Previous 5 Years A    | verages            |                       | \$<br>62,649,627  | 2.83%                | 96.43%                     |
| Previous 3 Years A    | verages            |                       | \$<br>69,354,494  | 3.06%                | 96.69%                     |

Note: In fiscal years 2002 and 2006 there were increases in assessed valuation primarily due to reassessment and they were offset, as required by state law, by a reduction in the District's tax rate. Fiscal years 2010 and 2014 were also reassessment years, however property values did not increase at a typical rate during reassessment. The numbers shown above are total Assessed Valution and are not reduced for TIF Values. The collection rate reflects the percentage of tax bills collected less what is paid to the county in fees, thus showing a ratio that compares to net revenue collections.

# ASSESSED VALUE AND ACTUAL VALUE OF TAXABLE PROPERTY (in thousands of dollars)

| Fiscal<br>Year<br>Ended |    |               | Real Estate      |                   |                   | Total               | Total<br>Direct | Estimated           | Assessment |
|-------------------------|----|---------------|------------------|-------------------|-------------------|---------------------|-----------------|---------------------|------------|
| June 30,                | _  | Residential   | Agricultural     | Commercial        | Personal          | <br>Taxable Value   | <br>Tax Rate    | Actual Valuation    | Ratio*     |
| 2008                    | \$ | 1,091,069,881 | \$<br>14,083,961 | \$<br>465,502,090 | \$<br>344,767,174 | \$<br>1,915,423,106 | \$<br>4.7089    | \$<br>8,348,938,393 | 22.9%      |
| 2009                    |    | 1,134,370,342 | 13,866,224       | 482,959,511       | 351,159,693       | 1,982,355,770       | 4.7292          | 8,659,290,841       | 22.9%      |
| 2010                    |    | 1,152,984,288 | 14,113,688       | 500,970,395       | 324,129,857       | 1,992,198,228       | 4.7717          | 8,723,971,729       | 22.8%      |
| 2011                    |    | 1,167,405,122 | 14,098,749       | 509,786,863       | 316,813,523       | 2,008,104,257       | 4.8492          | 8,814,851,985       | 22.8%      |
| 2012                    |    | 1,183,528,780 | 13,943,805       | 509,940,386       | 337,119,048       | 2,044,532,019       | 4.8812          | 8,960,433,796       | 22.8%      |
| 2013                    |    | 1,206,128,427 | 13,687,343       | 499,149,669       | 370,964,795       | 2,089,930,234       | 5.4019          | 9,146,084,007       | 22.9%      |
| 2014                    |    | 1,230,585,687 | 13,442,657       | 508,236,500       | 378,787,023       | 2,131,051,867       | 5.4239          | 9,324,867,441       | 22.9%      |
| 2015                    |    | 1,277,837,197 | 13,337,988       | 521,477,388       | 382,462,313       | 2,195,114,886       | 5.4868          | 9,625,202,375       | 22.8%      |
| 2016                    |    | 1,316,990,967 | 13,658,849       | 527,890,503       | 395,992,890       | 2,254,533,209       | 5.4656          | 9,894,955,166       | 22.8%      |
| 2017                    |    | 1,368,700,961 | 13,143,153       | 541,963,596       | 403,366,238       | 2,327,173,948       | 6.0430          | 10,197,740,794      | 22.8%      |
| 2018                    |    | 1,420,958,114 | 13,056,429       | 554,831,925       | 414,331,899       | 2,403,178,367       | 6.0555          | 10,576,931,466      | 22.7%      |
| 2019<br>Budget          |    | 1,463,586,857 | 13,448,122       | 571,476,883       | 426,761,856       | 2,475,273,718       | 6.1455          | 10,894,239,409      | 22.7%      |
| 2020<br>Forecast        |    | 1,507,494,463 | 13,851,566       | 588,621,189       | 439,564,712       | 2,549,531,930       | 6.1455          | 11,221,066,595      | 22.7%      |
| 2021<br>Forecast        |    | 1,552,719,297 | 14,267,112       | 606,279,825       | 452,751,653       | 2,626,017,887       | 6.1455          | 11,557,698,586      | 22.7%      |
| 2022<br>Forecast        |    | 1,599,300,876 | 14,695,126       | 624,468,220       | 466,334,203       | 2,704,798,425       | 6.1455          | 11,904,429,551      | 22.7%      |

<sup>\*</sup>Assessment Ratios are determined annually (February) by the State Tax Commission based on a random sample of real property within the county.

The Boone County Assessor reassesses property taxes every four years.

# PROPERTY TAX RATES PER \$100 ASSESSED VALUATION DIRECT AND OVERLAPPING GOVERNMENTS

| Year Ended June 30,                                                                                                           | 2009                                                               | 2010                                                     | _  | 2011                                                         | _  | 2012                                                         | 2013                                                               | 2014                                                         | _  | 2015                                                         | 2016                                                               | 2017                                                     | _   | 2018                                                         | 2019                                                     |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------|----|--------------------------------------------------------------|----|--------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------|----|--------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------|-----|--------------------------------------------------------------|----------------------------------------------------------|
| Columbia School District Incidental Fund Teachers Fund Debt Service Capital Projects Total Columbia School District           | \$<br>1.3592<br>2.5581<br>0.8019<br>0.0100<br>4.7292               | \$<br>1.3917<br>2.5581<br>0.8019<br>0.0200<br>4.7717     | \$ | 1.4392<br>2.5581<br>0.8019<br>0.0500<br>4.8492               | \$ | 1.4212<br>2.5581<br>0.8019<br>0.1000<br>4.8812               | \$<br>1.6293<br>2.7000<br>0.9219<br>0.1507<br>5.4019               | \$<br>1.6413<br>2.7500<br>0.9319<br>0.1007<br>5.4239         | \$ | 1.8413<br>2.6000<br>0.9719<br>0.0736<br>5.4868               | \$<br>1.9413<br>2.4788<br>0.9719<br>0.0736<br>5.4656               | \$<br>2.4788<br>2.4923<br>0.9719<br>0.1000<br>6.043      | \$  | 2.0548<br>2.9288<br>0.9719<br>0.1000<br>6.0555               | \$<br>2.0548<br>3.0188<br>0.9719<br>0.1000<br>6.1455     |
| Overlapping Rates                                                                                                             |                                                                    |                                                          |    |                                                              |    |                                                              |                                                                    |                                                              |    |                                                              |                                                                    |                                                          |     |                                                              |                                                          |
| City Residents: City of Columbia State of Missouri County of Boone Road and Bridge Library Group Home Subtotal City Residents | \$<br>.4100<br>.0300<br>.1200<br>.0475<br>.5221<br>.1114<br>5.9702 | \$<br>.4100<br>.0300<br>.1200<br>.0475<br>.5221<br>.1127 | \$ | .4100<br>.0300<br>.1200<br>.0475<br>.5221<br>.1130<br>6.0918 | \$ | .4100<br>.0300<br>.1200<br>.0475<br>.5221<br>.1130<br>6.1238 | \$<br>.4100<br>.0300<br>.1200<br>.0500<br>.5271<br>.1146<br>6.6536 | \$<br>.4100<br>.0300<br>.1200<br>.0500<br>.5382<br>.1146     | \$ | .4100<br>.0300<br>.1200<br>.0500<br>.5382<br>.1146<br>6.7496 | \$<br>.4100<br>.0300<br>.1200<br>.0500<br>.5224<br>.1146<br>6.7126 | \$<br>.4100<br>.0300<br>.1200<br>.0500<br>.5088<br>.1146 | \$  | .4100<br>.0300<br>.1200<br>.0500<br>.3091<br>.1146<br>7.0892 | \$<br>.4100<br>.0300<br>.1200<br>.0500<br>.3091<br>.1146 |
| County Residents:  Fire District Fire Dispatch Fund Fire Bond Less: City of Columbia (above) Differential Library Tax         | \$<br>.5929<br>.0283<br>.1182<br>(.4100)<br>(.2235)                | \$<br>.6010<br>.0283<br>.0000<br>(.4100)<br>(.2235)      |    | .6010<br>.0289<br>.0000<br>(.4100)<br>(.2235)                | \$ | .6010<br>.0289<br>.0000<br>(.4100)<br>(.2220)                | \$<br>.6010<br>.0289<br>.0000<br>(.4100)<br>(.2235)                | \$<br>.6010<br>.0000<br>.0000<br>.0000<br>(.4100)<br>(.2346) |    | .6342<br>.0000<br>.2451<br>(.4100)<br>(.2291)                | .6342<br>.0000<br>.2500<br>(.4100)<br>.2133                        | .6342<br>.0000<br>.2500<br>(.4100)<br>.2133              | -   | .6342<br>.0000<br>.2500<br>(.4100)<br>.2133                  | \$<br>.6342<br>.0000<br>.2500<br>(.4100)<br>.2133        |
| Total County Residents                                                                                                        | \$<br>6.0761                                                       | \$<br>6.0098                                             | \$ | 6.0882                                                       | \$ | 6.1217                                                       | \$<br>6.6500                                                       | \$<br>6.6431                                                 | \$ | 6.9898                                                       | \$<br>7.4001                                                       | \$<br>7.9639                                             | \$_ | 7.7767                                                       | \$<br>7.8667                                             |

Tax rates are reported on a calendar year basis. The 2016 calendar year tax levy was the rate levied to produce tax revenues for fiscal year 2017. Tax rate ceilings are adjusted each reassessment year and can only be increased by voter referendum.

All commercial real estate taxpayers pay an additional \$.61 per \$100 assessed valuation; all taxpayers within the special business district pay an additional \$.43 per \$100 assessed valuation.

Source: Boone County Clerk

**Boone County Collector** 

#### PROPERTY TAX LEVIES AND COLLECTIONS

Collected within the **Taxes Levied** Fiscal Year of the Levy Collections in **Total Collections to Date Fiscal** for the Percentage Subsequent Percentage Year Fiscal Year of Levy Years **Amount** of Levy Amount 2007 84,408,557 80,532,845 95.41% 3,867,650 84,400,495 99.99% 2008 90,195,359 86,102,363 95.46% 4,081,837 90,184,200 99.99% 2009 99.98% 93,749,569 88,937,537 94.87% 4,792,844 93,730,381 2010 90,040,741 95,049,142 99.99% 95,061,723 94.72% 5,008,401 2011 97,376,992 91,179,259 93.64% 6,187,758 97,367,017 99.99% 2012 99,797,697 95,227,806 95.42% 4,492,515 99,720,321 99.92% 2013 112,895,941 108,846,848 96.41% 3,944,906 112,791,754 99.91% 2014 115,586,122 110,577,100 95.67% 4,855,144 115,432,244 99.87% 2015 120,441,564 116,144,412 96.43% 3,893,308 120,037,720 99.66% 2016 123,223,767 119,630,781 97.08% 3,483,120 123,113,901 99.91% 2017 140,422,771 135,795,625 97.95% 96.70% 1,743,934 137,539,559

96.16%

96.55%

546,561

550,000

96.53%

96.91%

140,275,267

147,202,576

Source: Boone County Clerk Accounting Data

145,315,685

151,893,349

139,728,706

146,652,576

2018

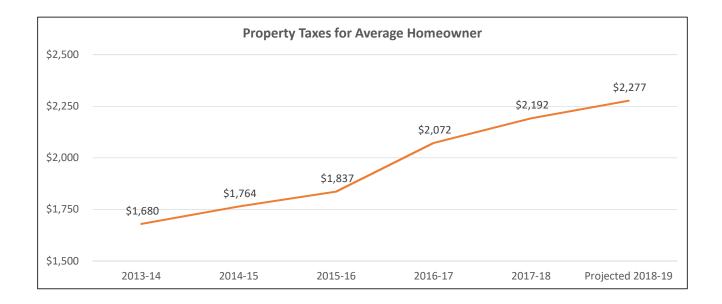
Projected 2019

Forecast

#### IMPACT OF THE DISTRICT'S PROPERTY TAX RATE TO THE AVERAGE HOMEOWNER

Residential property is assessed at 19% of market value in order to determine assessed valuation. The assessed value is multiplied times the District's tax rate for each \$100 of value, in order to determine the property tax a homeowner pays. The Board of Education establishes the tax rate each August based on voter authorization and the calculation provded by the State Auditor's Office.

|                                                    | 2013-14       | 2014-15       | 2015-16       | 2016-17       | 2017-18       | rojected<br>2018-19 |
|----------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------------|
|                                                    |               |               |               |               |               |                     |
| Average Value of a Home in Boone County            | \$<br>163,000 | \$<br>169,250 | \$<br>176,850 | \$<br>180,500 | \$<br>190,500 | \$<br>195,000       |
| x the level of assessment for residential property | 0.19          | 0.19          | 0.19          | 0.19          | 0.19          | 0.19                |
| = Assessed Valuation                               | \$<br>30,970  | \$<br>32,158  | \$<br>33,602  | \$<br>34,295  | \$<br>36,195  | \$<br>37,050        |
|                                                    |               |               |               |               |               |                     |
| / by \$100 to determine tax base                   | \$<br>100     | \$<br>100     | \$<br>100     | \$<br>100     | \$<br>100     | \$<br>100           |
| = Value upon which the property tax is calculated  | \$<br>310     | \$<br>322     | \$<br>336     | \$<br>343     | \$<br>362     | \$<br>371           |
|                                                    |               |               |               |               |               |                     |
| Tax Rate as set by the Board of Education          |               |               |               |               |               |                     |
| Incidental Fund                                    | 1.6413        | \$<br>1.8413  | \$<br>1.9413  | \$<br>2.4923  | \$<br>2.0548  | \$<br>2.0548        |
| Teacher's Fund                                     | \$<br>2.7500  | \$<br>2.6000  | \$<br>2.4788  | \$<br>2.4788  | \$<br>2.9288  | \$<br>3.0188        |
| Capital Proejcts Fund                              | \$<br>0.1007  | \$<br>0.0736  | \$<br>0.0736  | \$<br>0.1000  | \$<br>0.1000  | \$<br>0.1000        |
| Debt Service Fund                                  | \$<br>0.9319  | \$<br>0.9719  | \$<br>0.9719  | \$<br>0.9719  | \$<br>0.9719  | \$<br>0.9719        |
| Total Tax Levy                                     | \$<br>5.4239  | \$<br>5.4868  | \$<br>5.4656  | \$<br>6.0430  | \$<br>6.0555  | \$<br>6.1455        |
|                                                    |               |               |               |               |               |                     |
| Annual Property Tax                                | \$<br>1,680   | \$<br>1,764   | \$<br>1,837   | \$<br>2,072   | \$<br>2,192   | \$<br>2,277         |



#### TAX LEVY AND COST DATA FOR COMPARISON DISTRICTS

|                         | Expenditures per ADA | Assessed Valuation per | •        | Total Tax Lev | у        |
|-------------------------|----------------------|------------------------|----------|---------------|----------|
| Comparison District     | 2016-17              | ADA 2016-17            | 2015-16  | 2016-17       | Change   |
|                         |                      |                        |          |               |          |
| Francis Howell          | \$11,185             | \$148                  | \$5.0203 | \$5.0185      | \$0.0018 |
| Hazelwood               | \$10,723             | \$97                   | \$6.2868 | \$6.5874      | \$0.3006 |
| Columbia **             | \$12,011             | \$139                  | \$5.4656 | \$6.0430      | \$0.5774 |
| Park Hill               | \$11,267             | \$144                  | \$5.5650 | \$5.5290      | \$0.0360 |
| Fort Zumwalt            | \$11,281             | \$136                  | \$4.7446 | \$5.2465      | \$0.5019 |
| North Kansas City       | \$10,666             | \$110                  | \$6.4333 | \$6.4284      | \$0.0049 |
| Independence            | \$10,466             | \$69                   | \$5.9130 | \$5.9130      | \$0.0000 |
| Blue Springs **         | \$9,641              | \$95                   | \$5.7286 | \$5.7286      | \$0.0000 |
| Wentzville              | \$9,956              | \$115                  | \$5.2117 | \$5.2117      | \$0.0000 |
| Jefferson City **       | \$9,642              | \$153                  | \$3.6928 | \$3.6928      | \$0.0000 |
| Springfield             | \$9,323              | \$142                  | \$4.0693 | \$4.1110      | \$0.0417 |
| <u> </u>                | -                    | -                      | •        |               | •        |
| Average for all schools | \$10,560             | \$123                  | \$5.2846 | \$5.4100      | \$0.1254 |

In order to use our data and financial information in a manner that clearly informs the stakeholders of the District, the Superintendent has established 10 comparison districts based on student demographics or locale. The information here provides important financial comparison which allows us to understand why our comparison districts may have different opportunities or restrictions in their budget planning and spending.

<sup>\*\*</sup> These districts have no Proposition C Waiver while the other districts have a full waiver. Proposition C is a statewide one cent sales tax for public schools. Districts without a Proposition C Waiver as allowed in RSMo. Section 164.013 share their revenues from this sales tax with property owners by reducing their operating tax levy by an amount equal to one half of the previous years Proposition C revenues collected. Local voters can approve a waiver of the sharing of revnues with a simple majority.

# BOND SCHEDULE SUMMARY OF GENERAL OBLIGATION BONDS

# **BONDS OUTSTANDING AS OF JUNE 30, 2018**

|             |                   |    |                 |                  |                   |                   | Total<br>Interest |
|-------------|-------------------|----|-----------------|------------------|-------------------|-------------------|-------------------|
| Fiscal      |                   | 5  | September       | March            |                   | March             | and               |
| <u>Year</u> | <u>Maturity</u>   |    | <u>Interest</u> | <u>Interest</u>  | <u>Interest</u>   | <u>Principal</u>  | <u>Principal</u>  |
| 2018        | \$<br>11,505,000  | \$ | 5,408,278       | \$<br>5,447,807  | \$<br>10,856,085  | \$<br>11,505,000  | \$<br>22,361,085  |
| 2019        | \$<br>11,610,000  | \$ | 5,847,870       | \$<br>5,941,869  | \$<br>11,789,740  | \$<br>11,610,000  | \$<br>23,399,740  |
| 2020        | \$<br>12,025,000  | \$ | 5,744,419       | \$<br>5,744,419  | \$<br>11,488,839  | \$<br>12,025,000  | \$<br>23,513,839  |
| 2021        | \$<br>5,645,000   | \$ | 5,531,769       | \$<br>5,531,769  | \$<br>11,063,539  | \$<br>5,645,000   | \$<br>16,708,539  |
| 2022        | \$<br>20,632,000  | \$ | 5,455,307       | \$<br>5,455,307  | \$<br>10,910,614  | \$<br>20,632,000  | \$<br>31,542,614  |
| 2023        | \$<br>11,830,000  | \$ | 5,163,809       | \$<br>5,163,809  | \$<br>10,327,619  | \$<br>11,830,000  | \$<br>22,157,619  |
| 2024        | \$<br>12,645,000  | \$ | 4,897,534       | \$<br>4,897,534  | \$<br>9,795,069   | \$<br>12,645,000  | \$<br>22,440,069  |
| 2025        | \$<br>13,030,000  | \$ | 4,608,159       | \$<br>4,608,159  | \$<br>9,216,319   | \$<br>13,030,000  | \$<br>22,246,319  |
| 2026        | \$<br>13,915,000  | \$ | 4,302,034       | \$<br>4,302,034  | \$<br>8,604,069   | \$<br>13,915,000  | \$<br>22,519,069  |
| 2027        | \$<br>14,845,000  | \$ | 3,979,250       | \$<br>3,979,250  | \$<br>7,958,500   | \$<br>14,845,000  | \$<br>22,803,500  |
| 2028        | \$<br>15,400,000  | \$ | 3,670,388       | \$<br>3,670,388  | \$<br>7,340,775   | \$<br>15,400,000  | \$<br>22,740,775  |
| 2029        | \$<br>10,060,000  | \$ | 3,358,491       | \$<br>3,358,491  | \$<br>6,716,981   | \$<br>10,060,000  | \$<br>16,776,981  |
| 2030        | \$<br>24,765,000  | \$ | 3,151,072       | \$<br>3,151,072  | \$<br>6,302,144   | \$<br>24,765,000  | \$<br>31,067,144  |
| 2031        | \$<br>24,740,000  | \$ | 2,575,316       | \$<br>2,575,316  | \$<br>5,150,631   | \$<br>24,740,000  | \$<br>29,890,631  |
| 2032        | \$<br>21,160,000  | \$ | 2,049,128       | \$<br>2,049,128  | \$<br>4,098,256   | \$<br>21,160,000  | \$<br>25,258,256  |
| 2033        | \$<br>22,000,000  | \$ | 1,609,556       | \$<br>1,609,556  | \$<br>3,219,113   | \$<br>22,000,000  | \$<br>25,219,113  |
| 2034        | \$<br>21,280,000  | \$ | 1,160,084       | \$<br>1,160,084  | \$<br>2,320,169   | \$<br>21,280,000  | \$<br>23,600,169  |
| 2035        | \$<br>16,605,000  | \$ | 704,784         | \$<br>704,784    | \$<br>1,409,569   | \$<br>16,605,000  | \$<br>18,014,569  |
| 2036        | \$<br>13,725,000  | \$ | 411,222         | \$<br>411,222    | \$<br>822,444     | \$<br>13,725,000  | \$<br>14,547,444  |
| 2037        | \$<br>4,910,000   | \$ | 133,191         | \$<br>133,191    | \$<br>266,381     | \$<br>4,910,000   | \$<br>5,176,381   |
| Totals      | \$<br>302,327,000 | \$ | 69,761,664      | \$<br>69,895,191 | \$<br>139,656,855 | \$<br>302,327,000 | \$<br>441,983,855 |

NOTE: Excludes amounts to be paid from refunding escrows and COPS.

#### RATIO OF GENERAL BONDED DEBT OUTSTANDING

| Year<br>Ended<br>June 30, | Assessed<br>Value | General<br>Obligation<br>Bonds (1) | Less<br>Debt Service<br>Funds (2) | Net General<br>Bonded Debt | Ratio of Net<br>Bonded Debt<br>To Assessed<br>Value | Net<br>Bonded Debt<br>Per Capita | Bonded Debt<br>as a<br>Percentage<br>of Personal<br>Income |
|---------------------------|-------------------|------------------------------------|-----------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|------------------------------------------------------------|
| 2009 \$                   | 1,982,355,770 \$  | 143,350,000 \$                     | 14,498,025 \$                     | 128,851,975                | .065                                                | 977                              | 2.55%                                                      |
| 2010                      | 1,992,198,228     | 139,352,458                        | 13,947,413                        | 125,405,045                | .063                                                | 942                              | 2.66%                                                      |
| 2011                      | 2,008,104,257     | 197,908,657                        | 32,400,994                        | 165,507,663                | .082                                                | 1,253                            | 2.15%                                                      |
| 2012                      | 2,044,532,019     | 218,538,760                        | 31,365,695                        | 187,173,065                | .092                                                | 1,373                            | 1.98%                                                      |
| 2013                      | 2,089,930,234     | 197,505,539                        | 19,613,748                        | 177,891,791                | .085                                                | 1,251                            | 2.17%                                                      |
| 2014                      | 2,131,051,867     | 236,793,745                        | 20,346,256                        | 216,447,489                | .102                                                | 1,516                            | 1.84%                                                      |
| 2015                      | 2,195,114,886     | 291,262,022                        | 45,481,106                        | 245,780,916                | .112                                                | 1,728                            | 1.67%                                                      |
| 2016                      | 2,257,981,004     | 318,734,088                        | 47,844,848                        | 270,889,240                | .120                                                | 1,864                            | 1.56%                                                      |
| 2017                      | 2,327,173,948     | 289,148,971                        | 21,733,684                        | 267,415,287                | .115                                                | 1,816                            | 1.63%                                                      |
| 2018<br>Projected         | 2,403,178,367     | 291,882,000                        | 65,861,372                        | 226,020,628                | .094                                                | 1,555                            | 1.93%                                                      |
| 2019<br>Forecast          | 2,475,273,718     | 295,272,000                        | 67,924,192                        | 227,347,808                | .092                                                | 1,565                            | 1.97%                                                      |

Details regarding the District's outstanding debt can be found on pages 14 and 15.

See demographics and economic statistics schedule for personal income and population data.

Source:

Boone County Clerk Financial Statements Census Data

<sup>(1)</sup> General bonded debt, net of original discounts and premiums.

<sup>(2)</sup> This is the amount restricted for debt service principal payments.

<sup>\*</sup>Population figures are estimated; the Columbia Public School District includes the City of Columbia and adjacent territory.

## **RATIO OF OUTSTANDING DEBT BY TYPE**

| Year<br>Ended<br>June 30, | General<br>Obligation<br>Bonds (1) | Certificates of<br>Participation -<br>Energy<br>Lease | Certificates of<br>Participation -<br>Capital<br>Leases | Total<br>Certificates of<br>Participation | Total<br>Outstanding<br>Debt | Debt As A<br>Percentage<br>of Personal<br>Income | Debt<br>Per Capita |
|---------------------------|------------------------------------|-------------------------------------------------------|---------------------------------------------------------|-------------------------------------------|------------------------------|--------------------------------------------------|--------------------|
| 2009                      | \$ 143,350,000                     | \$ -                                                  | \$ 161,831                                              | \$<br>161,831                             | \$<br>143,511,831            | 2.29%                                            | \$<br>1,088        |
| 2010                      | 139,352,458                        | 2,690,000                                             | 212,237                                                 | 2,902,237                                 | 142,254,695                  | 2.35%                                            | 1,069              |
| 2011                      | 197,908,657                        | 2,605,000                                             | 109,005                                                 | 2,714,005                                 | 200,622,662                  | 1.78%                                            | 1,519              |
| 2012                      | 218,538,760                        | 2,510,000                                             | 9,015,000                                               | 11,525,000                                | 230,063,760                  | 1.61%                                            | 1,687              |
| 2013                      | 197,505,539                        | 2,400,000                                             | 8,730,000                                               | 11,130,000                                | 208,635,539                  | 1.85%                                            | 1,467              |
| 2014                      | 236,793,745                        | 2,280,000                                             | 8,430,000                                               | 10,710,000                                | 247,503,745                  | 1.61%                                            | 1,734              |
| 2015                      | 291,262,022                        | 2,145,000                                             | 8,125,000                                               | 10,270,000                                | 301,532,022                  | 1.36%                                            | 2,090              |
| 2016                      | 318,734,088                        | 1,990,000                                             | 7,815,000                                               | 9,805,000                                 | 328,539,088                  | 1.29%                                            | 2,261              |
| 2017                      | 289,148,971                        | -                                                     | 10,542,000                                              | 10,542,000                                | 299,690,971                  | 1.45%                                            | 2,035              |
| 2018<br>Projected         | 291,882,000                        | -                                                     | 9,458,981                                               | 9,458,981                                 | 301,340,981                  | 1.44%                                            | 2,074              |
| 2019<br>Forecast          | 295,272,000                        | -                                                     | 8,353,572                                               | 8,353,572                                 | 303,625,572                  | 1.48%                                            | 2,090              |

Details regarding the District's outstanding debt can be found on pages 14 and 15.

(1) General bonded debt, net of original discounts and premiums.

Source: Financial Statements

Census Data

## **LEGAL DEBT MARGIN INFORMATION**

| Year<br>Ended<br>June 30, | <br>Assessed<br>Value | _  | Legal<br>Debt<br>Limit* | Indebtedness**    | _  | Legal<br>Debt<br>Margin | A<br>Del | otal Net Debt<br>pplicable To<br>ot Margin As A<br>ercentage of<br>Debt Limit |
|---------------------------|-----------------------|----|-------------------------|-------------------|----|-------------------------|----------|-------------------------------------------------------------------------------|
| 2009 \$                   | 1,982,355,770         | \$ | 297,353,366             | \$<br>128,851,975 | \$ | 168,501,391             |          | 43.3%                                                                         |
| 2010                      | 1,992,198,228         |    | 298,829,734             | 125,079,587       |    | 173,750,147             |          | 41.9%                                                                         |
| 2011                      | 2,008,104,257         |    | 301,215,639             | 160,566,006       |    | 140,649,633             |          | 53.3%                                                                         |
| 2012                      | 2,044,532,019         |    | 306,679,803             | 179,106,305       |    | 127,573,498             |          | 58.4%                                                                         |
| 2013                      | 2,089,930,234         |    | 313,489,535             | 169,788,252       |    | 143,701,283             |          | 54.2%                                                                         |
| 2014                      | 2,131,051,867         |    | 319,657,780             | 204,955,744       |    | 114,702,036             |          | 64.1%                                                                         |
| 2015                      | 2,195,114,886         |    | 329,267,233             | 228,910,894       |    | 100,356,339             |          | 69.5%                                                                         |
| 2016                      | 2,257,981,004         |    | 338,697,151             | 250,887,152       |    | 87,809,999              |          | 74.1%                                                                         |
| 2017                      | 2,327,173,948         |    | 349,076,092             | 248,498,316       |    | 100,577,776             |          | 71.2%                                                                         |
| 2018<br>Projected         | 2,403,178,367         |    | 360,476,755             | 226,020,628       |    | 134,456,127             |          | 62.7%                                                                         |
| 2019<br>Forecast          | 2,475,273,718         |    | 371,291,058             | 227,347,808       |    | 143,943,250             |          | 61.2%                                                                         |

<sup>\*</sup> Legal Debt Limit is 15% of assessed valuation.

Source: Boone County Clerk

<sup>\*\*</sup> Indebtedness is the balance of outstanding general obligation bonds, less the fund balance of the Debt Service fund.

# Compensation

# **Highly Qualified Staff**

180 teachers earned the equivalent of 15 hours or more of advanced degree credit during the past year

#### **Teacher and Staff Awards**

- National Society of High School Scholars' Claes Nobel Educator Distinction Award
- Missouri Council of Career and Technical Administrator's Assistant Director of the Year
- Bonnie Campbell Hill National Literacy Leader Award
- Missouri School Counselor Association Coordinator of School Counseling Award
- Child and Family Support Process Program Building Bridges Award
- Missouri Art Education Association K-12 Educator of the Year Award
- Missouri Association of School Psychologists School Psychological Examiner of the Year Award
- Missouri Association of School Psychologists School Psychologist of the Year Award

#### **District Awards**



Certificate of Excellence in Financial Reporting by Association of School Business Officials



Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officials Association

# Professional Development Work of Teachers

- AVID
- Everyday Math
- Instructapalooza
- Technopalooza
- Project Lead The Way
- Safe Crisis Management
- Poverty
- Advanced Placement
- Standards Referenced Grading
- Digital Citizenship
- Equity
- Restorative Practices
- Language Arts Grade Level Teams
- Math Leadership Teams







Teachers spend an estimated 60,000 hours in professional development and training annually

1,088 teachers hold a master's degree—that is over 73% of the total teaching staff

20 teachers hold a doctorate degree



8 teachers hold National Board Professional Teaching Certification

45 employees hold a Certificate of Clinical Competence in Audiology or Speech Language Pathology

7 employees hold National Certification in School Psychology



#### **COMPENSATION OVERVIEW**

Transparency is a value of the organization and is lived through the budget document which establishes and authorizes salary rates and ranges for every compensation opportunity an employee realizes. Included in this section are the salary schedules negotiated and authorized by the Board of Education, as well as individual stipends and rates of pay for all other duties. Corresponding work calendars are provided by position indicating number of days to be worked and paid in 2018-19.

In the business of public education, it is expected the largest single expenditures of the District will be salaries and benefits of personnel. The total budgeted salaries for all funds in 2018-19 are \$135,359,044, of which \$130,794,755 are in the Operating Funds. Salaries budgeted in the Operating Fund are nearly 60% of the total operating budget. These salaries include those paid for the primary daily duties of personnel in the District, as well as extra duty compensation for various duties and designations, summer school, overtime, and payout of earned leave and more.

Columbia Public Schools values experience and education and prioritizes both in the development and improvement of salary schedules in positions where both are believed to improve an employee's impact to the District. Salary schedules are generally designed to provide larger increases in the earlier years of an employee's career in order to provide greater lifetime earnings.

Most salary schedules are designed using indexes which are applied to a base rate of pay to establish the various cells on the schedule. For example, a base rate of pay of \$15.00 per hour and an index in a higher grade/column and several more years of experience might be 1.25 making the rate in the higher grade and years equal to \$18.75. This approach allows for a systemic improvement of all rates on a schedule when the base pay is improved.

Data from the 10 selected comparison school districts of the District is gathered and used when designing and improving salary schools for instructional staff. Local comparisons are used for other positions.

Annually, the Board of Education determines whether to allow advancement on the schedule for a year of additional experience. In addition to a step for experience, the Board of Education considers if and how each salary schedule might be improved as part of the budgeting and negotiating processes. The cost of allowing steps for experience and improving salary schedules are reviewed for their long term impact and sustainability as a part of the five-year budget planning model.

The following pages detail the authorized compensation and work calendars for the 2018-19 fiscal year.

#### **COMPENSATION SUMMARY - ALL FUNDS**

|                                                                             | В  | 2017-18<br>sudget Total<br>All Funds |         | 2017-18<br>Projected<br>Actual | 2017-18<br>FTE<br>Totals | В       | 2018-19<br>sudget Total<br>All Funds | 2018-19<br>FTE<br>Totals | Percentage<br>of Total |
|-----------------------------------------------------------------------------|----|--------------------------------------|---------|--------------------------------|--------------------------|---------|--------------------------------------|--------------------------|------------------------|
| Classroom Teachers                                                          | \$ | 62,993,769                           | \$      | 62,387,383                     | 1,240.82                 | \$      | 66,311,977                           | 1,253.82                 | 48.99%                 |
| Title I Classroom Teachers                                                  | \$ | 949,280                              | \$      | 1,206,440                      | 21.64                    | \$      | 1,264,349                            | 21.64                    | 0.93%                  |
| Guidance Counselors                                                         | \$ | 3,177,850                            | \$      | 3,091,703                      | 56.70                    | \$      | 3,240,105                            | 56.70                    | 2.39%                  |
| Media Specialists                                                           | \$ | 1,915,398                            | \$      | 1,950,420                      | 34.33                    | \$      | 2,044,040                            | 34.33                    | 1.51%                  |
| Fellow & Instructional Mentors (Clinical Associates)                        | \$ | 420,000                              | \$      | 401,264                        | 5.00                     | \$      | 420,525                              | 4.00                     | 0.31%                  |
| Building Level Dept Chairs and Coordinators                                 | \$ | 452,515                              | \$      | 901,684                        | 14.69                    | \$      | 944,965                              | 14.69                    | 0.70%                  |
| PreSchool Teachers - Locally funded                                         | \$ | 491,530                              | \$      | 511,468                        | 10.00                    | \$      | 536,018                              | 10.00                    | 0.40%                  |
| PreSchool Teachers - Title I funded                                         | \$ | 918,107                              | \$      | 901,132                        | 18.00                    | \$      | 944,386                              | 18.00                    | 0.70%                  |
| Early Childhood Special Education Teachers & Prof Support                   | \$ | 2,016,837                            | \$      | 2,124,878                      | 42.68                    | \$      | 2,226,872                            | 42.68                    | 1.65%                  |
| Special Education Diagnosticians & Process Coordinators                     | \$ | 839,067                              | \$      | 1,742,109                      | 28.36                    | \$      | 1,825,730                            | 28.36                    | 1.35%                  |
| Speech Language Pathologists & Audiologists - non PreK                      | \$ | 1,624,209                            | \$      | 1,624,250                      | 31.62                    | \$      | 1,702,214                            | 31.62                    | 1.26%                  |
| School Psychologists, Psych Examiners & Psych Interns                       | \$ | 1,119,939                            | \$      | 1,154,583                      | 20.73                    | \$      | 1,205,500                            | 20.73                    | 0.89%                  |
| Parent Educators                                                            | \$ | 843,054                              | \$      | 775,151                        | 16.00                    | \$      | 843,054                              | 16.00                    | 0.62%                  |
| Outreach Counselors                                                         | \$ | 703.275                              | \$      | 753.087                        | 11.00                    | \$      | 778.541                              | 11.00                    | 0.58%                  |
| Social Workers (non- ECSE)                                                  | \$ | 104,045                              | \$      | 234,819                        | 5.00                     | \$      | 246,090                              | 5.00                     | 0.18%                  |
| Occupational & Physical Therapists                                          | \$ | 1.023.759                            | \$      | 984.909                        | 17.01                    | \$      | 1,020,858                            | 17.01                    | 0.75%                  |
| Instructional Technology Trainers                                           | \$ | 350,782                              | \$      | 357,219                        | 6.00                     | \$      | 374,366                              | 4.00                     | 0.28%                  |
| Home School Communicators                                                   | \$ | 998,799                              | \$      | 1,039,808                      | 22.00                    | \$      | 1,131,311                            | 22.00                    | 0.84%                  |
| Principals and Assistant Principals                                         | \$ | 7,134,215                            | \$      | 6,741,812                      | 71.00                    | \$      | 7,042,878                            | 72.00                    | 5.20%                  |
| Coordinators and Supervisors                                                | \$ | 2,569,559                            | \$      | 2,265,866                      | 29.54                    | \$      | 2,341,319                            | 29.54                    | 1.73%                  |
| Central Office Certificated Administrators                                  | \$ | 780.827                              | \$      | 604.418                        | 4.00                     | \$      | 533.053                              | 3.00                     | 0.39%                  |
| Office & Technology Services Support Staff Hourly                           | \$ | 7,311,546                            | \$      | 7,207,829                      | 224.56                   | \$      | 7,516,324                            | 226.56                   | 5.55%                  |
| Nurses (LPNs in Support)                                                    | \$ | 1,406,872                            | \$      | 1,387,031                      | 31.00                    | \$      | 1,473,351                            | 32.00                    | 1.09%                  |
| Support and Professional Staff Salaried                                     | \$ | 5,566,232                            | \$      | 4,905,284                      | 67.70                    | \$      | 5,102,967                            | 68.20                    | 3.77%                  |
| Grant, ECA and Adult Ed Funded Professionals                                | \$ | 1,940,739                            | \$      | 1,532,057                      | 29.49                    | \$      | 1,593,799                            | 29.49                    | 1.18%                  |
| Custodial Staff                                                             | \$ | 4,190,001                            | \$      | 4,270,225                      | 153.36                   | \$      | 4,459,823                            | 154.36                   | 3.29%                  |
| Grounds and Specialized Maintenance Staff                                   | \$ | 1,510,551                            | \$      | 1,612,811                      | 41.00                    | \$      | 1,680,065                            | 41.00                    | 1.24%                  |
| Instructional Aides, CL Aides, LPNs, Paraprofessionals                      | \$ | 6.331.014                            | \$      | 6.168.967                      | 328.50                   | \$      | 6.487.903                            | 330.50                   | 4.79%                  |
| Nutrition Services Personnel                                                | \$ | 3,100,486                            | \$      | 2,720,400                      | 120.85                   | \$      | 2,836,833                            | 121.35                   | 2.10%                  |
| Substitutes                                                                 | \$ | 31,500                               | \$      | 26.088                         | N/A                      | \$      | 31,500                               | N/A                      | 0.02%                  |
| Playground Supervision/Crossing Guards                                      | \$ | 28,500                               | \$      | 19,432                         | N/A                      | \$      | 16,821                               | N/A                      | 0.02 %                 |
| Extra Duty Days                                                             | \$ | 515,461                              | \$      | 558,482                        | N/A                      | \$      | 515,461                              | N/A                      | 0.38%                  |
| Supplemental Pay                                                            | \$ | 845,000                              | \$      | 782,700                        | N/A                      | \$      | 775,000                              | N/A                      | 0.57%                  |
| Summer School                                                               | \$ | 2,848,793                            | \$      | 2,801,029                      | N/A                      | \$      | 2,801,029                            | N/A                      | 2.07%                  |
| Category I Stipends - MSHSAA activity                                       | \$ | 1,457,090                            | \$      | 530.125                        | N/A                      | \$      | 530,125                              | N/A                      | 0.39%                  |
| Category I Stipends - MSHSAA activity  Category II Stipends - Club Sponsors | \$ | 176,780                              | \$      | 140,568                        | N/A                      | \$      | 140,000                              | N/A                      | 0.10%                  |
| Category III Stipends - Administrative                                      | \$ | 573.190                              | \$      | 302.917                        | N/A                      | \$      | 305,000                              | N/A                      | 0.10 %                 |
| Category IV Stipends - NBC/CCC and NCSP Stipend                             | \$ | 143,000                              | \$      | 172,182                        | N/A<br>N/A               | Ф<br>\$ | 180,000                              | N/A<br>N/A               | 0.23%                  |
|                                                                             | \$ | 71.000                               | Ф<br>\$ | 70,200                         | N/A<br>N/A               | \$      | 71,000                               | N/A<br>N/A               | 0.13%                  |
| Category V Stipends - CTE activity                                          |    | ,                                    |         | ,                              |                          |         | ,                                    |                          |                        |
| General Supervision Stipends                                                | \$ | 62,000                               | \$      | 30,305                         | N/A                      | \$      | 62,000                               | N/A                      | 0.05%                  |
| Overtime                                                                    | \$ | 400,000                              | \$      | 402,555                        | N/A                      | \$      | 400,000                              | N/A                      | 0.30%                  |
| Temporary/Seasonal Employees                                                | \$ | 65,824                               | \$      | 88,188                         | N/A                      | \$      | 90,701                               | N/A                      | 0.07%                  |
| Sick Leave/Vacation Payout for Retirees (prior year)                        | \$ | 450,000                              | \$      | 436,095                        | N/A                      | \$      | 436,095                              | N/A                      | 0.32%                  |
| Homebound Instruction                                                       | \$ | 60,000                               | \$      | 69,121                         | N/A                      | \$      | 70,000                               | N/A                      | 0.05%                  |
| Other Payrolls (including PD, etc.)                                         | \$ | 376,177                              | \$      | 776,310                        | N/A                      | \$      | 769,094                              | N/A                      | 0.57%                  |
| Early Retirement Incentive                                                  | \$ | 29,000                               | \$      | 36,000                         | N/A                      | \$      | 36,000                               | N/A                      | 0.03%                  |
| Totals                                                                      | \$ | 130,917,575                          | \$      | 128,801,304                    | 2,702.58                 | \$      | 135,359,044                          | 2,719.58                 | 100.00%                |

These estimations are based on query data extracted from the payroll system. The costs will not be exact but are a close approximation of the expected pay by category.

# 215

## COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

## NUMBER OF EMPLOYEES BY FUNCTION

#### Full-Time Equivalent Employees as of June 30,

|                                |          |          |                 |                |                |                |          |          |          |          | Projected | Forecast |
|--------------------------------|----------|----------|-----------------|----------------|----------------|----------------|----------|----------|----------|----------|-----------|----------|
|                                | 2008     | 2009     | 2010            | 2011           | 2012           | 2013           | 2014     | 2015     | 2016     | 2017     | 2018      | 2019     |
| Instruction                    |          |          |                 |                |                |                |          |          |          |          |           |          |
| Regular Instruction            | 1,139.33 | 1,069.88 | 1,035.45        | 1,022.25       | 973.55         | 995.59         | 1,051.56 | 1,034.08 | 1,045.95 | 1,106.32 | 1,107.24  | 1,122.04 |
| Special Education              | 532.16   | 513.44   | 517.15          | 484.42         | 432.31         | 429.80         | 429.63   | 443.99   | 443.13   | 508.68   | 541.06    | 544.56   |
| Vocational Instruction         | 42.79    | 47.22    | 41.60           | 39.94          | 43.69          | 37.04          | 46.58    | 26.27    | 45.25    | 42.00    | 45.49     | 44.49    |
| Total Instruction              | 1,714.28 | 1,630.54 | 1,594.20        | 1,546.61       | 1,449.55       | 1,462.43       | 1,527.77 | 1,504.34 | 1,534.33 | 1,657.00 | 1,693.79  | 1,711.09 |
| Support Services               |          |          |                 |                |                |                |          |          |          |          |           |          |
| Guidance and Counseling        | 168.45   | 157.47   | 145.43          | 161.85         | 179.51         | 186.97         | 210.01   | 205.82   | 221.96   | 148.60   | 159.36    | 157.86   |
| Improvement of Instruction     | 115.74   | 108.99   | 101.50          | 96.64          | 126.03         | 143.53         | 156.32   | 152.42   | 174.80   | 183.49   | 179.35    | 177.35   |
| General Administration         | 22.00    | 20.50    | 20.00           | 20.00          | 22.34          | 23.47          | 23.59    | 25.25    | 27.34    | 27.59    | 27.76     | 28.76    |
| <b>Building Administration</b> | 150.04   | 152.47   | 156.37          | 151.68         | 167.42         | 173.01         | 176.72   | 176.54   | 180.39   | 170.78   | 158.28    | 160.28   |
| Business, Central Services     | 15.00    | 13.00    | 13.00           | 13.00          | 15.00          | 13.00          | 13.00    | 13.00    | 13.00    | 13.00    | 13.00     | 13.00    |
| Operation of Plant             | 203.30   | 201.56   | 200.07          | 207.84         | 205.34         | 210.49         | 210.49   | 209.60   | 191.91   | 204.13   | 211.36    | 212.36   |
| Pupil Transportation           | 0.75     | 0.75     | 1.00            | 1.00           | 1.00           | 2.25           | 1.25     | 1.25     | 1.25     | 1.25     | 1.25      | 1.25     |
| Adult Education                | 1.00     | 1.00     | 1.00            | -              | -              | -              | -        | -        | -        | -        | -         | -        |
| Community Services             | 50.46    | 36.14    | 35.75           | 41.84          | 70.87          | 74.00          | 71.92    | 75.80    | 75.90    | 80.39    | 77.36     | 77.36    |
| Special Funded Programs        |          | Th       | nis information | ı was not gath | nered during t | his time perio | d.       |          | 175.89   | 164.08   | 181.07    | 180.27   |
| Total Support Services         | 726.74   | 691.88   | 674.12          | 693.85         | 787.51         | 826.72         | 863.30   | 859.68   | 1,062.44 | 993.31   | 1,008.79  | 1,008.49 |
| Total Employees                | 2,441.02 | 2,322.42 | 2,268.32        | 2,240.46       | 2,237.06       | 2,289.15       | 2,391.07 | 2,364.02 | 2,596.77 | 2,650.31 | 2,702.58  | 2,719.58 |

#### **EXTRA-DUTY STIPENDS – DESCRIPTORS**

#### <u>Category I Stipends – MSHSAA Related Activities</u>

Category I Stipends include coach or sponsor positions for which points are awarded upon the fulfillment of eight criteria descriptors. These positions have been "standardized" for the District. The responsibilities and expectations are the same for each high school, middle school and elementary school.

In addition to the MSHSAA related activities, the District also has established pay rates for intramurals and off season responsibilities. Intramural stipends are included in the schedule.

Longevity points are given for experience on the Category I schedule. Experience is granted for experience within the District only. Each longevity point is worth \$115 and is applied annually after the accumulation of three years in the particular sport or area. Employees leaving the District and returning are placed at the beginning of the schedule and begin earning longevity from that placement.

#### <u>Category II Stipends - Club Sponsors of Student Activities</u>

Category II Stipends include sponsors of student clubs that serve to be co-curricular and/or enhance the current educational programs. These school clubs meet before or after school.

For the activity specified, appropriate points are awarded for each of five criteria descriptors standardized across the District. Points are assigned according to a given formula based on specific criteria.

#### **Category III Stipends – Administrative Stipends**

Category III Stipends include activities or responsibilities that require time outside of the school day for co-curricular or extracurricular activities that are in support of the educational program of a school.

A stipend is recommended by a member of the Superintendent's Cabinet and approved by the Board of Education after identification of budget source and alignment with similar stipends.

#### Category IV Stipends - Professional Designation and Certification Stipends

Category IV Stipends are paid to eligible professional staff with the designations in areas that require extra study and are known to improve instruction and services provided to students.

A stipend is recommended by a member of the Superintendent's Cabinet and approved by the Board of Education after identification of budget source and alignment with similar stipends.

#### <u>Category V Stipends - Career and Technical Education Activity Stipends</u>

Category V Stipends include activities or responsibilities that require time outside of the school day for co-curricular or extracurricular activities that are in support of the educational program of the Career and Technical Education programs.

A stipend is recommended by a member of the Superintendent's Cabinet and approved by the Board of Education after identification of budget source and alignment with similar stipends.

#### FOR INFORMATION ONLY

#### **Extended Contract Days**

Currently, the administration of the Columbia Public Schools utilizes "extended" day contracts for employees whose responsibilities begin earlier than the first day of the teaching contract or extend beyond the end of the school year.

Extended day contracts are provided to employees recommended by the Assistant Superintendent of the designated area for duties directly associated with the employee's professional contract, with final approval from the Superintendent of Schools upon appropriate budget identification.

All new extended day contracts authorized after July 1, 2010 are paid on a per diem basis to a capped rate of \$225 per day. Extended days contracted prior to July 1, 2010 are grandfathered on the schedule that does not cap.

#### **General Supervision Stipends**

General Supervision Stipends are provided to building employees who supervise students during the "non-contractual" time, which is typically before and after the school day. The stipends are paid at a rate of \$10.00 per hour. Each school has a specific number of hours allocated to their building for general supervision.

# 218

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **CATEGORY I STIPENDS**

|                                                    |    |                   | 2017        | 2010        |          |    |   |     | Crit | eria     | 1 |   |    | Takal        | Value        | Inc      | dividual         | 2017 16         | . T    | 201 | 0 10 T-+-            | Incr | (Decr) in       |
|----------------------------------------------------|----|-------------------|-------------|-------------|----------|----|---|-----|------|----------|---|---|----|--------------|--------------|----------|------------------|-----------------|--------|-----|----------------------|------|-----------------|
| Sport or Activity                                  |    | Position          | 2017-<br>18 | 2018-<br>19 |          | #  | # |     | #    | #        | # | # | #  | Total<br>Pts | per<br>point |          | ipend<br>se Rate | 2017-18<br>Budg |        |     | 8-19 Total<br>Budget | 20   | )18-19<br>udget |
|                                                    |    |                   |             |             | Level    | 1  | 2 | 3   | 4    | 5        | 6 | 7 | 8  |              | point        | Dd       | se Rate          |                 |        |     |                      | ь    | uaget           |
| HIGH SCHOOL ATHLETICS                              |    |                   |             |             |          |    |   |     |      |          |   |   |    |              |              |          |                  |                 |        |     |                      |      |                 |
| Baseball                                           | A  | Head Coach        | 3           | 3           | HS       | 9  | 2 | 6   | 5    | 4        | 2 | 3 | 8  | 39           | \$130        | \$       | 5,070            | \$ 1            | 5,210  | \$  | 15,210               | \$   | -               |
| Baseball                                           | A  | Asst. Coach       | 6           | 6           | HS       | 9  | 2 | 1   | 3    | 3        | 0 | 3 | 7  | 28           | \$130        | \$       | 3,640            | \$ 2            | 1,840  | \$  | 21,840               | \$   | -               |
| Basketball - Boys                                  | A  | Head Coach        | 3           | 3           | HS       | 10 | 2 | 10  | 9    | 2        | 2 | 5 | 11 | 51           | \$130        | \$       | 6,630            | \$ 1            | 9,890  | \$  | 19,890               | \$   | -               |
| Basketball - Boys                                  | A  | Asst. Head        | 3           | 3           | HS       | 10 | 2 | 3   | 5    | 2        | 1 | 5 | 9  | 37           | \$130        | \$       | 4,810            | \$ 1            | 4,430  | \$  | 14,430               | \$   | -               |
| Basketball - Boys                                  | A  | Asst. Coach       | 6           | 6           | HS       | 8  | 2 | 1   | 3    | 2        | 0 | 3 | 8  | 27           | \$130        | \$       | 3,510            | \$ 2            | 1,060  | \$  | 21,060               | \$   | -               |
| Basketball - Girls                                 | A  | Head Coach        | 3           | 3           | HS       | 10 | 2 | 10  | 9    | 2        | 2 | 5 | 11 | 51           | \$130        | \$       | 6,630            | \$ 1            | 9,890  | \$  | 19,890               | \$   | -               |
| Basketball - Girls                                 | A  | Asst. Head        | 3           | 3           | HS       | 10 | 2 | 3   | 5    | 2        | 1 | 5 | 9  | 37           | \$130        | \$       | 4,810            | \$ 1            | 4,430  | \$  | 14,430               | \$   | -               |
| Basketball - Girls                                 | A  | Asst. Coach       | 6           | 6           | HS       | 8  | 2 | 1   | 3    | 2        | 0 | 3 | 8  | 27           | \$130        | \$       | 3,510            | \$ 2            | 1,060  | \$  | 21,060               | \$   | -               |
| Basketball-DHS Boys                                | A  | Head Coach        | 1           | 0           | HS       | 10 | 2 | 10  | 9    | 2        | 2 | 5 | 11 | 51           | \$130        | \$       | 6,630            | \$              | 6,630  | \$  | -                    | \$   | (6,630)         |
| Basketball-DHS Boys                                | A  | Asst. Coach       | 1           | 0           | HS       | 10 | 2 | 3   | 5    | 2        | 0 | 5 | 9  | 36           | \$130        | \$       | 4,680            | \$              | 4,680  | \$  | -                    | \$   | (4,680)         |
| Basketball-DHS Girls                               | A  | Head Coach        | 1           | 0           | HS       | 10 | 2 | 10  | 9    | 2        | 2 | 5 | 11 | 51           | \$130        | \$       | 6,630            | \$              | 6,630  | \$  | -                    | \$   | (6,630)         |
| Basketball-DHS Girls                               | A  | Asst. Coach       | 1           | 0           | HS       | 10 | 2 | 3   | 5    | 2        | 0 | 5 | 9  | 36           | \$130        | \$       | 4,680            | \$              | 4,680  | \$  | -                    | \$   | (4,680)         |
| Cheerleading                                       | A  | Coordinator       | 4           | 3           | HS       | 2  | 0 | 1   | 1    | 1        | 2 | 0 | 2  | 9            | \$130        | \$       | 1,170            | \$              | 4,680  | \$  | 3,510                | \$   | (1,170)         |
| Cheerleading/Winter Sports                         | A  | Coach             | 6           | 6           | HS       | 6  | 1 | 1   | 1    | 1        | 0 | 4 | 2  | 16           | \$130        | \$       | 2,080            | \$ 1            | 2,480  | \$  | 12,480               | \$   | -               |
| Cheerleading/Fall Sports                           | A  | Coach             | 6           | 6           | HS       | 4  | 1 | 1   | 1    | 1        | 0 | 3 | 2  | 13           | \$130        | \$       | 1,690            | \$ 1            | 0,140  | \$  | 10,140               | \$   | -               |
| Compliance & Academic Support                      | A  | Coach             | 1           | 1           | HS/MS    |    |   |     |      |          |   |   |    | 75           | \$130        | \$       | 9,750            | \$              | 9,750  | \$  | 9,750                | \$   | -               |
| (All Schools - Full Yr) Cross Country–Boys & Girls | Α. | Head Coach        | 3           | 3           | HS       | 7  | 4 | 3   | 3    | 1        | 1 | 3 | 5  | 27           | \$130        | \$       | 3,510            | \$ 1            | 0,530  | \$  | 10,530               | \$   |                 |
| , ,                                                |    | Asst Coach        | 3           |             | HS       | 7  | 4 | +   | 3    | 1        | 0 | 3 | _  | 20           | \$130        | \$       | 2,600            |                 | 7,800  | \$  | 15,600               | \$   | 7,800           |
| Cross Country–Boys & Girls                         | A  | Coach             | 3           | 6           | HS       | 9  | 2 | 3   | 3    | 1        | 0 | 0 | 2  | 20           | \$130        | \$       | 2,600            |                 | 7,800  | \$  | 7,800                | \$   | 7,800           |
| Dance<br>Football                                  |    | Head Coach        | 3           | 3           | HS       | 11 | 2 | 10  | 9    | 4        | 7 | 3 | 9  | 55           | \$130        | \$       | 7,150            |                 | 21,450 | \$  | 21,450               | \$   |                 |
| Football                                           | A  | Asst. Head Coach  | 6           | 6           | HS       | 11 | 2 | 5   | 7    | 4        | 1 | 3 | 8  | 41           | \$130        | \$       | 5,330            | -               | 1,980  | \$  | 31,980               | \$   | $\overline{}$   |
| Football                                           |    | Asst. Coach       | 18          | 18          | HS       | 11 | 2 | 3   | 5    | <u> </u> | 0 | 3 | 5  | 33           | \$130        | \$       | 4,290            |                 | 7,220  | \$  | 77,220               | \$   |                 |
| Golf - Boys                                        | A  | Coach             | 3           | 3           | HS       | 9  | 2 | 3   | 3    | 2        | 0 | 3 | 3  | 23           | \$130        | \$       | 2,990            |                 | 8,970  | \$  | 8,970                | \$   |                 |
| Golf – Girls                                       | A  |                   | 3           | 3           | HS       | 9  | 2 | -   | 3    | _        | 0 | _ | 1  |              | \$130        | \$       | 2,990            |                 | 8,970  | \$  | 8,970                | \$   |                 |
| MSHSAA Academic Team                               | A  | Coach             |             | 3           |          | 3  | 1 | 3   | 3    | 2        | 0 | 3 | 1  | 23           |              | \$       | 1,690            |                 | 5,070  | \$  | 5,070                | \$   |                 |
|                                                    | A  | Sponsors          | 90          | 90          | HS<br>HS | _  | 1 | _1_ | 1    | 0        | ۰ | 3 | 4  | 13           | \$130        | Ψ        | ,                |                 |        |     |                      | \$   |                 |
| Off Season Coaching                                | A  | Coach, Asst Coach |             |             |          | -  |   |     |      | arie     |   |   |    | sport        | - 0120       | <u> </u> | 00-\$400         |                 | 7,000  | \$  | 36,000               |      |                 |
| Pompon                                             | A  | Coach             | 3           | 3           | HS       | 9  | 2 | 3   | 3    | 1        | 0 | 0 | 2  | 20           | \$130        | \$       | 2,600            |                 | 7,800  | \$  | 7,800                | \$   |                 |
| Soccer – Boys                                      | Α  | Head Coach        | 3           | 3           | HS       | 9  | 2 | 6   | 5    | 3        | 2 | 4 | 7  | 38           | \$130        | \$       | 4,940            | \$ 1            | 4,820  | \$  | 14,820               | \$   | -               |

#### **CATEGORY I STIPENDS**

|                             |     |                               |             |             |       |        |        |    | Crit | eria   | 1      |        |        |              | Value        | Individual           |                       | I    |                         | Incr (Decr) in    |
|-----------------------------|-----|-------------------------------|-------------|-------------|-------|--------|--------|----|------|--------|--------|--------|--------|--------------|--------------|----------------------|-----------------------|------|-------------------------|-------------------|
| Sport or Activity           |     | Position                      | 2017-<br>18 | 2018-<br>19 | Level | #<br>1 | #<br>2 | #  | #    | #<br>5 | #<br>6 | #<br>7 | #<br>8 | Total<br>Pts | per<br>point | Stipend<br>Base Rate | 2017-18 Tot<br>Budget | al : | 2018-19 Total<br>Budget | 2018-19<br>Budget |
| Soccer – Boys               | A   | Asst. Coach                   | 6           | 6           | HS    | 9      | 2      | 1  | 1    | 3      | 0      | 4      | 7      | 27           | \$130        | \$ 3,510             | \$ 21,06              | 0    | \$ 21,060               | \$ -              |
| Soccer – Girls              | Α   | Head Coach                    | 3           | 3           | HS    | 9      | 2      | 6  | 5    | 3      | 2      | 4      | 7      | 38           | \$130        | \$ 4,940             | \$ 14,82              | 0    | \$ 14,820               | \$ -              |
| Soccer – Girls              | Α   | Asst. Coach                   | 6           | 6           | HS    | 9      | 2      | 1  | 1    | 3      | 0      | 4      | 7      | 27           | \$130        | \$ 3,510             | \$ 21,06              | 0    | \$ 21,060               | \$ -              |
| Softball                    | A   | Head Coach                    | 3           | 3           | HS    | 9      | 2      | 6  | 5    | 4      | 2      | 3      | 8      | 39           | \$130        | \$ 5,070             | \$ 15,21              | 0    | \$ 15,210               | \$ -              |
| Softball                    | Α   | Asst. Coach                   | 6           | 6           | HS    | 9      | 2      | 1  | 3    | 3      | 0      | 3      | 7      | 28           | \$130        | \$ 3,640             | \$ 21,84              | 0    | \$ 21,840               | \$ -              |
| Swimming – Boys             | Α   | Head Coach (all HS)           | 1           | 1           | HS    | 12     | 4      | 10 | 7    | 3      | 2      | 5      | 13     | 56           | \$130        | \$ 7,280             | \$ 7,28               | 0    | \$ 7,280                | \$ -              |
| Swimming – Boys             | A   | Asst. Coach (all HS)          | 1           | 1           | HS    | 8      | 3      | 1  | 1    | 2      | 0      | 5      | 10     | 30           | \$130        | \$ 3,900             | \$ 3,90               |      | \$ 3,900                | \$ -              |
| Swimming - Boys Diving      | Α   | Asst. Coach (all HS)          | 1           | 1           | HS    | 0      | 3      | 0  | 0    | 0      | 0      | 3      | 3      | 9            | \$130        | \$ 1,170             | \$ 1,17               |      | \$ 1,170                | \$ -              |
| Swimming – Girls            | A   | Head Coach (all HS)           | 1           | 1           | HS    | 12     | 4      | 10 | 7    | 3      | 2      | 5      | 13     | 56           | \$130        | \$ 7,280             | \$ 7,28               |      | \$ 7,280                | \$ -              |
| Swimming – Girls            | A   | Asst. Coach (all HS)          | 1           | 1           | HS    | 8      | 3      | 1  | 1    | 2      | 0      | 5      | 10     | 30           | \$130        | \$ 3,900             | \$ 3,90               |      | \$ 3,900                | \$ -              |
| Swimming - Girls Diving     | A   | Asst. Coach (all HS)          | 1           | 1           | HS    | 0      | 3      | 0  | 0    | 0      | 0      | 3      | 3      | 9            | \$130        | \$ 1,170             | \$ 1,17               | _    | \$ 1,170                | \$ -              |
| Tennis – Boys               | A   | Coach                         | 3           | 3           | HS    | 9      | 2      | 3  | 3    | 2      | 0      | 3      | 3      | 25           | \$130        | \$ 3,250             |                       | _    | \$ 9,750                | \$ -              |
| Tennis – Girls              | A   | Coach                         | 3           | 3           | HS    | 9      | 2      | 3  | 3    | 2      | 0      | 3      | 3      | 25           | \$130        | \$ 3,250             | \$ 9,75               | _    | \$ 9,750                | \$ -              |
| Track – Boys & Girls        | A   | Head Coach                    | 3           | 3           | HS    | 7      | 3      | 3  | 5    | 4      | 4      | 3      | 7      | 36           | \$130        | \$ 4,680             | \$ 14,04              | _    | \$ 14,040               | \$ -              |
| Track – Boys & Girls        | A   | Asst. Coach                   | 12          | 12          | HS    | 7      | 2      | 1  | 3    | 3      | 0      | 3      | 7      | 26           | \$130        | \$ 3,380             | \$ 40,56              | _    | \$ 40,560               | \$ -              |
| Track - Boys & Girls at DHS | A   | Head Coach                    | 1           | 1           | HS    | 5      | 2      | 1  | 3    | 3      | 3      | 1      | 0      | 18           | \$130        | \$ 2,340             | \$ 2,34               |      | \$ 2,340                | \$ -              |
| Track - Boys & Girls at DHS | Α   | Asst. Coach                   | 1           | 0           | HS    | 5      | 2      | 1  | 1    | 3      | 0      | 1      | 0      | 13           | \$130        | \$ 1,690             | \$ 1,69               | _    | \$ -                    | \$ (1,690)        |
| Volleyball                  | Α   | Head Coach                    | 3           | 3           | HS    | 7      | 2      | 3  | 3    | 2      | 1      | 4      | 7      | 29           | \$130        | \$ 3,770             |                       | _    | \$ 11,310               | \$ -              |
| Volleyball                  | A   | Asst. Coach                   | 6           | 6           | HS    | 7      | 2      | 1  | 1    | 2      | 0      | 4      | 7      | 24           | \$130        | \$ 3,120             |                       | _    | \$ 18,720               | \$ -              |
| Wrestling - Co-ed Team      | A   | Head Coach                    | 3           | 3           | HS    | 10     | 2      | 5  | 5    | 4      | 2      | 5      | 9      | 42           | \$130        | \$ 5,460             | \$ 16,38              | 0    | \$ 16,380               | \$ -              |
| Wrestling - Co-ed Team      | A   | Asst. Coach                   | 6           | 6           | HS    | 7      | 2      | 1  | 3    | 4      | 0      | 5      | 9      | 31           | \$130        | \$ 4,030             | \$ 24,18              | 0    | \$ 24,180               | \$ -              |
| MIDDLE SCHOOL ATHLET        | ICS |                               |             |             |       |        |        |    |      |        |        |        |        |              |              |                      |                       |      |                         |                   |
| Basketball - Boys           | A   | Head Coach (8 <sup>th</sup> ) | 6           | 6           | MS    | 7      | 2      | 1  | 5    | 1      | 0      | 1      | 1      | 18           | \$130        | \$ 2,340             | \$ 14,04              | 0    | \$ 14,040               | \$ -              |
| Basketball - Boys           | A   | Asst Coach (8 <sup>th</sup> ) | 6           | 6           | MS    | 7      | 2      | 1  | 4    | 1      | 0      | 1      | 0      | 16           | \$130        | \$ 2,080             | \$ 12,48              | 0    | \$ 12,480               | \$ -              |
| Basketball - Boys           | A   | Head Coach (7th)              | 6           | 6           | MS    | 6      | 2      | 1  | 4    | 1      | 0      | 0      | 0      | 14           | \$130        | \$ 1,820             | \$ 10,92              | 0    | \$ 10,920               | \$ -              |
| Basketball - Boys           | Α   | Asst Coach (7th)              | 6           | 6           | MS    | 5      | 2      | 1  | 2    | 1      | 0      | 0      | 0      | 11           | \$130        | \$ 1,430             |                       | _    | \$ 8,580                | \$ -              |
| Basketball - Girls          | Α   | Head Coach (8 <sup>th</sup> ) | 6           | 6           | MS    | 7      | 2      | 1  | 5    | 1      | 0      | 1      | 1      | 18           | \$130        | \$ 2,340             | \$ 14,04              | 0    | \$ 14,040               | \$ -              |
| Basketball - Girls          | Α   | Asst Coach (8 <sup>th</sup> ) | 6           | 6           | MS    | 7      | 2      | 1  | 4    | 1      | 0      | 1      | 0      | 16           | \$130        | \$ 2,080             | \$ 12,48              | 0    | \$ 12,480               | \$ -              |
| Basketball - Girls          | Α   | Head Coach (7th)              | 6           | 6           | MS    | 6      | 2      | 1  | 4    | 1      | 0      | 0      | 0      | 14           | \$130        | \$ 1,820             |                       | -+   | \$ 10,920               | \$ -              |
| Basketball - Girls          | Α   | Asst Coach (7th)              | 6           | 6           | MS    | 5      | 2      | 1  | 2    | 1      | 0      | 0      | 0      | 11           | \$130        | \$ 1,430             | \$ 8,58               | 0    | \$ 8,580                | \$ -              |
| Cheer / Winter Sports       | Α   | Coach                         | 6           | 6           | MS    | 4      | 1      | 1  | 3    | 1      | 0      | 0      | 0      | 10           | \$130        | \$ 1,300             | \$ 7,80               | 0    | \$ 7,800                | \$ -              |
| Cheer / Winter Sports       | Α   | Asst Coach                    | 0           | 6           | MS    | 2      | 1      | 1  | 2    | 1      | 0      | 0      | 0      | 7            | \$130        | \$ 910               |                       | -    | \$ 5,460                | \$ 5,460          |
| Cheer / Fall Sports         | Α   | Coach                         | 6           | 6           | MS    | 4      | 1      | 1  | 3    | 1      | 0      | 0      | 0      | 10           | \$130        | \$ 1,300             | \$ 7,80               | 0    | \$ 7,800                | \$ -              |
| Cheer / Fall Sports         | A   | Asst Coach                    | 0           | 6           | MS    | 2      | 1      | 1  | 2    | 1      | 0      | 0      | 0      | 7            | \$130        | \$ 910               |                       | -    | \$ 5,460                | \$ 5,460          |

#### **CATEGORY I STIPENDS**

|                                                     |   |             | 2017        | 2010        |       |        |        | -      | Crit   | eria   |        |        |        | T-1-1        | Value        | Inc | lividual         | 20 | 47.40.7-1-1           | 201 | 0.40.7-1-1            | Incr | (Decr) in        |
|-----------------------------------------------------|---|-------------|-------------|-------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------------|--------------|-----|------------------|----|-----------------------|-----|-----------------------|------|------------------|
| Sport or Activity                                   |   | Position    | 2017-<br>18 | 2018-<br>19 | Level | #<br>1 | #<br>2 | #<br>3 | #<br>4 | #<br>5 | #<br>6 | #<br>7 | #<br>8 | Total<br>Pts | per<br>point |     | ipend<br>se Rate | 20 | 17-18 Total<br>Budget | _   | .8-19 Total<br>Budget | 2    | 018-19<br>Budget |
| Cross Country-Boys & Girls                          |   | Head Coach  | 6           | 8           | MS    | 1      | 4      | 0      | 1      | 0      | 0      | 0      | 1      | 7            | \$130        | \$  | 910              | \$ | 5,460                 | \$  | 7,280                 | \$   | 1,820            |
| Football - 8th Grade<br>(hired prior to 6/30/2012)  | A | Head Coach  | 1           | 1           | MS    | 10     | 4      | 2      | 5      | 3      | 0      | 5      | 6      | 35           | \$130        | \$  | 4,550            | \$ | 4,550                 | \$  | 4,550                 | \$   | -                |
| Football - 8th Grade<br>(hired after to 07/01/2012) | A | Head Coach  | 5           | 5           | MS    | 10     | 3      | 1      | 3      | 2      | 0      | 2      | 5      | 26           | \$130        | \$  | 3,380            | \$ | 16,900                | \$  | 16,900                | \$   | -                |
| Football - 8th Grade (hired after to 07/01/2012)    | A | Asst. Coach | 16          | 16          | MS    | 8      | 3      | 1      | 2      | 1      | 0      | 1      | 4      | 20           | \$130        | \$  | 2,600            | \$ | 41,600                | \$  | 41,600                | \$   | -                |
| Football - 8th Grade<br>(hired prior to 07/01/2012) | A | Asst. Coach | 2           | 2           | MS    | 10     | 4      | 1      | 3      | 2      | 0      | 2      | 5      | 27           | \$130        | \$  | 3,510            | \$ | 7,020                 | \$  | 7,020                 | \$   | -                |
| Track - B&G / 7th & 8th                             | A | Head Coach  | 6           | 6           | MS    | 5      | 3      | 1      | 3      | 2      | 3      | 1      | 0      | 18           | \$130        | \$  | 2,340            | \$ | 14,040                | \$  | 14,040                | \$   | -                |
| Track - B&G / 7th & 8th                             | A | Asst. Coach | 18          | 21          | MS    | 5      | 3      | 1      | 1      | 2      | 0      | 1      | 0      | 13           | \$130        | \$  | 1,690            | \$ | 30,420                | \$  | 35,490                | \$   | 5,070            |
| Volleyball - 8th Grade                              | A | Head Coach  | 6           | 6           | MS    | 6      | 1      | 1      | 2      | 1      | 1      | 1      | 4      | 17           | \$130        | \$  | 2,210            | \$ | 13,260                | \$  | 13,260                | \$   | -                |
| Volleyball - 8th Grade                              | A | Asst. Coach | 6           | 6           | MS    | 5      | 1      | 0      | 0      | 1      | 0      | 2      | 4      | 13           | \$130        | \$  | 1,690            | \$ | 10,140                | \$  | 10,140                | \$   | -                |
| Volleyball - 7th Grade                              | A | Head Coach  | 6           | 6           | MS    | 7      | 2      | 0      | 0      | 1      | 0      | 2      | 5      | 17           | \$130        | \$  | 2,210            | \$ | 13,260                | \$  | 13,260                | \$   | -                |
| Volleyball - 7th Grade                              | A | Asst. Coach | 6           | 6           | MS    | 5      | 1      | 0      | 0      | 1      | 0      | 2      | 4      | 13           | \$130        | \$  | 1,690            | \$ | 10,140                | \$  | 10,140                | \$   | -                |
| 6th Grade Intramurals                               | A | Coaches     | 40          | 40          | MS    |        |        |        | Fla    | at Aı  | noui   | nt     |        |              | -            | \$  | 480              | \$ | 19,200                | \$  | 19,200                | \$   | -                |
| Total Athletics                                     |   |             |             |             |       |        |        |        |        |        |        |        |        |              |              |     |                  | \$ | 1,006,930             | \$  | 1,007,060             | \$   | 130              |

#### SPEECH, DEBATE & COMPETITIVE THEATER

| Speech/Debate/Competitive<br>Theater | D      | Director       | 3 | 3 | HS | 7 | 2 | 5 | 5 | 0 | 2 | 3 | 3 | 27 | \$130 | \$<br>3,510 | \$<br>10,530 | \$<br>10,530 | \$<br>- |
|--------------------------------------|--------|----------------|---|---|----|---|---|---|---|---|---|---|---|----|-------|-------------|--------------|--------------|---------|
| Speech/Debate/Competitive<br>Theater | A      | Asst. Director | 3 | 3 | HS | 2 | 1 | 3 | 3 | 0 | 1 | 3 | 2 | 15 | \$130 | \$<br>1,950 | \$<br>5,850  | \$<br>5,850  | \$<br>- |
| Plays                                | D      | Director       | 3 | 3 | HS | 6 | 5 | 1 | 5 | 2 | 0 | 0 | 7 | 26 | \$130 | \$<br>3,380 | \$<br>10,140 | \$<br>10,140 | \$<br>- |
| Yearbook (curricular)                | J      | Sponsor        | 3 | 3 | HS | 3 | 2 | 1 | 3 | 1 | 0 | 0 | 0 | 10 | \$130 | \$<br>1,300 | \$<br>3,900  | \$<br>3,900  | \$<br>- |
| Newspaper                            | J      | Sponsor        | 3 | 3 | HS | 4 | 2 | 5 | 3 | 1 | 0 | 0 | 0 | 15 | \$130 | \$<br>1,950 | \$<br>5,850  | \$<br>5,850  | \$<br>- |
| Speech/Debate/Competitive<br>Theater | D      | Director       | 6 | 6 | MS | 7 | 4 | 1 | 3 | 1 | 0 | 0 |   | 16 | \$130 | \$<br>2,080 | \$<br>12,480 | \$<br>12,480 | \$<br>- |
| Total Speech, Debate and Comp        | petiti | ve Theater     |   | • |    |   |   |   |   |   |   |   |   |    | •     |             | \$<br>48,750 | \$<br>48,750 | \$<br>- |

#### **CATEGORY I STIPENDS**

|                                        |   |                                                          |             | 2010        |       |        |        | (      | Crit   | eria   | 1      |        |        |              | Value        | In | dividual          |                         | <br>                 | Incr ( | Decr) in       |
|----------------------------------------|---|----------------------------------------------------------|-------------|-------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------------|--------------|----|-------------------|-------------------------|----------------------|--------|----------------|
| Sport or Activity                      |   | Position                                                 | 2017-<br>18 | 2018-<br>19 | Level | #<br>1 | #<br>2 | #<br>3 | #<br>4 | #<br>5 | #<br>6 | #<br>7 | #<br>8 | Total<br>Pts | per<br>point | S  | tipend<br>se Rate | 2017-18 Total<br>Budget | 8-19 Total<br>Budget | 20     | 18-19<br>idget |
| MUSIC                                  |   |                                                          |             |             |       |        |        |        |        |        |        |        |        |              |              |    |                   |                         |                      |        |                |
| Band-Concert/Contest                   | M | Director                                                 |             |             | HS    | 7      | 3      | 5      | 7      | 2      | 1      | 2      | 6      | 33           | \$130        | \$ | 3,795             | \$ -                    | \$<br>-              | \$     | -              |
| Band-Jazz                              | M | Director                                                 |             |             | HS    | 4      | 3      | 3      | 3      | 1      | 0      | 2      | 3      | 19           | \$130        | \$ | 2,470             | \$ -                    | \$<br>-              | \$     | -              |
| Band-Marching                          | M | Director                                                 |             |             | HS    | 3      | 4      | 7      | 5      | 2      | 3      | 2      | 5      | 31           | \$130        | \$ | 4,030             | \$ -                    | \$<br>-              | \$     | -              |
| Band-Concert/Contest/<br>Jazz/Marching | M | Director                                                 | 3           | 3           | HS    | 14     | 10     | 15     | 15     | 5      | 4      | 6      | 14     | 83           | \$130        | \$ | 10,790            | \$ 32,370               | \$<br>32,370         | \$     | -              |
| Band-Concert/Contest                   | M | Assistant Director                                       |             |             | HS    | 5      | 3      | 5      | 5      | 2      | 0      | 2      | 6      | 28           | \$130        | \$ | 3,640             | \$ -                    | \$<br>-              | \$     | -              |
| Band-Marching                          | M | Assistant Director                                       |             |             | HS    | 5      | 4      | 5      | 3      | 2      | 2      | 2      | 5      | 28           | \$130        | \$ | 3,640             | \$ -                    | \$<br>-              | \$     | -              |
| Band-Concert/Contest/<br>Jazz/Marching | M | Assistant Director                                       | 3           | 3           | HS    | 14     | 10     | 15     | 12     | 5      | 2      | 6      | 14     | 78           | \$130        | \$ | 10,140            | \$ 30,420               | \$<br>30,420         | \$     | -              |
| Band-Marching                          | M | Instrumental or Visual<br>Specialist - Regular<br>Season | 12          | 12          | HS    | 7      | 2      | 1      | 5      | 2      | 0      | 2      | 3      | 22           | \$130        | \$ | 2,860             | \$ 34,320               | \$<br>34,320         | \$     | -              |
| Band-Marching                          | M | Instrumental or Visual<br>Specialist - Off Season        | 12          | 12          | HS    | 4      | 1      | 1      | 3      | 1      | 0      | 0      | 1      | 11           | \$130        | \$ | 1,430             | \$ 17,160               | \$<br>17,160         | \$     | -              |
| Band-Marching, Memorial Day<br>Parade  | M | Director & Asst Dir                                      | 6           | 6           | HS    |        |        |        | Fl     | at A   | mou    | ınt    |        |              | -            | \$ | 200               | \$ 1,200                | \$<br>1,200          | \$     | -              |
| Choral Activities                      | M | Director                                                 | 3           | 3           | HS    | 12     | 4      | 5      | 7      | 2      | 0      | 2      | 5      | 37           | \$130        | \$ | 4,810             | \$ 14,430               | \$<br>14,430         | \$     | -              |
| Color Guard                            | M | Coach                                                    | 3           | 3           | HS    | 7      | 2      | 1      | 5      | 2      | 0      | 2      | 3      | 22           | \$130        | \$ | 2,860             | \$ 8,580                | \$<br>8,580          | \$     | -              |
| Color Guard                            | M | Design                                                   | 0           | 3           | HS    | 2      | 1      | 1      | 1      | 2      | 0      | 0      | 2      | 9            | \$130        | \$ | 1,170             | \$ -                    | \$<br>3,510          | \$     | 3,510          |
| Color Guard                            | M | Construction                                             | 0           | 3           | HS    | 2      | 1      | 1      | 1      | 2      | 0      | 0      | 2      | 9            | \$130        | \$ | 1,170             | \$ -                    | \$<br>3,510          | \$     | 3,510          |
| Musical Production                     | M | Producer                                                 | 3           | 3           | HS    | 5      | 4      | 7      | 7      | 2      | 2      | 0      | 4      | 31           | \$130        | \$ | 4,030             | \$ 12,090               | \$<br>12,090         | \$     | -              |
| Musical Production                     | M | Asst. Producer                                           | 3           | 3           | HS    | 4      | 4      | 3      | 5      | 2      | 0      | 0      | 4      | 22           | \$130        | \$ | 2,860             | \$ 8,580                | \$<br>8,580          | \$     | -              |
| Musical Vocal/Orchestra                | M | Director                                                 | 6           | 6           | HS    | 4      | 3      | 1      | 5      | 1      | 0      | 0      | 0      | 14           | \$130        | \$ | 1,820             | \$ 10,920               | \$<br>10,920         | \$     | -              |
| Musical Choreography                   | M | Choreographer                                            | 3           | 3           | HS    | 2      | 4      | 2      | 1      | 1      | 0      | 0      | 1      | 11           | \$130        | \$ | 1,430             | \$ 4,290                | \$<br>4,290          | \$     | -              |
| Orchestra Activities                   | M | Director                                                 | 3           | 3           | HS    | 3      | 4      | 3      | 5      | 1      | 0      | 2      | 4      | 22           | \$130        | \$ | 2,860             | \$ 8,580                | \$<br>8,580          | \$     | -              |
| Performance Choir (HHS)                | M | Director                                                 | 1           | 1           | HS    | 3      | 4      | 7      | 3      | 1      | 0      | 2      | 4      | 24           | \$130        | \$ | 3,120             | \$ 3,120                | \$<br>3,120          | \$     | -              |
| Set Design - Musical                   | M | Coach                                                    | 3           | 3           | HS    | 2      | 1      | 1      | 1      | 2      | 0      | 0      | 2      | 9            | \$130        | \$ | 1,170             | \$ 3,510                | \$<br>3,510          | \$     | -              |
| Set Construction - Musical             | M | Coach                                                    | 3           | 3           | HS    | 3      | 3      | 3      | 2      | 2      | 2      | 2      | 4      | 21           | \$130        | \$ | 2,730             | \$ 8,190                | \$<br>8,190          | \$     |                |
| Show Choir (RBHS and BHS)              | M | Director                                                 | 2           | 2           | HS    | 2      | 4      | 7      | 7      | 2      | 0      | 3      | 9      | 34           | \$130        | \$ | 4,420             | \$ 8,840                | \$<br>8,840          | \$     | -              |
| Band Activities                        | M | Director                                                 | 11          | 11          | MS    | 12     | 4      | 7      | 9      | 3      | 1      | 2      | 13     | 51           | \$130        | \$ | 6,630             | \$ 72,930               | \$<br>72,930         | \$     | -              |

# 222

#### COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### **CATEGORY I STIPENDS**

|                             |   |                | 2017        | 2010 |       |        |        |   | Crit   | teria  | 3      |        |        | T-4-1        | Value        | Individual           | 2017.4 | 0.7-1-1          | 2011 |                      | Incr | (Decr) in        |
|-----------------------------|---|----------------|-------------|------|-------|--------|--------|---|--------|--------|--------|--------|--------|--------------|--------------|----------------------|--------|------------------|------|----------------------|------|------------------|
| Sport or Activity           |   | Position       | 2017-<br>18 | 19   | Level | #<br>1 | #<br>2 | 1 | #<br>4 | #<br>5 | #<br>6 | #<br>7 | #<br>8 | Total<br>Pts | per<br>point | Stipend<br>Base Rate | -      | is rotar<br>iget |      | 8-19 Total<br>Budget | 20   | 018-19<br>Budget |
| Choral Activities           | M | Director       | 6           | 6    | MS    | 4      | 4      | 3 | 5      | 3      | 0      | 3      | 5      | 27           | \$130        | \$ 3,510             | \$     | 21,060           | \$   | 21,060               | \$   | -                |
| Orchestral Activities       | M | Director       | 6           | 6    | MS    | 4      | 4      | 3 | 5      | 3      | 0      | 3      | 5      | 27           | \$130        | \$ 3,510             | \$     | 21,060           | \$   | 21,060               | \$   | -                |
| Theatrical Activities       | M | Director       | 6           | 6    | MS    | 4      | 4      | 3 | 5      | 3      | 0      | 3      | 5      | 27           | \$130        | \$ 3,510             | \$     | 21,060           | \$   | 21,060               | \$   | -                |
| Musical                     | M | Director       | 6           | 6    | MS    | 6      | 4      | 3 | 3      | 1      | 0      | 0      | 1      | 18           | \$130        | \$ 2,340             | \$     | 14,040           | \$   | 14,040               | \$   | -                |
| Awards Band                 | M | Co-Director    | 2           | 2    | Е     | 1      | 4      | 3 | 1      | 1      | 0      | 0      | 0      | 10           | \$130        | \$ 1,300             | \$     | 2,600            | \$   | 2,600                | \$   | -                |
| Choir                       | M | Director       | 20          | 20   | E     | 4      | 4      | 1 | 3      | 1      | 0      | 0      | 0      | 13           | \$130        | \$ 1,690             | \$     | 33,800           | \$   | 33,800               | \$   | -                |
| Honors Choir - 5th Grade    | M | Director       | 1           | 1    | Е     | 2      | 4      | 3 | 3      | 1      | 0      | 0      | 0      | 13           | \$130        | \$ 1,690             | \$     | 1,690            | \$   | 1,690                | \$   | -                |
| Honors Choir - 5th Grade    | M | Asst. Director | 2           | 2    | E     | 1      | 4      | 0 | 1      | 0      | 0      | 0      | 1      | 7            | \$130        | \$ 910               | \$     | 1,820            | \$   | 1,820                | \$   | -                |
| Honors Choir - 5th Grade    | M | Accompianist   | 1           | 1    | Е     | 2      | 0      | 1 | 3      | 0      | 0      | 2      | 1      | 9            | \$130        | \$ 1,170             | \$     | 1,170            | \$   | 1,170                | \$   | -                |
| Honors Orchestra - all elem | M | Director       | 1           | 1    | E     | 3      | 4      | 3 | 3      | 1      | 0      | 0      | 0      | 14           | \$130        | \$ 1,820             | \$     | 1,820            | \$   | 1,820                | \$   | -                |
| Total Music                 | • | •              |             |      |       |        |        |   |        |        |        |        |        | •            |              | •                    | \$ 3   | 99,650           | \$   | 406,670              | \$   | 7,020            |

Grand Total All Stipends \$ 1,455,330 \$ 1,462,480 \$ 7,150

LONGEVITY POINTS are assigned to Category I Stipends. The point value currently assigned is \$130/point. MSHSAA coaches and sponsors in Category 1 activities will receive one (1) point for longevity after three (3) years as a coach or sponsor in the same activity. After the three years, they will then be awarded a longevity point each year as long as they stay involved in that sport or activity. If a coach leaves the sport or district and returns to coaching, they will be placed at their longevity previously attained.

If the program is unable to find a suitable Coach/Director on staff and contracts with a third party in the business of providing the needed services, funds can be transferred to their operating budget to cover the cost of the contract.

# **Columbia Public Schools**

Athletic/Fine Arts/Career and Technical Education Stipend Analysis Sheet (Category I and V Activities)

| Prerequ             | uisite: In o                                                        | rder 1  | to be    | consi     | dered       | l eligi    | ble fo      | r a di      | strict      | stipe       | nd it m     | nust <u>be</u>            | е аррі      | roved                      | by the | scho! | ol adı | ninistrator.         |
|---------------------|---------------------------------------------------------------------|---------|----------|-----------|-------------|------------|-------------|-------------|-------------|-------------|-------------|---------------------------|-------------|----------------------------|--------|-------|--------|----------------------|
| <u>Activity</u>     | <u></u>                                                             |         | _        |           |             |            |             |             | _           |             | ,           |                           |             | _                          |        |       |        |                      |
| Sponso<br>Direction |                                                                     |         |          | speci     | fied a      | above      | e, place    | e the       | appro       | priate      | e poin      |                           | Middl       | entary<br>le Sch<br>for ea | ool    |       |        | School<br>ppropriate |
| Criteria            | Values                                                              | 0       | 1        | 2         | 3           | 4          | 5           | 6           | 7           | 8           | 9           | 10                        | 11          | 12                         | 13     | 14    |        | Points<br>Awarded    |
| 1.                  | Student<br>contact hours<br>required<br>beyond the<br>teaching day. | None    |          |           |             |            |             |             |             |             |             |                           |             |                            |        |       |        | Awarded              |
|                     | Hours                                                               |         | 1-<br>30 | 31-<br>60 | 61-<br>90   | 91-<br>120 | 121-<br>150 | 151-<br>180 | 181-<br>210 | 211-<br>240 | 241-<br>270 | 271-<br>300               | 301-<br>330 | 331+                       |        |       | (1)    |                      |
| Criteria            | Values                                                              | 0       | 1        | 2         | 3           | 4          | 5           | 6           | 7           | 8           | 9           | 10                        | 11          | 12                         | 13     | 14    |        | Points<br>Awarded    |
| 2.                  | Average<br>number of<br>students per<br>sponsor/coach               | None    |          |           |             |            |             |             |             |             |             |                           |             |                            |        |       |        | Awaraca              |
|                     | Hours                                                               |         | 1-<br>10 | 11-<br>18 | 19-<br>27   | 28+        |             |             |             |             |             |                           |             |                            |        |       | (2)    |                      |
|                     | M.Tossa                                                             |         |          |           | _           |            | _           | ٦.          |             | _           |             |                           | ١.,         | 4.5                        |        |       |        | Points               |
| Criteria            | Values                                                              | 0       | 1        | 2         | 3           | 4          | 5           | 6           | 7           | 8           | 9           | 10                        | 11          | 12                         | 13     | 14    |        | Awarded              |
| 3.                  | Degree of<br>public<br>exposure and<br>public<br>expectations       | None    | Some     |           | Average     |            | Above       |             | Very High   |             |             | Exceptional<br>Head Coach |             |                            |        |       |        |                      |
|                     |                                                                     |         |          |           |             |            |             |             |             |             |             |                           |             |                            |        |       | (3)    |                      |
| Criteria            | Values                                                              | 0       | 1        | 2         | 3           | 4          | 5           | 6           | 7           | 8           | 9           | 10                        | 11          | 12                         | 13     | 14    |        | Points<br>Awarded    |
| 4.                  | Preparation<br>time                                                 | None    | Few      |           | Some        |            | Average     |             | Above       |             | Exceptional |                           |             |                            |        |       |        |                      |
|                     | Hours                                                               |         | 1-<br>60 |           | 61-<br>90   |            | 91-<br>120  |             | 121-<br>149 |             | 150+        |                           |             |                            |        |       | (4)    |                      |
|                     |                                                                     |         | I .      |           | 1           | 1.         | I .         | _           | I _         | I .         |             |                           |             | I                          |        |       |        | Points               |
| Criteria            | Values                                                              | 0       | 1        | 2         | 3           | 4          | 5           | 6           | 7           | 8           | 9           | 10                        | 11          | 12                         | 13     | 14    |        | Awarded              |
| 5.                  | Equipment and materials management                                  | Minimal | Average  | Above     | Exceptional |            |             |             |             |             |             |                           |             |                            |        |       |        |                      |
|                     |                                                                     |         |          |           | Τ           |            |             |             |             |             |             |                           |             |                            |        |       | (5)    |                      |

| Criteria | Values                                                 | 0        | 1            | 2         | 3         |           | 4         | 5          | 6         | 7          | 7      | 8         | 9           | 1           | 0 :         | 11  | 12 | 13          | 14        |     | Points<br>Awarded |
|----------|--------------------------------------------------------|----------|--------------|-----------|-----------|-----------|-----------|------------|-----------|------------|--------|-----------|-------------|-------------|-------------|-----|----|-------------|-----------|-----|-------------------|
| 6.       | Assigned<br>adults<br>supervised on a<br>regular basis | 0 adults | 1adult       | 2 adults  | 3 adults  |           | 4 adults  | 5 adults   | 6 adults  | 7 or more  | adults |           |             |             |             |     |    |             |           |     |                   |
|          |                                                        |          |              |           |           |           |           |            |           |            |        |           |             |             |             |     |    |             |           | (6) |                   |
| Criteria | Values                                                 | 0        | 1            |           | 2         | 3         | 4         | 5          |           | 6          | 7      | 8         | 9           | 10          | 11          | ι : | 12 | 13          | 14        |     | Points<br>Awarded |
| 7.       | Obligated<br>travel<br>supervision                     | None     | 3+ (75 miles | one way)  | 1-3 trips | 4-6 trips | 7-9 trips | 10 or more | trips     |            |        |           |             |             |             |     |    |             |           |     |                   |
|          |                                                        |          |              |           |           |           |           |            |           |            |        |           |             |             |             |     |    |             |           | (7) |                   |
| Criteria | Values                                                 | 0        | 1            | 2         | 3         |           | 1         | 5          | 6         | 7          | 1      | В         | 9           | 10          | 11          | 1   | .2 | 13          | 14        |     | Points<br>Awarded |
| 8.       | Weekend and<br>non-contracted<br>time with<br>students | None     |              |           |           |           |           |            |           |            |        |           |             |             |             |     |    |             |           |     |                   |
|          | Hours                                                  |          | 1-<br>15     | 16-<br>30 | 31-<br>45 | 46        |           | 61-<br>75  | 76-<br>90 | 91-<br>105 |        | 06-<br>20 | 121-<br>135 | 136-<br>150 | 151-<br>165 |     |    | 181-<br>195 | 196+      | (8) |                   |
|          |                                                        |          | 1            | -         |           |           | - 1       |            |           | , 200      |        |           |             |             |             | 1 * |    |             | To<br>Poi | tal |                   |

#### **CATEGORY II STIPENDS**

|                      | 2   | 016-17  | 2  | 017-18  | 2  | 018-19  |
|----------------------|-----|---------|----|---------|----|---------|
|                      |     |         |    |         |    |         |
| Elementary School *  | \$  | 1,780   | \$ | 1,780   | \$ | 7,500   |
| Elementary Schools   | \$  | 80,000  | \$ | 80,000  | \$ | 80,000  |
| Middle School        | \$  | 48,000  | \$ | 48,000  | \$ | 48,000  |
| High School          | \$  | 44,000  | \$ | 44,000  | \$ | 44,000  |
| Douglass High School | \$  | 3,000   | \$ | 3,000   | \$ | 3,000   |
| Career Center        | _\$ | 8,000   | \$ |         | \$ | -       |
|                      | \$  | 184,780 | \$ | 176,780 | \$ | 182,500 |

Category II Stipends include sponsors of clubs which may be co-curricular and/or enhance the current educational programs. School clubs occur before or after school and are not supported by the supplemental pay plan approved in 2011-12. Principals direct their allocations.

Elementary principals began using a standard formula for calculating a club stipend amount in 2014-15 and secondary principals began using the formula in 2017-18.

<sup>\*</sup> Elementary Running Club stipends are funded by an ongoing donation account and are not included in this total.

# 227

# COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

# **CATEGORY III STIPENDS**

| Stipend                                                  | ,    | Amount per stipend | Number of employees | Co | Total<br>ompensation | Notes                                                                    |
|----------------------------------------------------------|------|--------------------|---------------------|----|----------------------|--------------------------------------------------------------------------|
| ACE Program Site Administrator                           | \$   | 3,000              | 1                   | \$ | 3,000                |                                                                          |
| Administrative Assistant - Building                      | \$   | 3,000              | 3                   | \$ | 9,000                | GMS and SMS and CACC                                                     |
| Athletic Director & Intramural Coordinator               | \$   | 2,000              | 6                   | \$ | ,                    | Middle Schools                                                           |
| Book Room Coordinator                                    | \$   | 500                | 21                  | \$ |                      | All Elementaries                                                         |
| Building Chair - Douglass High School                    | \$   | 1,000              | 4                   | \$ | 4,000                | Math, Science, LA, Social Studies                                        |
| Building Chair - High School                             | \$   | 1,000              | 6                   | 65 |                      | Fine Arts and World Languages                                            |
| Building Department Chair- High School                   | \$   | 1,500              | 18                  | \$ | 27,000               | Math, Science, LA, Social Studies, Physical Education, Special Education |
| Career Center Adult Education Coordinator                | \$   | 2,000              | 1                   | \$ | 2,000                |                                                                          |
| Career Center LPN Program Coordinator                    | \$   | 2,000              | 1                   | \$ | 2,000                |                                                                          |
| Career Center Surgical Technician Assistant              | \$   | 2,000              | 1                   | \$ | 2,000                |                                                                          |
| Career Education Department Chair                        | \$   | 1,500              | 3                   | \$ | 4,500                | Agriculture, Culinary Arts, Digital Media                                |
| Class Sponsor - Freshman                                 | \$   | 300                | 3                   | \$ | 900                  |                                                                          |
| Class Sponsor - Sophmore                                 | \$   | 300                | 3                   | \$ | 900                  |                                                                          |
| Class Sponsor - Junior                                   | \$   | 700                | 3                   | \$ | 2,100                |                                                                          |
| Class Sponsor - Senior                                   | \$   | 1,000              | 3                   | \$ | 3,000                |                                                                          |
| Community Leader                                         | \$   | 300                | 4                   | \$ | 1,200                | Ridgeway Elementary                                                      |
| Content Liason - Middle School                           | \$   | 1,500              | 42                  | \$ | 63,000               | Math, Science, LA, Social Studies, Reading, Special Education            |
| Elementary Lead Teacher                                  | \$   | 500                | 5                   | \$ | 2,500                | Grant, Midway, New Haven, Two Mile Prairie, Ridgeway                     |
| Elementary Instrumental Music Coordination               | \$   | 1,500              | 1                   | \$ | 1,500                |                                                                          |
| Family Math                                              | \$   | 445                | 1                   | \$ | 445                  | Ridgeway Elementary                                                      |
| Fine Arts Department Lead                                | \$   | 2,000              | 7                   | \$ |                      | Specialty Area Leadership Stipends                                       |
| Guidance Coordinator - Secondary                         | \$   | 5,000              | 1                   | \$ | 5,000                |                                                                          |
| Guidance Director - High School                          | \$   | 3,000              | 3                   | \$ | 9,000                |                                                                          |
| Home School Communicator Youth Basketball Program        | \$   | 250                | 6                   | \$ | 1,500                |                                                                          |
| Literary Magazine                                        | \$   | 1,600              | 3                   | \$ | 4,800                | May be split among two faculty members if duties are shared              |
| Lead Outreach Counselor                                  | \$   | 1,500              | 1                   | \$ | 1,500                |                                                                          |
| MAC Scholar Sponsors - High School and DHS               | \$   | 1,000              | 4                   | \$ | 4,000                |                                                                          |
| MAC Scholar Sponsors - Middle School                     | \$   | 550                | 7                   | \$ | 3,850                | GMS has two positions due to student population                          |
| MAC Scholar Sponsors - Elementary School                 | \$   | 500                | 10                  | \$ | 5,000                | Beginning the elementary program at 10 schools only                      |
| Math Academic Team Coach                                 | \$   | 1,150              | 9                   | \$ | 10,350               | All Secondary Schools                                                    |
| Math Contest Coach - Elementary                          | \$   | 600                | 21                  | \$ | 12,600               |                                                                          |
| Model UN Advisory - High School                          | \$   | 500                | 3                   | \$ | 1,500                |                                                                          |
| National Honor Society - High School                     | \$   | 1,500              | 3                   | \$ | 4,500                |                                                                          |
| New Teacher Mentor - First Year                          | \$   | 300                | 60                  | \$ | 18,000               | 1 per each new teacher funded via Title IIA                              |
| New Teacher Mentor - First Year (for each one after one) | \$   | 150                | 20                  | \$ | 3,000                | 1 per each new teacher                                                   |
| On-Line Teacher                                          | \$20 | 00 per student     | varies              | \$ | 140,000              |                                                                          |

# **CATEGORY III STIPENDS**

| Stipend                                      | 4  | Amount per stipend | Number of employees | Total<br>Compensation | Notes                                                                        |
|----------------------------------------------|----|--------------------|---------------------|-----------------------|------------------------------------------------------------------------------|
| Practical Arts Lead Teacher                  | \$ | 1,500              | 3                   | \$ 4,500              | One per program                                                              |
| Professional Development SYOSP Intern        | \$ | 1,050              | 12                  | \$ 12,600             | UMC Interns at Parkade Elementary                                            |
| Reading Recovery Certified Lead Teacher      | \$ | 5,000              | 1                   | \$ 5,000              | Partially funded by Title I                                                  |
| Reading Specialist - High School             | \$ | 1,500              | 3                   | \$ 4,500              |                                                                              |
| Recording Studio Advisor                     | \$ | 3,000              | 3                   | \$ 9,000              |                                                                              |
| School Psychologist Supervisor               | \$ | 5,000              | 1                   | \$ 5,000              |                                                                              |
| Science Camp Leaders and Nurses - Local Camp | \$ | 400                | 66                  | \$ 26,400             | Middle School Camps paid per each two night camp trip                        |
| Science Camp Leaders and Nurses - Teton Camp | \$ | 1,325              | 75                  | \$ 99,375             | One week camp and camp preparation                                           |
| Special Education Lead Diagnostician         | \$ | 1,500              | 1                   | \$ 1,500              |                                                                              |
| Special Education Lead Process Coordinator   | \$ | 3,000              | 1                   | \$ 3,000              |                                                                              |
| Special Education Liason - DHS               | \$ | 345                | 1                   | \$ 345                |                                                                              |
| Special Education Liason - Elementary        | \$ | 345 - \$ 800       | 21                  | \$ 12,075             | Varies based on student counts                                               |
| Special Education Liason - Middle School     | \$ | 1,500              | 6                   | \$ 9,000              |                                                                              |
| Special Education Motor Services Supervisor  | \$ | 3,000              | 1                   | \$ 3,000              |                                                                              |
| Student Government Advisory - High Schools   | \$ | 1,500              | 3                   | \$ 4,500              |                                                                              |
| Vocational Teacher SAE Student Visits        | \$ | 1,080              | 5                   | \$ 5,400              | CACC Ag Teachers                                                             |
| Website Manager - Adult Education Program    | \$ | 1,000              | 1                   | \$ 1,000              | Funded through Adult Education Fund                                          |
| Website Manager - Building or Department     | \$ | 500                | 33                  | \$ 16,500             | 21 elementary schools, 6 middle schools, 4 high schools, 1 CACC, 1 Fine Arts |
|                                              | Т  | otal Possible      |                     | \$ 618,840            |                                                                              |

# **CATEGORY IV STIPENDS**

|                                          | <br>017-18  | 20 | )18-19 |
|------------------------------------------|-------------|----|--------|
| National Board Certification             | \$<br>3,000 | \$ | 3,000  |
| Certficate of Clinical Competence        | \$<br>3,000 | \$ | 3,000  |
| Nationally Certified School Psychologist | \$<br>3,000 | \$ | 3,000  |

Category IV Stipends are paid to qualifed professional staff with the designations shown.

# **CATEGORY V STIPENDS**

| Activity                 | Position          | # of<br>Employees<br>2018-19 | ndividual<br>pend Base<br>Rate | 018-19<br>Total<br>Sudget |
|--------------------------|-------------------|------------------------------|--------------------------------|---------------------------|
| Career and Technical Edu | cation Activity   |                              |                                |                           |
| Skills USA               | Lead Advisor      | 1                            | \$<br>3,500                    | \$<br>3,500               |
| Skills USA               | Assistant Advisor | 7                            | \$<br>2,300                    | \$<br>16,100              |
| Skills USA               | Associate Advisor | 9                            | \$<br>550                      | \$<br>4,950               |
| Educators Rising         | Lead Advisor      | 1                            | \$<br>3,500                    | \$<br>3,500               |
| The FFA                  | Lead Advisor      | 3                            | \$<br>3,500                    | \$<br>10,500              |
| The FFA                  | Assistant Advisor | 3                            | \$<br>2,300                    | \$<br>6,900               |
| The FFA                  | Associate Advisor | -                            | \$<br>550                      | -                         |
| HOSA                     | Lead Advisor      | 1                            | \$<br>3,500                    | \$<br>3,500               |
| HOSA                     | Assistant Advisor | 3                            | \$<br>2,300                    | \$<br>6,900               |
| HOSA                     | Associate Advisor | -                            | \$<br>550                      | -                         |
| FBLA                     | Lead Advisor      | 1                            | \$<br>3,500                    | \$<br>3,500               |
| FBLA                     | Assistant Advisor | 2                            | \$<br>2,300                    | \$<br>4,600               |
| FBLA                     | Associate Advisor | 2                            | \$<br>550                      | \$<br>1,100               |
| DECA                     | Lead Advisor      | 1                            | \$<br>3,500                    | \$<br>3,500               |
| DECA                     | Assistant Advisor | 1                            | \$<br>2,300                    | \$<br>2,300               |
| DECA                     | Associate Advisor | 1                            | \$<br>550                      | \$<br>550                 |
| Total                    |                   |                              |                                | \$<br>71,400              |

## **GENERAL SUPERVISION STIPENDS**

|                | 2015-16   | 2016-17   | 2017-18   | 2018-19   |
|----------------|-----------|-----------|-----------|-----------|
| Middle School  | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| High Schools * | \$ 32,000 | \$ 32,000 | \$ 32,000 | \$ 32,000 |
|                | \$ 62,000 | \$ 62,000 | \$ 62,000 | \$ 62,000 |

General Supervision Stipends include stipends paid to building employees who supervise students during non-contractual time periods, typically for bus duty before and after school, detention after school and community service.

<sup>\* \$9,000</sup> per comprehensive high school and \$5,000 for DHS

#### **EXTENDED CONTRACT DAYS**

|          |                                                                                                                   |          | 2017-        | 18 Budget      |                       |          | 2017-18 Pr   | ojected Act    | ual                   |          | 2018-        | 19 Budget      |                       |
|----------|-------------------------------------------------------------------------------------------------------------------|----------|--------------|----------------|-----------------------|----------|--------------|----------------|-----------------------|----------|--------------|----------------|-----------------------|
|          |                                                                                                                   | # of     | # of         | Total          | Total                 | # of     | # of         | Total          | Total                 | # of     | # of         | Total          |                       |
|          | Extended Contract Position                                                                                        | Days     | Positions    | Days           | Cost                  | Days     | Positions    | Days           | Cost                  | Days     | Positions    | Days           | Total Cost            |
| 2        | Administrative Assistants (GMS, OMS, SMS) Administrative Assistant - CACC                                         | 10<br>20 | 2.00<br>1.00 | 20.00          | \$ 4,500<br>\$ 4.500  | 10<br>10 | 2.00<br>1.00 | 20.00<br>10.00 | \$ 4,500<br>\$ 2.250  | 10<br>10 | 2.00<br>1.00 | 20.00          | \$ 4,500<br>\$ 2.250  |
| 3        | Coordinator of Secondary Guidance                                                                                 | 8        | 1.00         | 8.00           | \$ 4,500<br>\$ 3,082  | 8        | 1.00         | 8.00           | \$ 2,250<br>\$ 3,032  | 8        | 1.00         | 8.00           | \$ 2,250<br>\$ 3,500  |
| 4        | Family & Consumer Science Teachers                                                                                | 5        | 14.00        | 70.00          | \$ 19,200             | 5        | 14.00        | 70.00          | \$ 19,545             | 5        | 14.00        |                | \$ 20,000             |
| 5        | Guidance Directors - High School                                                                                  | 27       | 3.00         | 81.00          | \$ 26,271             | 27       | 3.00         | 81.00          | \$ 26,487             | 27       | 3.00         | 81.00          |                       |
| 6        | Guidance Counselor - A+ Coordinator                                                                               | -        | -            | -              | \$ -                  | 5        | 1.00         | 5.00           | \$ 1,125              | 5        | 3.00         | 15.00          |                       |
| 7        | Guidance Counselor - High School                                                                                  | 10       | 11.00        | 110.00         | \$ 48,773             | 10       | 19.00        | 190.00         | \$ 51,980             | 10       | 20.00        | 200.00         |                       |
| 8        | Guidance Counselor - Middle Sch                                                                                   | 17       | 13.00        | 221.00         | \$ 61,176             | 17       | 14.00        | 238.00         | \$ 59,584             | 17       | 13.00        | 221.00         |                       |
| 9        | Guidance Director - DHS Guidance Counselor - DHS                                                                  | 8<br>10  | 1.00<br>1.00 | 8.00<br>10.00  | \$ 1,800<br>\$ 2,980  | 8<br>10  | 1.00<br>1.00 | 8.00<br>10.00  | \$ 1,800<br>\$ 3,010  | 8<br>10  | 1.00         | 8.00<br>10.00  |                       |
| 11       | Guidance Counselor - CACC Job Placement                                                                           | 17       | 1.00         | 17.00          | \$ 3,825              | 10       | 1.00         | 10.00          | \$ 3,010              | 10       | 1.00         | 10.00          | \$ 3,100              |
| 12       | Guidance Counselor - CACC                                                                                         | 20       | 1.00         | 20.00          | \$ 7,419              | 20       | 0.75         | 15.00          | \$ 3,375              | 20       | 1.00         | 20.00          | \$ 4,500              |
| 13       | Hospital School                                                                                                   | -        | -            | -              | \$ -                  | 3        | 1.00         | 3.00           | \$ 675                | 3        | 1.00         | 3.00           |                       |
| 14       | Industrial Technology Teachers (middle & high sch)                                                                | 6        | 12.00        | 72.00          | \$ 14,885             | 6        | 13.50        | 81.00          | \$ 19,881             | 6        | 12.00        | 72.00          | \$ 17,995             |
| 15       | Instructional Technology Specialists                                                                              | 34       | 6.00         | 204.00         | \$ 43,180             | 34       | 5.00         | 170.00         | \$ 43,384             | 34       | 4.00         | 136.00         |                       |
| 16       | Media Specialists - Elementary & CORE-Quest                                                                       | 2        | 21.00        | 42.00          | \$ 9,450              | 2        | 22.00        | 44.00          | \$ 11,008             | 2        | 22.00        | 44.00          |                       |
| 17       | Media Specialists - Middle                                                                                        | 6        | 6.00         | 36.00          | \$ 9,126              | 6        | 6.00         | 36.00          | \$ 9,180              | 6        | 6.00         | 36.00          | \$ 9,455              |
| 18<br>19 | Media Specialists - High                                                                                          | 9        | 6.00<br>1.00 | 54.00<br>3.00  | \$ 16,266<br>\$ 675   | 9        | 6.00         | 54.00<br>9.00  | \$ 16,227<br>\$ 2,025 | 9        | 6.00         | 54.00<br>3.00  | \$ 16,715<br>\$ 675   |
| 20       | Media Specialists - DHS  Music Department - Marching Band Dir hired before 7/2016                                 | 23       | 3.00         | 69.00          | \$ 675<br>\$ 21,452   | 23       | 1.00<br>3.00 | 69.00          | \$ 2,025<br>\$ 21,298 | 23       | 1.00<br>3.00 | 69.00          |                       |
| 21       | Music Department - Marching Band Dir nired before 7/2016  Music Department - Marching Band Dir hired after 7/2016 | 15       | 3.00         | - 09.00        | \$ 21,452             | - 23     | 3.00         | - 09.00        | \$ 21,298             | 15       | 3.00         | 69.00          | \$ 21,936             |
| 22       | Music Department - High Marching Band Asst                                                                        | 13       | 3.00         | 39.00          | \$ 9,367              | 13       | 3.00         | 39.00          | \$ 8,775              | 13       | 3.00         | 39.00          | \$ 9,040              |
| 23       | Music Department - High Choir Director                                                                            | 8        | 3.00         | 24.00          | \$ 6,180              | 8        | 3.50         | 28.00          | \$ 6,844              | 8        | 3.00         | 24.00          |                       |
| 24       | Music Department - High Orchestra Director                                                                        | 4        | 3.00         | 12.00          | \$ 2,700              | 4        | 2.00         | 8.00           | \$ 1,676              | 4        | 3.00         | 12.00          | \$ 1,800              |
| 25       | Reading Recovery Lead Teacher                                                                                     | 10       | 1.00         | 10.00          | \$ 2,250              | 0        | -            | -              | \$ -                  | 10       | 1.00         | 10.00          |                       |
| 26       | Science Department - Science Chemical Disposal                                                                    | 2        | 3.00         | 6.00           | \$ 1,350              | 2        | 1.00         | 2.00           | \$ 450                | 2        | 2.00         | 4.00           | \$ 900                |
| 27       | Special Education Audiological Equipment Mgmt                                                                     | 6        | 2.00         | 12.00          | \$ 2,700              | -        | -            | -              | \$ -                  | -        | -            | -              | \$ -                  |
| 28       | Special Education Building Chair - Middle                                                                         | 2        | 6.00         | 12.00          | \$ 3,433              | 2        | 6.00         | 12.00<br>44.00 | \$ 2,990              | 2        | 6.00         | 12.00          |                       |
| 29<br>30 | Special Education Building Chair - High                                                                           | 14       | 3.00         | 42.00          | \$ 13,261<br>\$ -     | 14<br>10 | 3.14<br>1.00 | 10.00          | \$ 14,730<br>\$ 3,621 | 14<br>10 | 3.00<br>1.00 | 42.00<br>10.00 |                       |
| 31       | Special Education District Psych Examiner Special Education Process Coordinator                                   | -        | -            | -              | \$ -                  | 2        | 2.00         | 4.00           | \$ 900                | 2        | 2.00         | 4.00           |                       |
| 32       | Special Education SCM Training                                                                                    | 2        | 1.00         | 2.00           | \$ 605                | -        | -            | -              | \$ -                  | 2        | 1.00         | 2.00           |                       |
| 33       | Vocational Agriculture Teacher                                                                                    | 40       | 5.00         | 200.00         | \$ 51,344             | 40       | 5.00         | 200.00         | \$ 50,360             | 40       | 5.00         | 200.00         | \$ 51,870             |
| 34       | Vocational Auto Tech Teacher                                                                                      | 18       | 1.00         | 18.00          | \$ 6,134              | 18       | 1.00         | 18.00          | \$ 4,050              | 18       | 1.00         | 18.00          | \$ 4,175              |
| 35       | Vocational Basic Skills Teacher                                                                                   | 3        | 1.00         | 3.00           | \$ 1,170              | 4        | 1.00         | 4.00           | \$ 1,448              | 4        | 1.00         | 4.00           |                       |
| 36       | Vocational Basic Skills Teacher                                                                                   | 1        | 1.00         | 1.00           | \$ 365                | 1        | 1.00         | 1.00           | \$ 370                | 1        | 1.00         | 1.00           |                       |
| 37       | Vocational Basic Skills Teacher                                                                                   | 8        | 0.50         | 4.00           | \$ 1,401              | -        | -            | -              | \$ -                  | 8        | 0.50         | 4.00           | \$ 1,443              |
| 38       | Vocational Broadcast Journalism Teacher                                                                           | 8        | 1.00         | 8.00           | \$ 1,800              | 8        | 0.50         | 4.00           | \$ 900                | 8        | 1.00         | 8.00           | \$ 1,800              |
| 39<br>40 | Vocational Business Education Teacher Vocational CAD Teacher                                                      | 8        | 3.00         | 24.00<br>24.00 | \$ 5,400<br>\$ 6,306  | 8        | 2.50<br>1.00 | 20.00<br>8.00  | \$ 4,768<br>\$ 1,520  | 8        | 3.00<br>1.00 | 24.00<br>8.00  | \$ 5,895<br>\$ 1,600  |
| 41       | Vocational Career Education Coordinator (Grant funded)                                                            | 15       | 1.00         | 15.00          | \$ 3,375              | 15       | 1.00         | 15.00          | \$ 3,375              | 15       | 1.00         | 15.00          | \$ 3,375              |
| 42       | Vocational Computer Programming Teacher                                                                           | 8        | 1.00         | 8.00           | \$ 1,800              | 8        | 1.00         | 8.00           | \$ 1,800              | 8        | 1.00         | 8.00           |                       |
| 43       | Vocational Computer Repair Teacher                                                                                | 8        | 1.00         | 8.00           | \$ 1,800              | -        | -            | -              | \$ -                  | 8        | 1.00         | 8.00           | \$ 1,800              |
| 44       | Vocational Construction Technology Teacher                                                                        | 24       | 1.00         | 24.00          | \$ 5,400              | 24       | 1.00         | 24.00          | \$ 5,400              | 24       | 1.00         | 24.00          | \$ 5,400              |
| 45       | Vocational Culinary Arts Teacher                                                                                  | 15       | 2.00         | 30.00          | \$ 7,725              | 15       | 2.00         | 30.00          | \$ 7,662              | 15       | 2.00         | 30.00          | \$ 7,892              |
| 46       | Vocational Culinary Arts Teacher                                                                                  | 16       | 1.00         | 16.00          | \$ 4,755              | 16       | 1.00         | 16.00          | \$ 4,588              | 16       | 1.00         | 16.00          |                       |
| 47       | Vocational Culinary Arts Teacher                                                                                  | 17       | 1.00         | 17.00          | \$ 5,085              | 17       | 1.00         | 17.00          | \$ 5,083              | 17       | 1.00         | 17.00          |                       |
| 48<br>49 | Vocational Culinary Arts Teacher                                                                                  | 12<br>8  | 1.00<br>5.00 | 12.00<br>40.00 | \$ 2,700<br>\$ 11,448 | 10<br>8  | 1.00<br>4.50 | 10.00<br>36.00 | \$ 2,250<br>\$ 10,156 | 12<br>8  | 1.00<br>5.00 | 12.00<br>40.00 | \$ 2,700<br>\$ 11,625 |
| 50       | Vocational Digital Media Teacher Vocational Early Childhood Teacher                                               | 8        | 1.00         | 8.00           | \$ 11,448             | 8        | 1.00         | 8.00           | \$ 10,156             | 8        | 1.00         | 8.00           |                       |
| 51       | Vocational EMT Teacher                                                                                            | 8        | 1.00         | 8.00           | \$ 1,800              | 8        | 1.00         | 8.00           | \$ 1,800              | 8        | 1.00         | 8.00           |                       |
| 52       | Vocational Electronics Teacher                                                                                    | 8        | 1.50         | 12.00          | \$ 3,182              | 8        | 1.50         | 12.00          | \$ 2,970              | 8        | 1.50         | 12.00          |                       |
| 53       | Vocational Evaluation Counselor                                                                                   | 15       | 1.00         | 15.00          | \$ 5,202              | 15       | 1.00         | 15.00          | \$ 5,190              | 15       | 1.00         | 15.00          |                       |
| 54       | Vocational Geospacial Teacher                                                                                     | 24       | 1.00         | 24.00          | \$ 6,222              | 24       | 1.00         | 24.00          | \$ 6,232              | 24       | 1.00         | 24.00          |                       |
| 55       | Vocational Health Occupations Teacher                                                                             | 8        | 8.00         | 64.00          | \$ 2,700              | 8        | 2.50         | 20.00          | \$ 4,420              | 8        | 3.00         | 24.00          | \$ 5,450              |
| 56       | Vocational Horticulture Teacher                                                                                   | 40       | 1.00         | 40.00          | \$ 15,429             | 40       | 1.00         | 40.00          | \$ 15,080             | 40       | 1.00         | 40.00          |                       |
| 57       | Vocational Laboratory Technician Teacher                                                                          | 8        | 1.00         | 8.00           | \$ 1,106              | 8        | 0.50         | 4.00<br>8.00   | \$ 1,224              | 8        | 1.00         | 8.00           |                       |
| 58<br>59 | Vocational Laser Technology Teacher Vocational Project Lead the Way - Biomedical                                  | 8        | 1.00         | 8.00           | \$ 1,800<br>\$ -      | 8        | 1.00<br>3.00 | 12.00          | \$ 1,776<br>\$ 2,700  | 8        | 1.00<br>3.00 | 8.00<br>12.00  |                       |
| 60       | Vocational Project Lead the Way - Biomedical  Vocational Project Lead the Way - Engineering                       | 5        | 4.75         | 22.56          | \$ 5,229              | 5        | 3.40         | 17.00          | \$ 4,890              | 5        | 4.00         | 20.00          |                       |
| 61       | Vocational Resource Teacher                                                                                       | 3        | 2.00         | 6.00           | \$ 1,350              | 3        | 7.00         | 21.00          | \$ 4,670              | 3        | 2.00         | 6.00           |                       |
| 62       | Vocational Sports Marketing Teacher                                                                               | 24       | 1.00         | 24.00          | \$ 5,400              | -        | -            | -              | \$ -                  | 24       | 1.00         | 24.00          | \$ 5,400              |
| 63       | Vocational Welding Teacher                                                                                        | 8        | 3.00         | 24.00          | \$ 5,400              | 8        | 2.00         | 16.00          | \$ 4,208              | 8        | 3.00         | 24.00          | \$ 6,312              |
|          | Total                                                                                                             |          | 185.75       | 1,939.56       | \$ 515,461            |          | 188.29       | 1,894.00       | \$ 504,728            |          | 193.00       | 1,919.00       | \$ 525,395            |
|          | Effective 6/30/2010, all extra days add                                                                           |          | 414          |                |                       |          | _:           |                |                       | 20       |              |                | \$ 9,934              |

 $Effective \ 6/30/2010, \ all \ extra \ days \ added, \ whether \ to \ employees \ with \ existing \ extra \ day \ assignments \ of \ new, \ are \ capped \ at \ \$230 \ per \ day.$ 

<sup>\*</sup> During the 2018-19 school year, the administrative assistant position will move from Smithton Middle School to Oakland Middle School

#### SPECIAL PAYROLL RATE SCHEDULE

\$20 per hour

\$27 per hour

\$12.50 and \$25 per visit

\$30 per hour

| 711 / Idail Work                                  | Ψ21 poi fioui         |
|---------------------------------------------------|-----------------------|
| AVID Tutors                                       | \$10 to \$12 per hour |
| C.N.A. State Exam Tester (Perkins funded)         | \$75 per exam         |
| Community Service Lead Teacher                    | \$15 per hour         |
| Costume Design and Construction                   | \$15 per hour         |
| Credit Completion Instruction                     | \$27 per hour         |
| Curriculum Writing                                | \$27 per hour         |
| Early Childhood Home Visits                       | \$27 per hour         |
| Early Childhood Screener & ELL Screener           | \$27 per hour         |
| Focus & Priority School Tutoring – Title I funded | \$27 per hour         |
| General Supervision Rate                          | \$10 per hour         |
| Homebound Teachers                                | \$19.30 per hour      |
| Homeschool Communicator Basketball Officials      | \$20.00 per game      |
|                                                   |                       |

Interns – Non-credit earning (if paid) \$10 - \$15 per hour

Homeworks Visits – Title I funded – Attempted &

Orientation & Mobility Services

Accompanist at School Productions

AP Audit Work

Completed

Interpreting \$30 per hour

Missouri Scholars Academy Tester \$60 per test

Preschool Registration (teacher pay) \$15 per hour

OT/PT Consultation Rate variable per position & salary schedule

Principal Mentor – Title IIA funded \$60 per hour

PSAT/ACT Supervision/Administration with Students \$20 per hour

Saturday Detention Supervision \$20 per hour

SB319 Tutor Pay (teaching curriculum) \$27 per hour

Specialized Nurse Instruction – CACC \$25 per hour

Specialized Sub Nurse Instruction – CACC \$20 per hour

Supplemental Temporary Support Personnel Rate variable per position & salary schedule

Supplemental Temporary Support Teacher \$27 per hour

Staff Development Participant \$27 per hour

Staff Development Presenter \$35 per hour

Summer School Teacher \$27 per hour

Temporary/Seasonal Staffing \$10 per hour

Tutoring for General Instruction \$15 per hour

#### **Athletics**

#### Game Supervision Rates:

- Supervision at events lasting less than 3 hours is \$25.00/event
- Supervision at events 3 hours to 3 hours and 59 min is \$30.00/event
- Supervision at events 4 hours to 4 hours and 59 min is \$35.00/event
- Supervision at events 5 hours or more is \$45.00/event
- \$45.00 is the maximum stipend for supervision

#### Video board operator:

Varsity football \$100 per event
Soccer \$55 per event
Basketball \$55 per event
Volleyball \$55 per event

(These rates may not meet minimum wage standards, so it is essential to use salaried employees for events that are 5 hours or more in duration)

Hourly Pay Differential - \$2.75 - Board of Education Secretary and Support

# Substitute Rates

Occupational Therapist/Physical Therapist Based on salary School Psychologists schedule placement

Speech/Language Pathologists Special Education Diagnosticians Special Education District Specialists

Nurse Substitutes \$18 per hour

Substitute Building Administrator \$350.00 per day

## On Call and Call in Pay for Maintenance Staff

Daily pay for carrying pager after hours will be one hour at regular rate. Time worked when on call will be paid at a minimum of two hours.

#### Columbia Public Schools Teacher Salary Schedule 2018-2019 187 Day

\$ 33,450 \$1,005 to base and collapse columns III and IV and columns VI and VII \$ 36,000 \$500 to minimum salary

|      | I collapsed to II |       |          | II formerly III |       |          | III formerly III and IV |         |          | IV formerly V |         |          | V for     |       |          |      |
|------|-------------------|-------|----------|-----------------|-------|----------|-------------------------|---------|----------|---------------|---------|----------|-----------|-------|----------|------|
|      | BS/CTE I          |       |          | MS/CTE II       |       |          |                         | MS + 15 |          |               | MS + 45 |          | MS +      |       |          |      |
| Step | Salary            | Index | Incr     | Salary          | Index | Incr     | Salary                  | Index   | Incr     | Salary        | Index   | Incr     | Salary    | Index | Incr     | Step |
| 1    | \$ 36,000         | 1.030 |          | \$ 37,631       | 1.125 |          | \$ 40,307               | 1.205   |          | \$ 41,645     | 1.245   |          | \$ 44,321 | 1.325 |          | 1    |
| 2    | \$ 36,000         | 1.060 | \$ -     | \$ 37,966       | 1.135 | \$ 335   | \$ 41,311               | 1.235   | \$ 1,004 | \$ 42,649     | 1.275   | \$ 1,004 | \$ 45,325 | 1.355 | \$ 1,004 | 2    |
| 3    | \$ 36,461         | 1.090 | \$ 461   | \$ 38,969       | 1.165 | \$ 1,004 | \$ 42,314               | 1.265   | \$ 1,004 | \$ 43,652     | 1.305   | \$ 1,004 | \$ 46,328 | 1.385 | \$ 1,004 | 3    |
| 4    | \$ 37,464         | 1.120 | \$ 1,004 | \$ 39,973       | 1.195 | \$ 1,004 | \$ 43,318               | 1.295   | \$ 1,004 | \$ 44,656     | 1.335   | \$ 1,004 | \$ 47,332 | 1.415 | \$ 1,004 | 4    |
| 5    | \$ 38,468         | 1.150 | \$ 1,004 | \$ 40,976       | 1.225 | \$ 1,004 | \$ 44,321               | 1.325   | \$ 1,004 | \$ 45,659     | 1.365   | \$ 1,004 | \$ 48,335 | 1.445 | \$ 1,004 | 5    |
| 6    | \$ 39,471         | 1.180 | \$ 1,004 | \$ 41,980       | 1.255 | \$ 1,004 | \$ 45,325               | 1.355   | \$ 1,004 | \$ 46,663     | 1.395   | \$ 1,004 | \$ 49,339 | 1.475 | \$ 1,004 | 6    |
| 7    | \$ 40,809         | 1.220 | \$ 1,338 | \$ 43,318       | 1.295 | \$ 1,338 | \$ 46,663               | 1.395   | \$ 1,338 | \$ 48,001     | 1.435   | \$ 1,338 | \$ 50,677 | 1.515 | \$ 1,338 | 7    |
| 8    | \$ 42,147         | 1.260 | \$ 1,338 | \$ 44,656       | 1.335 | \$ 1,338 | \$ 48,001               | 1.435   | \$ 1,338 | \$ 49,339     | 1.475   | \$ 1,338 | \$ 52,015 | 1.555 | \$ 1,338 | 8    |
| 9    | \$ 43,485         | 1.300 | \$ 1,338 | \$ 45,994       | 1.375 | \$ 1,338 | \$ 49,339               | 1.475   | \$ 1,338 | \$ 50,677     | 1.515   | \$ 1,338 | \$ 53,353 | 1.595 | \$ 1,338 | 9    |
| 10   | \$ 44,823         | 1.340 | \$ 1,338 | \$ 47,332       | 1.415 | \$ 1,338 | \$ 50,677               | 1.515   | \$ 1,338 | \$ 52,015     | 1.555   | \$ 1,338 | \$ 54,691 | 1.635 | \$ 1,338 | 10   |
| 11   | \$ 46,161         | 1.380 | \$ 1,338 | \$ 48,670       | 1.455 | \$ 1,338 | \$ 52,015               | 1.555   | \$ 1,338 | \$ 53,353     | 1.595   | \$ 1,338 | \$ 56,029 | 1.675 | \$ 1,338 | 11   |
| 12   | \$ 47,499         | 1.420 | \$ 1,338 | \$ 50,008       | 1.495 | \$ 1,338 | \$ 53,353               | 1.595   | \$ 1,338 | \$ 54,691     | 1.635   | \$ 1,338 | \$ 57,367 | 1.715 | \$ 1,338 | 12   |
| 13   | \$ 48,837         | 1.460 | \$ 1,338 | \$ 51,346       | 1.535 | \$ 1,338 | \$ 54,691               | 1.635   | \$ 1,338 | \$ 56,029     | 1.675   | \$ 1,338 | \$ 58,705 | 1.755 | \$ 1,338 | 13   |
| 14   | \$ 50,175         | 1.500 | \$ 1,338 | \$ 52,684       | 1.575 | \$ 1,338 | \$ 56,029               | 1.675   | \$ 1,338 | \$ 57,367     | 1.715   | \$ 1,338 | \$ 60,043 | 1.795 | \$ 1,338 | 14   |
| 15   | \$ 51,513         | 1.540 | \$ 1,338 | \$ 54,022       | 1.615 | \$ 1,338 | . ,                     | 1.715   | \$ 1,338 | \$ 58,705     | 1.755   | \$ 1,338 | \$ 61,381 | 1.835 | \$ 1,338 | 15   |
| 16   | \$ 51,513         |       |          | \$ 55,360       | 1.655 | \$ 1,338 | \$ 58,705               | 1.755   | \$ 1,338 | \$ 60,043     | 1.795   | \$ 1,338 | \$ 62,719 | 1.875 | \$ 1,338 | 16   |
| 17   | \$ 51,513         |       |          | \$ 56,698       | 1.695 | \$ 1,338 | \$ 60,043               | 1.795   | \$ 1,338 | \$ 61,381     | 1.835   | \$ 1,338 | \$ 64,057 | 1.915 | \$ 1,338 | 17   |
| 18   | \$ 51,513         |       |          | \$ 58,036       | 1.735 | \$ 1,338 | \$ 61,381               | 1.835   | \$ 1,338 | \$ 62,719     | 1.875   | \$ 1,338 | \$ 65,395 | 1.955 | \$ 1,338 | 18   |
| 19   | \$ 51,513         |       |          | \$ 59,039       | 1.765 | \$ 1,004 | \$ 62,719               | 1.875   | \$ 1,338 | \$ 64,057     | 1.915   | \$ 1,338 | \$ 66,733 | 1.995 | \$ 1,338 | 19   |
| 20   | \$ 51,513         |       |          | \$ 60,043       | 1.795 | \$ 1,004 | \$ 64,057               | 1.915   | \$ 1,338 | \$ 65,395     | 1.955   | \$ 1,338 | \$ 68,071 | 2.035 | \$ 1,338 | 20   |
| 21   | \$ 51,513         |       |          | \$ 61,046       | 1.825 | \$ 1,004 | \$ 65,060               | 1.945   | \$ 1,004 | \$ 66,398     | 1.985   | \$ 1,004 | \$ 69,074 | 2.065 | \$ 1,004 | 21   |
| 22   | \$ 51,513         |       |          | \$ 62,050       | 1.855 | \$ 1,004 | \$ 66,064               | 1.975   | \$ 1,004 | \$ 67,402     | 2.015   | \$ 1,003 | \$ 70,078 | 2.095 | \$ 1,003 | 22   |
| 23   | \$ 51,513         |       |          | \$ 63,053       | 1.885 | \$ 1,004 | \$ 67,067               | 2.005   | \$ 1,004 | \$ 68,405     | 2.045   | \$ 1,004 | \$ 71,081 | 2.125 | \$ 1,004 | 23   |
| 24   | \$ 51,513         |       |          | \$ 64,057       | 1.915 | \$ 1,004 | \$ 68,071               | 2.035   | \$ 1,003 | \$ 69,409     | 2.075   | \$ 1,003 | \$ 72,085 | 2.155 | \$ 1,004 | 24   |
| 25   | \$ 51,513         |       |          | \$ 64,726       | 1.935 | \$ 669   | \$ 68,740               | 2.055   | \$ 669   | \$ 70,078     | 2.095   | \$ 669   | \$ 72,754 | 2.175 | \$ 669   | 25   |
| 26   | \$ 51,513         |       |          | \$ 65,395       | 1.955 | \$ 669   | \$ 68,740               |         | \$ -     | \$ 70,078     |         | \$ -     | \$ 73,423 | 2.195 | \$ 669   | 26   |
| 27   | \$ 51,513         |       |          | \$ 66,064       | 1.975 | \$ 669   | \$ 68,740               |         | \$ -     | \$ 70,078     |         | \$ -     | \$ 74,092 | 2.215 | \$ 669   | 27   |
| 28   | \$ 51,513         |       |          | \$ 66,733       | 1.995 | \$ 669   | \$ 68,740               |         | \$ -     | \$ 70,078     |         | \$ -     | \$ 74,761 | 2.235 | \$ 669   | 28   |
| 29   | \$ 51,513         |       |          | \$ 67,402       | 2.015 | \$ 669   | \$ 68,740               |         | \$ -     | \$ 70,078     |         | \$ -     | \$ 75,430 | 2.255 | \$ 669   | 29   |
| 30   | \$ 51,513         |       |          | \$ 68,071       | 2.035 | \$ 669   | \$ 68,740               |         | \$ -     | \$ 70,078     |         | \$ -     | \$ 76,099 | 2.275 | \$ 669   | 30   |

#### Note:

Each member of the Bargaining Unit who holds a valid Certification from the National Board for Professional Teaching Standards or a Certificate of Clinical Competence in Speech Language Pathology or Audiology will receive a professional stipend of \$3,000. Teachers with a doctorate in a related field, granted by an accredited college or university, will earn a professional development stipend of \$3,000. Verification of current certification or official transcripts must be provided to the Human Resources Department by January 15th.

# Columbia Public Schools Teacher Salary Schedule for extra day assignments prior to 07/01/2010 2018-2019 187 Days

|      | I        |     | II        |     |    | Ш      |    | IV     |    | ٧         |      |
|------|----------|-----|-----------|-----|----|--------|----|--------|----|-----------|------|
|      | BS/CTE I |     | MS/CTE II |     | MS | 3 + 15 | MS | S + 45 | Do | c/CTE III |      |
| Step | Salary   |     | Salary    |     | Sã | alary  | Si | alary  |    | Salary    | Step |
| 1    | \$       | 193 | \$        | 201 | \$ | 216    | \$ | 223    | \$ | 237       | 1    |
| 2    | \$       | 193 | \$        | 203 | \$ | 221    | \$ | 228    | \$ | 242       | 2    |
| 3    | \$       | 195 | \$        | 208 | \$ | 226    | \$ | 233    | \$ | 248       | 3    |
| 4    | \$       | 200 | \$        | 214 | \$ | 232    | \$ | 239    | \$ | 253       | 4    |
| 5    | \$       | 206 | \$        | 219 | \$ | 237    | \$ | 244    | \$ | 258       | 5    |
| 6    | \$       | 211 | \$        | 224 | \$ | 242    | \$ | 250    | \$ | 264       | 6    |
| 7    | \$       | 218 | \$        | 232 | \$ | 250    | \$ | 257    | \$ | 271       | 7    |
| 8    | \$       | 225 | \$        | 239 | \$ | 257    | \$ | 264    | \$ | 278       | 8    |
| 9    | \$       | 233 | \$        | 246 | \$ | 264    | \$ | 271    | \$ | 285       | 9    |
| 10   | \$       | 240 | \$        | 253 | \$ | 271    | \$ | 278    | \$ | 292       | 10   |
| 11   | \$       | 247 | \$        | 260 | \$ | 278    | \$ | 285    | \$ | 300       | 11   |
| 12   | \$       | 254 | \$        | 267 | \$ | 285    | \$ | 292    | \$ | 307       | 12   |
| 13   | \$       | 261 | \$        | 275 | \$ | 292    | \$ | 300    | \$ | 314       | 13   |
| 14   | \$       | 268 | \$        | 282 | \$ | 300    | \$ | 307    | \$ | 321       | 14   |
| 15   | \$       | 275 | \$        | 289 | \$ | 307    | \$ | 314    | \$ | 328       | 15   |
| 16   | \$       | 275 | \$        | 296 | \$ | 314    | \$ | 321    | \$ | 335       | 16   |
| 17   | \$       | 275 | \$        | 303 | \$ | 321    | \$ | 328    | \$ | 343       | 17   |
| 18   | \$       | 275 | \$        | 310 | \$ | 328    | \$ | 335    | \$ | 350       | 18   |
| 19   | \$       | 275 | \$        | 316 | \$ | 335    | \$ | 343    | \$ | 357       | 19   |
| 20   | \$       | 275 | \$        | 321 | \$ | 343    | \$ | 350    | \$ | 364       | 20   |
| 21   | \$       | 275 | \$        | 326 | \$ | 348    | \$ | 355    | \$ | 369       | 21   |
| 22   | \$       | 275 | \$        | 332 | \$ | 353    | \$ | 360    | \$ | 375       | 22   |
| 23   | \$       | 275 | \$        | 337 | \$ | 359    | \$ | 366    | \$ | 380       | 23   |
| 24   | \$       | 275 | \$        | 343 | \$ | 364    | \$ | 371    | \$ | 385       | 24   |
| 25   | \$       | 275 | \$        | 346 | \$ | 368    | \$ | 375    | \$ | 389       | 25   |
| 26   | \$       | 275 | \$        | 350 | \$ | 368    | \$ | 375    | \$ | 393       | 26   |
| 27   | \$       | 275 | \$        | 353 | \$ | 368    | \$ | 375    | \$ | 396       | 27   |
| 28   | \$       | 275 | \$        | 357 | \$ | 368    | \$ | 375    | \$ | 400       | 28   |
| 29   | \$       | 275 | \$        | 360 | \$ | 368    | \$ | 375    | \$ | 403       | 29   |
| 30   | \$       | 275 | \$        | 364 | \$ | 368    | \$ | 375    | \$ | 407       | 30   |

# Columbia Public Schools Teacher Salary Schedule for extra day assignments made after 07/01/2010 2018-2019 187 Days

|      | I        |       | II        |       |    | Ш      |    | IV     |    | ٧         |      |
|------|----------|-------|-----------|-------|----|--------|----|--------|----|-----------|------|
|      | BS/CTE I |       | MS/CTE II |       | MS | S + 15 | MS | S + 45 | Do | c/CTE III |      |
| Step | Sa       | alary | Sa        | alary | Sa | alary  | Sa | alary  |    | Salary    | Step |
| 1    | \$       | 193   | \$        | 201   | \$ | 216    | \$ | 223    | \$ | 230       | 1    |
| 2    | \$       | 193   | \$        | 203   | \$ | 221    | \$ | 228    | \$ | 230       | 2    |
| 3    | \$       | 195   | \$        | 208   | \$ | 226    | \$ | 230    | \$ | 230       | 3    |
| 4    | \$       | 200   | \$        | 214   | \$ | 230    | \$ | 230    | \$ | 230       | 4    |
| 5    | \$       | 206   | \$        | 219   | \$ | 230    | \$ | 230    | \$ | 230       | 5    |
| 6    | \$       | 211   | \$        | 224   | \$ | 230    | \$ | 230    | \$ | 230       | 6    |
| 7    | \$       | 218   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 7    |
| 8    | \$       | 225   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 8    |
| 9    | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 9    |
| 10   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 10   |
| 11   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 11   |
| 12   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 12   |
| 13   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 13   |
| 14   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 14   |
| 15   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 15   |
| 16   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 16   |
| 17   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 17   |
| 18   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 18   |
| 19   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 19   |
| 20   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 20   |
| 21   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 21   |
| 22   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 22   |
| 23   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 23   |
| 24   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 24   |
| 25   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 25   |
| 26   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 26   |
| 27   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 27   |
| 28   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 28   |
| 29   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 29   |
| 30   | \$       | 230   | \$        | 230   | \$ | 230    | \$ | 230    | \$ | 230       | 30   |

# Columbia Public Schools Special Services Specialized Personnel Salary Schedule (for special education staff who are not a member of the bargaining unit or on another schedule)

2018-2019 187 Day

\$ 33,450 \$ 36,000

|      |           | I     |          | II        |       |          | III       |         |          | IV        |       |          | V             |       |          |      |
|------|-----------|-------|----------|-----------|-------|----------|-----------|---------|----------|-----------|-------|----------|---------------|-------|----------|------|
|      | BS        |       |          | MS        |       |          |           | MS + 15 |          | MS + 45   |       |          | MS + 60 / Doc |       |          |      |
| Step | Salary    | Index | Incr     | Salary    | Index | Incr     | Salary    | Index   | Incr     | Salary    | Index | Incr     | Salary        | Index | Incr     | Step |
| 1    | \$ 36,000 | 1.030 |          | \$ 37,631 | 1.125 |          | \$ 40,307 | 1.205   |          | \$ 41,645 | 1.245 |          | \$ 44,321     | 1.325 |          | 1    |
| 2    | \$ 36,000 | 1.060 | \$ -     | \$ 37,966 | 1.135 | \$ 335   | \$ 41,311 | 1.235   | \$ 1,004 | \$ 42,649 | 1.275 | \$ 1,004 | \$ 45,325     | 1.355 | \$ 1,004 | 2    |
| 3    | \$ 36,461 | 1.090 | \$ 461   | \$ 38,969 | 1.165 | \$ 1,004 | \$ 42,314 | 1.265   | \$ 1,004 | \$ 43,652 | 1.305 | \$ 1,004 | \$ 46,328     | 1.385 | \$ 1,004 | 3    |
| 4    | \$ 37,464 | 1.120 | \$ 1,004 | \$ 39,973 | 1.195 | \$ 1,004 | \$ 43,318 | 1.295   | \$ 1,004 | \$ 44,656 | 1.335 | \$ 1,004 | \$ 47,332     | 1.415 | \$ 1,004 | 4    |
| 5    | \$ 38,468 | 1.150 | \$ 1,004 | \$ 40,976 | 1.225 | \$ 1,004 | \$ 44,321 | 1.325   | \$ 1,004 | \$ 45,659 | 1.365 | \$ 1,004 | \$ 48,335     | 1.445 | \$ 1,004 | 5    |
| 6    | \$ 39,471 | 1.180 | \$ 1,004 | \$ 41,980 | 1.255 | \$ 1,004 | \$ 45,325 | 1.355   | \$ 1,004 | \$ 46,663 | 1.395 | \$ 1,004 | \$ 49,339     | 1.475 | \$ 1,004 | 6    |
| 7    | \$ 40,809 | 1.220 | \$ 1,338 | \$ 43,318 | 1.295 | \$ 1,338 | \$ 46,663 | 1.395   | \$ 1,338 | \$ 48,001 | 1.435 | \$ 1,338 | \$ 50,677     | 1.515 | \$ 1,338 | 7    |
| 8    | \$ 42,147 | 1.260 | \$ 1,338 | \$ 44,656 | 1.335 | \$ 1,338 | \$ 48,001 | 1.435   | \$ 1,338 | \$ 49,339 | 1.475 | \$ 1,338 | \$ 52,015     | 1.555 | \$ 1,338 | 8    |
| 9    | \$ 43,485 | 1.300 | \$ 1,338 | \$ 45,994 | 1.375 | \$ 1,338 | \$ 49,339 | 1.475   | \$ 1,338 | \$ 50,677 | 1.515 | \$ 1,338 | \$ 53,353     | 1.595 | \$ 1,338 | 9    |
| 10   | \$ 44,823 | 1.340 | \$ 1,338 | \$ 47,332 | 1.415 | \$ 1,338 | \$ 50,677 | 1.515   | \$ 1,338 | \$ 52,015 | 1.555 | \$ 1,338 | \$ 54,691     | 1.635 | \$ 1,338 | 10   |
| 11   | \$ 46,161 | 1.380 | \$ 1,338 | \$ 48,670 | 1.455 | \$ 1,338 | \$ 52,015 | 1.555   | \$ 1,338 | \$ 53,353 | 1.595 | \$ 1,338 | \$ 56,029     | 1.675 | \$ 1,338 | 11   |
| 12   | \$ 47,499 | 1.420 | \$ 1,338 | \$ 50,008 | 1.495 | \$ 1,338 | \$ 53,353 | 1.595   | \$ 1,338 | \$ 54,691 | 1.635 | \$ 1,338 | \$ 57,367     | 1.715 | \$ 1,338 | 12   |
| 13   | \$ 48,837 | 1.460 | \$ 1,338 | \$ 51,346 | 1.535 | \$ 1,338 | \$ 54,691 | 1.635   | \$ 1,338 | \$ 56,029 | 1.675 | \$ 1,338 | \$ 58,705     | 1.755 | \$ 1,338 | 13   |
| 14   | \$ 50,175 | 1.500 | \$ 1,338 | \$ 52,684 | 1.575 | \$ 1,338 | \$ 56,029 | 1.675   | \$ 1,338 | \$ 57,367 | 1.715 | \$ 1,338 | \$ 60,043     | 1.795 | \$ 1,338 | 14   |
| 15   | \$ 51,513 | 1.540 | \$ 1,338 | \$ 54,022 | 1.615 | \$ 1,338 | \$ 57,367 | 1.715   | \$ 1,338 | \$ 58,705 | 1.755 | \$ 1,338 | \$ 61,381     | 1.835 | \$ 1,338 | 15   |
| 16   | \$ 51,513 |       |          | \$ 55,360 | 1.655 | \$ 1,338 | \$ 58,705 | 1.755   | \$ 1,338 | \$ 60,043 | 1.795 | \$ 1,338 | \$ 62,719     | 1.875 | \$ 1,338 | 16   |
| 17   | \$ 51,513 |       |          | \$ 56,698 | 1.695 | \$ 1,338 | \$ 60,043 | 1.795   | \$ 1,338 | \$ 61,381 | 1.835 | \$ 1,338 | \$ 64,057     | 1.915 | \$ 1,338 | 17   |
| 18   | \$ 51,513 |       |          | \$ 58,036 | 1.735 | \$ 1,338 | \$ 61,381 | 1.835   | \$ 1,338 | \$ 62,719 | 1.875 | \$ 1,338 | \$ 65,395     | 1.955 | \$ 1,338 | 18   |
| 19   | \$ 51,513 |       |          | \$ 59,039 | 1.765 | \$ 1,004 | \$ 62,719 | 1.875   | \$ 1,338 | \$ 64,057 | 1.915 | \$ 1,338 | \$ 66,733     | 1.995 | \$ 1,338 | 19   |
| 20   | \$ 51,513 |       |          | \$ 60,043 | 1.795 | \$ 1,004 | \$ 64,057 | 1.915   | \$ 1,338 | \$ 65,395 | 1.955 | \$ 1,338 | \$ 68,071     | 2.035 | \$ 1,338 | 20   |
| 21   | \$ 51,513 |       |          | \$ 61,046 | 1.825 | \$ 1,004 | \$ 65,060 | 1.945   | \$ 1,004 | \$ 66,398 | 1.985 | \$ 1,004 | \$ 69,074     | 2.065 | \$ 1,004 | 21   |
| 22   | \$ 51,513 |       |          | \$ 62,050 | 1.855 | \$ 1,004 | \$ 66,064 | 1.975   | \$ 1,004 | \$ 67,402 | 2.015 | \$ 1,003 | \$ 70,078     | 2.095 | \$ 1,003 | 22   |
| 23   | \$ 51,513 |       |          | \$ 63,053 | 1.885 | \$ 1,004 | \$ 67,067 | 2.005   | \$ 1,004 | \$ 68,405 | 2.045 | \$ 1,004 | \$ 71,081     | 2.125 | \$ 1,004 | 23   |
| 24   | \$ 51,513 |       |          | \$ 64,057 | 1.915 | \$ 1,004 | \$ 68,071 | 2.035   | \$ 1,003 | \$ 69,409 | 2.075 | \$ 1,003 | \$ 72,085     | 2.155 | \$ 1,004 | 24   |
| 25   | \$ 51,513 |       |          | \$ 64,726 | 1.935 | \$ 669   | \$ 68,740 | 2.055   | \$ 669   | \$ 70,078 | 2.095 | \$ 669   | \$ 72,754     | 2.175 | \$ 669   | 25   |
| 26   | \$ 51,513 |       |          | \$ 65,395 | 1.955 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 73,423     | 2.195 | \$ 669   | 26   |
| 27   | \$ 51,513 |       |          | \$ 66,064 | 1.975 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 74,092     | 2.215 | \$ 669   | 27   |
| 28   | \$ 51,513 |       |          | \$ 66,733 | 1.995 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 74,761     | 2.235 | \$ 669   | 28   |
| 29   | \$ 51,513 |       |          | \$ 67,402 | 2.015 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 75,430     | 2.255 | \$ 669   | 29   |
| 30   | \$ 51,513 |       |          | \$ 68,071 | 2.035 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 76,099     | 2.275 | \$ 669   | 30   |

#### Columbia Public Schools Instructional Mentors, Coaches, and Trainers 2018-2019 187 Day

\$ 33,450 \$ 36,000

|      | I         |       |          | II        |       |          | III       |         |          | IV        |       |          | V         |       |          |      |
|------|-----------|-------|----------|-----------|-------|----------|-----------|---------|----------|-----------|-------|----------|-----------|-------|----------|------|
|      | BS        |       |          | MS        |       |          |           | MS + 15 |          | MS + 45   |       |          | N         |       |          |      |
| Step | Salary    | Index | Incr     | Salary    | Index | Incr     | Salary    | Index   | Incr     | Salary    | Index | Incr     | Salary    | Index | Incr     | Step |
| 1    | \$ 36,000 | 1.030 |          | \$ 37,631 | 1.125 |          | \$ 40,307 | 1.205   |          | \$ 41,645 | 1.245 |          | \$ 44,321 | 1.325 |          | 1    |
| 2    | \$ 36,000 | 1.060 | \$ -     | \$ 37,966 | 1.135 | \$ 335   | \$ 41,311 | 1.235   | \$ 1,004 | \$ 42,649 | 1.275 | \$ 1,004 | \$ 45,325 | 1.355 | \$ 1,004 | 2    |
| 3    | \$ 36,461 | 1.090 | \$ 461   | \$ 38,969 | 1.165 | \$ 1,004 | \$ 42,314 | 1.265   | \$ 1,004 | \$ 43,652 | 1.305 | \$ 1,004 | \$ 46,328 | 1.385 | \$ 1,004 | 3    |
| 4    | \$ 37,464 | 1.120 | \$ 1,004 | \$ 39,973 | 1.195 | \$ 1,004 | \$ 43,318 | 1.295   | \$ 1,004 | \$ 44,656 | 1.335 | \$ 1,004 | \$ 47,332 | 1.415 | \$ 1,004 | 4    |
| 5    | \$ 38,468 | 1.150 | \$ 1,004 | \$ 40,976 | 1.225 | \$ 1,004 | \$ 44,321 | 1.325   | \$ 1,004 | \$ 45,659 | 1.365 | \$ 1,004 | \$ 48,335 | 1.445 | \$ 1,004 | 5    |
| 6    | \$ 39,471 | 1.180 | \$ 1,004 | \$ 41,980 | 1.255 | \$ 1,004 | \$ 45,325 | 1.355   | \$ 1,004 | \$ 46,663 | 1.395 | \$ 1,004 | \$ 49,339 | 1.475 | \$ 1,004 | 6    |
| 7    | \$ 40,809 | 1.220 | \$ 1,338 | \$ 43,318 | 1.295 | \$ 1,338 | \$ 46,663 | 1.395   | \$ 1,338 | \$ 48,001 | 1.435 | \$ 1,338 | \$ 50,677 | 1.515 | \$ 1,338 | 7    |
| 8    | \$ 42,147 | 1.260 | \$ 1,338 | \$ 44,656 | 1.335 | \$ 1,338 | \$ 48,001 | 1.435   | \$ 1,338 | \$ 49,339 | 1.475 | \$ 1,338 | \$ 52,015 | 1.555 | \$ 1,338 | 8    |
| 9    | \$ 43,485 | 1.300 | \$ 1,338 | \$ 45,994 | 1.375 | \$ 1,338 | \$ 49,339 | 1.475   | \$ 1,338 | \$ 50,677 | 1.515 | \$ 1,338 | \$ 53,353 | 1.595 | \$ 1,338 | 9    |
| 10   | \$ 44,823 | 1.340 | \$ 1,338 | \$ 47,332 | 1.415 | \$ 1,338 | \$ 50,677 | 1.515   | \$ 1,338 | \$ 52,015 | 1.555 | \$ 1,338 | \$ 54,691 | 1.635 | \$ 1,338 | 10   |
| 11   | \$ 46,161 | 1.380 | \$ 1,338 | \$ 48,670 | 1.455 | \$ 1,338 | \$ 52,015 | 1.555   | \$ 1,338 | \$ 53,353 | 1.595 | \$ 1,338 | \$ 56,029 | 1.675 | \$ 1,338 | 11   |
| 12   | \$ 47,499 | 1.420 | \$ 1,338 | \$ 50,008 | 1.495 | \$ 1,338 | \$ 53,353 | 1.595   | \$ 1,338 | \$ 54,691 | 1.635 | \$ 1,338 | \$ 57,367 | 1.715 | \$ 1,338 | 12   |
| 13   | \$ 48,837 | 1.460 | \$ 1,338 | \$ 51,346 | 1.535 | \$ 1,338 | \$ 54,691 | 1.635   | \$ 1,338 | \$ 56,029 | 1.675 | \$ 1,338 | \$ 58,705 | 1.755 | \$ 1,338 | 13   |
| 14   | \$ 50,175 | 1.500 | \$ 1,338 | \$ 52,684 | 1.575 | \$ 1,338 | \$ 56,029 | 1.675   | \$ 1,338 | \$ 57,367 | 1.715 | \$ 1,338 | \$ 60,043 | 1.795 | \$ 1,338 | 14   |
| 15   | \$ 51,513 | 1.540 | \$ 1,338 | \$ 54,022 | 1.615 | \$ 1,338 | \$ 57,367 | 1.715   | \$ 1,338 | \$ 58,705 | 1.755 | \$ 1,338 | \$ 61,381 | 1.835 | \$ 1,338 | 15   |
| 16   | \$ 51,513 |       |          | \$ 55,360 | 1.655 | \$ 1,338 | \$ 58,705 | 1.755   | \$ 1,338 | \$ 60,043 | 1.795 | \$ 1,338 | \$ 62,719 | 1.875 | \$ 1,338 | 16   |
| 17   | \$ 51,513 |       |          | \$ 56,698 | 1.695 | \$ 1,338 | \$ 60,043 | 1.795   | \$ 1,338 | \$ 61,381 | 1.835 | \$ 1,338 | \$ 64,057 | 1.915 | \$ 1,338 | 17   |
| 18   | \$ 51,513 |       |          | \$ 58,036 | 1.735 | \$ 1,338 | \$ 61,381 | 1.835   | \$ 1,338 | \$ 62,719 | 1.875 | \$ 1,338 | \$ 65,395 | 1.955 | \$ 1,338 | 18   |
| 19   | \$ 51,513 |       |          | \$ 59,039 | 1.765 | \$ 1,004 | \$ 62,719 | 1.875   | \$ 1,338 | \$ 64,057 | 1.915 | \$ 1,338 | \$ 66,733 | 1.995 | \$ 1,338 | 19   |
| 20   | \$ 51,513 |       |          | \$ 60,043 | 1.795 | \$ 1,004 | \$ 64,057 | 1.915   | \$ 1,338 | \$ 65,395 | 1.955 | \$ 1,338 | \$ 68,071 | 2.035 | \$ 1,338 | 20   |
| 21   | \$ 51,513 |       |          | \$ 61,046 | 1.825 | \$ 1,004 | \$ 65,060 | 1.945   | \$ 1,004 | \$ 66,398 | 1.985 | \$ 1,004 | \$ 69,074 | 2.065 | \$ 1,004 | 21   |
| 22   | \$ 51,513 |       |          | \$ 62,050 | 1.855 | \$ 1,004 | \$ 66,064 | 1.975   | \$ 1,004 | \$ 67,402 | 2.015 | \$ 1,003 | \$ 70,078 | 2.095 | \$ 1,003 | 22   |
| 23   | \$ 51,513 |       |          | \$ 63,053 | 1.885 | \$ 1,004 | \$ 67,067 | 2.005   | \$ 1,004 | \$ 68,405 | 2.045 | \$ 1,004 | \$ 71,081 | 2.125 | \$ 1,004 | 23   |
| 24   | \$ 51,513 |       |          | \$ 64,057 | 1.915 | \$ 1,004 | \$ 68,071 | 2.035   | \$ 1,003 | \$ 69,409 | 2.075 | \$ 1,003 | \$ 72,085 | 2.155 | \$ 1,004 | 24   |
| 25   | \$ 51,513 |       |          | \$ 64,726 | 1.935 | \$ 669   | \$ 68,740 | 2.055   | \$ 669   | \$ 70,078 | 2.095 | \$ 669   | \$ 72,754 | 2.175 | \$ 669   | 25   |
| 26   | \$ 51,513 |       |          | \$ 65,395 | 1.955 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 73,423 | 2.195 | \$ 669   | 26   |
| 27   | \$ 51,513 |       |          | \$ 66,064 | 1.975 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 74,092 | 2.215 | \$ 669   | 27   |
| 28   | \$ 51,513 |       |          | \$ 66,733 | 1.995 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 74,761 | 2.235 | \$ 669   | 28   |
| 29   | \$ 51,513 |       |          | \$ 67,402 | 2.015 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 75,430 | 2.255 | \$ 669   | 29   |
| 30   | \$ 51,513 |       |          | \$ 68,071 | 2.035 | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |       | \$ -     | \$ 76,099 | 2.275 | \$ 669   | 30   |

Note: New Hires are allowed to receive credit for up to 12 years of experience with the highest placement on this schedule being year 13.

#### Columbia School District Elementary Assistant Principal 2018-2019 Salary Schedule

| 15   | 158A Elementary AP |             |        |  |
|------|--------------------|-------------|--------|--|
|      |                    | sters Degre |        |  |
|      | in a               | dministrati | on     |  |
|      |                    |             |        |  |
| Days |                    | 210         |        |  |
| Base | \$                 | 62,000      |        |  |
| Min  | \$                 | 66,000      |        |  |
| Max  | \$                 | 74,090      |        |  |
|      |                    |             | Index  |  |
| 1    | \$                 | 66,000      |        |  |
| 2    | \$                 | 66,000      | 1.0600 |  |
| 3    | \$                 | 66,805      | 1.0775 |  |
| 4    | \$                 | 67,890      | 1.0950 |  |
| 5    | \$                 | 69,130      | 1.1150 |  |
| 6    | \$                 | 70,370      | 1.1350 |  |
| 7    | \$                 | 71,610      | 1.1550 |  |
| 8    | \$                 | 72,850      | 1.1750 |  |
| 9    | \$                 | 74,090      | 1.1950 |  |
| 10   | \$                 | 74,090      |        |  |
| 11   | \$                 | 74,090      |        |  |
| 12   | \$                 | 74,090      |        |  |
| 13   | \$                 | 74,090      |        |  |
| 14   | \$                 | 74,090      |        |  |
| 15   | \$                 | 74,090      |        |  |
| 16   | \$                 | 74,090      |        |  |
| 17   | \$                 | 74,090      |        |  |
| 18   | \$                 | 74,090      |        |  |
| 19   | \$                 | 74,090      |        |  |
| 20   | \$                 | 74,090      |        |  |
| 21   | \$                 | 74,090      |        |  |
| 22   | \$                 | 74,090      |        |  |
| 23   | \$                 | 74,090      |        |  |
| 24   | \$                 | 74,090      |        |  |
| 25   | \$                 | 74,090      |        |  |
| 26   |                    |             |        |  |
| 27   |                    |             |        |  |
| 28   |                    |             |        |  |
| 29   |                    |             |        |  |
| 30   |                    |             |        |  |

|        | 158B Elementary AP |             |  |
|--------|--------------------|-------------|--|
|        | er Admin Ce        |             |  |
| Spec I | Degree in adm      | in or instr |  |
|        |                    |             |  |
| Days   | 210                |             |  |
| Base   | \$ 65,000          |             |  |
| Min    | \$ 69,000          |             |  |
| Max    | \$ 88,400          |             |  |
|        |                    | Index       |  |
| 1      | \$ 69,000          |             |  |
| 2      | \$ 69,000          | 1.0600      |  |
| 3      | \$ 70,038          | 1.0775      |  |
| 4      | \$ 71,175          | 1.0950      |  |
| 5      | \$ 72,475          | 1.1150      |  |
| 6      | \$ 73,775          | 1.1350      |  |
| 7      | \$ 75,075          | 1.1550      |  |
| 8      | \$ 76,375          | 1.1750      |  |
| 9      | \$ 77,675          | 1.1950      |  |
| 10     | \$ 79,138          | 1.2175      |  |
| 11     | \$ 80,600          | 1.2400      |  |
| 12     | \$ 82,063          | 1.2625      |  |
| 13     | \$ 83,525          | 1.2850      |  |
| 14     | \$ 84,500          | 1.3000      |  |
| 15     | \$ 85,475          | 1.3150      |  |
| 16     | \$ 86,450          | 1.3300      |  |
| 17     | \$ 87,425          | 1.3450      |  |
| 18     | \$ 88,400          | 1.3600      |  |
| 19     | \$ 88,400          |             |  |
| 20     | \$ 88,400          |             |  |
| 21     | \$ 88,400          |             |  |
| 22     | \$ 88,400          |             |  |
| 23     | \$ 88,400          |             |  |
| 24     | \$ 88,400          |             |  |
| 25     | \$ 88,400          |             |  |
| 26     |                    |             |  |
| 27     |                    |             |  |
| 28     |                    |             |  |
| 29     |                    |             |  |
| 30     |                    |             |  |

| 158C Elementary AP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |       |                |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|----------------|-----------|
| In administration or instruction           Days         210           Base         \$ 68,500           Min         \$ 72,500           Max         \$ 102,921           1         \$ 72,500           2         \$ 72,500           3         \$ 73,809         1.0705           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126                                                        | 1      |       | •              |           |
| Days         210           Base         68,500           Min         72,500           Max         102,921           Index           1         72,500           2         72,500           3         73,809         1.0775           4         75,008         1.0950           5         76,378         1.1150           6         77,748         1.1350           7         79,118         1.1550           8         80,488         1.1750           9         81,858         1.1950           10         83,399         1.2175           11         84,940         1.2400           12         86,481         1.2625           13         88,023         1.2850           14         89,564         1.3075           15         91,105         1.3300           16         92,646         1.3525           17         94,016         1.3725           18         95,386         1.3925           19         96,756         1.4125           20         98,126         1.4325           21         99,496 <t< td=""><td>l</td><td></td><td></td><td></td></t<>                                                        | l      |       |                |           |
| Base         \$ 68,500           Min         \$ 72,500           Max         \$ 102,921           Index           1         \$ 72,500           2         \$ 72,500         1.0600           3         \$ 73,809         1.0775           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126         1.4325           21         \$ 99,496                                                 | in adı | minis | stration or in | struction |
| Base         \$ 68,500           Min         \$ 72,500           Max         \$ 102,921           Index           1         \$ 72,500           2         \$ 72,500         1.0600           3         \$ 73,809         1.0775           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126         1.4325           21         \$ 99,496                                                 | l _    |       |                |           |
| Min Max         \$ 72,500           Max         \$ 102,921           Index           1         \$ 72,500           2         \$ 72,500           3         \$ 73,809         1.0775           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126         1.4325           21         \$ 99,496         1.4525           22         \$ 100,353 <td>, ,</td> <td>_</td> <td>-</td> <td></td> | , ,    | _     | -              |           |
| Max         \$ 102,921           1         \$ 72,500           2         \$ 72,500         1.0600           3         \$ 73,809         1.0775           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126         1.4325           21         \$ 99,496         1.4525           22         \$ 100,353         1.4650           23         \$ 101,209<                                   |        |       |                |           |
| Index                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |       | •              |           |
| 1       \$ 72,500         2       \$ 72,500       1.0600         3       \$ 73,809       1.0775         4       \$ 75,008       1.0950         5       \$ 76,378       1.1150         6       \$ 77,748       1.1350         7       \$ 79,118       1.1550         8       \$ 80,488       1.1750         9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025 </td <td>Max</td> <td>\$</td> <td>102,921</td> <td></td>                                                 | Max    | \$    | 102,921        |           |
| 2         \$ 72,500         1.0600           3         \$ 73,809         1.0775           4         \$ 75,008         1.0950           5         \$ 76,378         1.1150           6         \$ 77,748         1.1350           7         \$ 79,118         1.1550           8         \$ 80,488         1.1750           9         \$ 81,858         1.1950           10         \$ 83,399         1.2175           11         \$ 84,940         1.2400           12         \$ 86,481         1.2625           13         \$ 88,023         1.2850           14         \$ 89,564         1.3075           15         \$ 91,105         1.3300           16         \$ 92,646         1.3525           17         \$ 94,016         1.3725           18         \$ 95,386         1.3925           19         \$ 96,756         1.4125           20         \$ 98,126         1.4325           21         \$ 99,496         1.4525           22         \$ 100,353         1.4650           23         \$ 101,209         1.4775           24         \$ 102,065         1.4900                                     |        | Φ.    | 70.500         | Index     |
| 3       \$ 73,809       1.0775         4       \$ 75,008       1.0950         5       \$ 76,378       1.1150         6       \$ 77,748       1.1350         7       \$ 79,118       1.1550         8       \$ 80,488       1.1750         9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29 <td></td> <td></td> <td></td> <td>4.0000</td>                                                                                     |        |       |                | 4.0000    |
| 4       \$ 75,008       1.0950         5       \$ 76,378       1.1150         6       \$ 77,748       1.1350         7       \$ 79,118       1.1550         8       \$ 80,488       1.1750         9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                          |        |       |                |           |
| 5       \$ 76,378       1.1150         6       \$ 77,748       1.1350         7       \$ 79,118       1.1550         8       \$ 80,488       1.1750         9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                 |        |       |                |           |
| 6 \$ 77,748 1.1350 7 \$ 79,118 1.1550 8 \$ 80,488 1.1750 9 \$ 81,858 1.1950 10 \$ 83,399 1.2175 11 \$ 84,940 1.2400 12 \$ 86,481 1.2625 13 \$ 88,023 1.2850 14 \$ 89,564 1.3075 15 \$ 91,105 1.3300 16 \$ 92,646 1.3525 17 \$ 94,016 1.3725 18 \$ 95,386 1.3925 19 \$ 96,756 1.4125 20 \$ 98,126 1.4325 21 \$ 99,496 1.4525 22 \$ 100,353 1.4650 23 \$ 101,209 1.4775 24 \$ 102,065 1.4900 25 \$ 102,921 1.5025 26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       |                |           |
| 7       \$ 79,118       1.1550         8       \$ 80,488       1.1750         9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                               |        |       |                |           |
| 8       \$       80,488       1.1750         9       \$       81,858       1.1950         10       \$       83,399       1.2175         11       \$       84,940       1.2400         12       \$       86,481       1.2625         13       \$       88,023       1.2850         14       \$       89,564       1.3075         15       \$       91,105       1.3300         16       \$       92,646       1.3525         17       \$       94,016       1.3725         18       \$       95,386       1.3925         19       \$       96,756       1.4125         20       \$       98,126       1.4325         21       \$       99,496       1.4525         22       \$       100,353       1.4650         23       \$       101,209       1.4775         24       \$       102,065       1.4900         25       \$       102,921       1.5025         26       27         28       29                                                                                                                                                                                                                          |        |       |                |           |
| 9       \$ 81,858       1.1950         10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                             |        |       |                |           |
| 10       \$ 83,399       1.2175         11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                    |        | \$    |                | 1.1750    |
| 11       \$ 84,940       1.2400         12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                            | _      |       | 81,858         | 1.1950    |
| 12       \$ 86,481       1.2625         13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | _      |       |                | 1.2175    |
| 13       \$ 88,023       1.2850         14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       |                |           |
| 14       \$ 89,564       1.3075         15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |       |                |           |
| 15       \$ 91,105       1.3300         16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       |                |           |
| 16       \$ 92,646       1.3525         17       \$ 94,016       1.3725         18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |       | 89,564         | 1.3075    |
| 18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |       |                | 1.3300    |
| 18       \$ 95,386       1.3925         19       \$ 96,756       1.4125         20       \$ 98,126       1.4325         21       \$ 99,496       1.4525         22       \$ 100,353       1.4650         23       \$ 101,209       1.4775         24       \$ 102,065       1.4900         25       \$ 102,921       1.5025         26       27         28       29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | _      |       | 92,646         | 1.3525    |
| 19     \$ 96,756     1.4125       20     \$ 98,126     1.4325       21     \$ 99,496     1.4525       22     \$ 100,353     1.4650       23     \$ 101,209     1.4775       24     \$ 102,065     1.4900       25     \$ 102,921     1.5025       26     27       28     29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       |                | 1.3725    |
| 20 \$ 98,126 1.4325<br>21 \$ 99,496 1.4525<br>22 \$ 100,353 1.4650<br>23 \$ 101,209 1.4775<br>24 \$ 102,065 1.4900<br>25 \$ 102,921 1.5025<br>26<br>27<br>28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |       |                |           |
| 21 \$ 99,496 1.4525<br>22 \$ 100,353 1.4650<br>23 \$ 101,209 1.4775<br>24 \$ 102,065 1.4900<br>25 \$ 102,921 1.5025<br>26<br>27<br>28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       |                |           |
| 22 \$ 100,353 1.4650<br>23 \$ 101,209 1.4775<br>24 \$ 102,065 1.4900<br>25 \$ 102,921 1.5025<br>26 27<br>28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |       | 98,126         |           |
| 23 \$ 101,209 1.4775<br>24 \$ 102,065 1.4900<br>25 \$ 102,921 1.5025<br>26<br>27<br>28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |       | 99,496         | 1.4525    |
| 24 \$ 102,065 1.4900<br>25 \$ 102,921 1.5025<br>26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       | 100,353        | 1.4650    |
| 25 \$ 102,921 1.5025<br>26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 23     |       | 101,209        | 1.4775    |
| 26<br>27<br>28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |       | 102,065        |           |
| 27<br>28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        | \$    | 102,921        | 1.5025    |
| 28<br>29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |       |                |           |
| 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |       |                |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 28     |       |                |           |
| 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 29     |       |                |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 30     |       |                |           |

#### Columbia School District Elementary Principal 2018-2019

| 162 <i>F</i> |      | ementary P  |       |
|--------------|------|-------------|-------|
|              |      | sters Degre |       |
|              | in a | dministrati | on    |
|              |      |             |       |
| Days         |      | 215         |       |
| Base         | \$   | 72,350      |       |
| Min          | \$   | 74,500      |       |
| Max          | \$   | 86,458      |       |
|              |      |             | Index |
| 1            | \$   | 74,500      |       |
| 2            | \$   | 76,691      | 1.060 |
| 3            | \$   | 77,957      | 1.078 |
| 4            | \$   | 79,223      | 1.095 |
| 5            | \$   | 80,670      | 1.115 |
| 6            | \$   | 82,117      | 1.135 |
| 7            | \$   | 83,564      | 1.155 |
| 8            | \$   | 85,011      | 1.175 |
| 9            | \$   | 86,458      | 1.195 |
| 10           | \$   | 86,458      |       |
| 11           | \$   | 86,458      |       |
| 12           | \$   | 86,458      |       |
| 13           | \$   | 86,458      |       |
| 14           | \$   | 86,458      |       |
| 15           | \$   | 86,458      |       |
| 16           | \$   | 86,458      |       |
| 17           | \$   | 86,458      |       |
| 18           | \$   | 86,458      |       |
| 19           | \$   | 86,458      |       |
| 20           | \$   | 86,458      |       |
| 21           | \$   | 86,458      |       |
| 22           | \$   | 86,458      |       |
| 23           | \$   | 86,458      |       |
| 24           | \$   | 86,458      |       |
| 25           | \$   | 86,458      |       |

| 162B | 162B Elementary Principal |             |  |  |
|------|---------------------------|-------------|--|--|
| Care | er Admin Ce               | ertificate  |  |  |
| Spec | Degree in adm             | in or instr |  |  |
|      |                           |             |  |  |
| Days | 215                       |             |  |  |
| Base | \$ 75,350                 |             |  |  |
| Min  | \$ 77,500                 |             |  |  |
| Max  | \$ 103,795                |             |  |  |
|      |                           | Index       |  |  |
| 1    | \$ 79,118                 | 1.0500      |  |  |
| 2    | \$ 79,871                 | 1.0600      |  |  |
| 3    | \$ 81,190                 | 1.0775      |  |  |
|      | \$ 82,508                 | 1.0950      |  |  |
| 5    | \$ 84,015                 | 1.1150      |  |  |
| 6    | \$ 85,522                 | 1.1350      |  |  |
| 7    | \$ 87,029                 | 1.1550      |  |  |
| 8    | \$ 88,536                 | 1.1750      |  |  |
| 9    | \$ 90,043                 | 1.1950      |  |  |
| 10   | \$ 91,739                 | 1.2175      |  |  |
| 11   | \$ 93,434                 | 1.2400      |  |  |
| 12   | \$ 95,129                 | 1.2625      |  |  |
| 13   | \$ 96,825                 | 1.2850      |  |  |
| 14   | \$ 98,520                 | 1.3075      |  |  |
| 15   | \$ 100,027                | 1.3275      |  |  |
| 16   | \$ 101,534                | 1.3475      |  |  |
| 17   | \$ 102,664                | 1.3625      |  |  |
| 18   | \$ 103,795                | 1.3775      |  |  |
| 19   | \$ 103,795                |             |  |  |
| 20   | \$ 103,795                |             |  |  |
| 21   | \$ 103,795                |             |  |  |
| 22   | \$ 103,795                |             |  |  |
| 23   | \$ 103,795                |             |  |  |
| 24   | \$ 103,795                |             |  |  |
| 25   | \$ 103,795                | <u> </u>    |  |  |

| 1620   | 162C Elementary Principal |                |           |  |
|--------|---------------------------|----------------|-----------|--|
|        |                           | ctoral Degre   |           |  |
| in adn | ninis                     | tration or ins | struction |  |
|        |                           |                |           |  |
| Days   |                           | 215            |           |  |
| Base   | \$                        | 78,850         |           |  |
| Min    | \$                        | 81,000         |           |  |
| Max    | \$                        | 119,655        |           |  |
|        |                           |                | Index     |  |
| 1      | \$                        | 81,000         |           |  |
| 2      | \$                        | 83,581         | 1.060     |  |
| 3      | \$                        | 84,961         | 1.078     |  |
| 4      | \$                        | 86,341         | 1.095     |  |
| 5      | \$                        | 87,918         | 1.115     |  |
| 6      | \$                        | 89,495         | 1.135     |  |
| 7      | \$                        | 91,072         | 1.155     |  |
| 8      | \$                        | 92,649         | 1.175     |  |
| 9      | \$                        | 94,226         | 1.195     |  |
| 10     | \$                        | 96,000         | 1.218     |  |
| 11     | \$                        | 97,774         | 1.240     |  |
| 12     | \$                        | 99,548         | 1.263     |  |
| 13     | \$                        | 101,322        | 1.285     |  |
| 14     | \$                        | 103,096        | 1.308     |  |
| 15     | \$                        | 104,871        | 1.330     |  |
| 16     | \$                        | 106,645        | 1.353     |  |
| 17     | \$                        | 108,419        | 1.375     |  |
| 18     | \$                        | 110,193        | 1.398     |  |
| 19     | \$                        | 111,967        | 1.420     |  |
| 20     | \$                        | 113,544        | 1.440     |  |
| 21     | \$                        | 115,121        | 1.460     |  |
| 22     | \$                        | 116,698        | 1.480     |  |
| 23     | \$                        | 117,684        | 1.493     |  |
| 24     | \$                        | 118,669        | 1.505     |  |
| 25     | \$                        | 119,655        | 1.518     |  |

#### Columbia School District Middle School Assistant Principal 2018-2019 Salary Schedule

| 160A | Mic  | ldle Asst. F | Principal |
|------|------|--------------|-----------|
|      | Ma   | sters Degr   | ee .      |
|      | in a | dministrati  | on        |
| Days |      | 233          |           |
| Base | \$   | 72,350       |           |
| Min  | \$   | 75,500       |           |
| Max  | \$   | 88,086       |           |
|      |      |              | Index     |
| 1    | \$   | 75,500       |           |
| 2    | \$   | 77,415       | 1.070     |
| 3    | \$   | 78,862       | 1.090     |
| 4    | \$   | 80,309       | 1.110     |
| 5    | \$   | 81,756       | 1.130     |
| 6    | \$   | 83,203       | 1.150     |
| 7    | \$   | 84,830       | 1.173     |
| 8    | \$   | 86,458       | 1.195     |
| 9    | \$   | 88,086       | 1.218     |
| 10   | \$   | 88,086       |           |
| 11   | \$   | 88,086       |           |
| 12   | \$   | 88,086       |           |
| 13   | \$   | 88,086       |           |
| 14   | \$   | 88,086       |           |
| 15   | \$   | 88,086       |           |
| 16   | \$   | 88,086       |           |
| 17   | \$   | 88,086       |           |
| 18   | \$   | 88,086       |           |
| 19   | \$   | 88,086       |           |
| 20   | \$   | 88,086       |           |
| 21   | \$   | 88,086       |           |
| 22   | \$   | 88,086       |           |
| 23   | \$   | 88,086       |           |
| 24   | \$   | 88,086       |           |
| 25   | \$   | 88,086       |           |

| 160B | Middle Asst.             | Principal   |  |
|------|--------------------------|-------------|--|
|      | Career Admin Certificate |             |  |
| Spec | Degree in adm            | in or instr |  |
| Days | 233                      |             |  |
| Base | \$ 75,350                |             |  |
| Min  | \$ 78,500                |             |  |
| Max  | \$ 105,226               |             |  |
|      |                          | Index       |  |
| 1    | \$ 78,500                |             |  |
| 2    | \$ 80,625                | 1.070       |  |
| 3    | \$ 82,132                | 1.090       |  |
| 4    | \$ 83,639                | 1.110       |  |
| 5    | \$ 85,146                | 1.130       |  |
| 6    | \$ 86,653                | 1.150       |  |
| 7    | \$ 88,348                | 1.173       |  |
| 8    | \$ 90,043                | 1.195       |  |
| 9    | \$ 91,739                | 1.218       |  |
| 10   | \$ 93,622                | 1.243       |  |
| 11   | \$ 95,506                | 1.268       |  |
| 12   | \$ 97,390                | 1.293       |  |
| 13   | \$ 99,198                | 1.317       |  |
| 14   | \$ 100,894               | 1.339       |  |
| 15   | \$ 102,589               | 1.362       |  |
| 16   | \$ 103,908               | 1.379       |  |
| 17   | \$ 105,226               | 1.397       |  |
| 18   | \$ 105,226               |             |  |
| 19   | \$ 105,226               |             |  |
| 20   | \$ 105,226               |             |  |
| 21   | \$ 105,226               |             |  |
| 22   | \$ 105,226               |             |  |
| 23   | \$ 105,226               |             |  |
| 24   | \$ 105,226               |             |  |
| 25   | \$ 105,226               |             |  |

| 1600   | 160C Middle Asst. Principal |                |           |  |
|--------|-----------------------------|----------------|-----------|--|
|        | Do                          | ctoral Degre   | e         |  |
| in adr | ninis                       | tration or ins | struction |  |
| Days   |                             | 233            |           |  |
| Base   | \$                          | 78,850         |           |  |
| Min    | \$                          | 81,000         |           |  |
| Max    | \$                          | 121,784        |           |  |
|        |                             |                | Index     |  |
| 1      | \$                          | 81,000         |           |  |
| 2      | \$                          | 84,370         | 1.070     |  |
| 3      | \$                          | 85,947         | 1.090     |  |
| 4      | \$                          | 87,524         | 1.110     |  |
| 5      | \$                          | 89,101         | 1.130     |  |
| 6      | \$                          | 90,678         | 1.150     |  |
| 7      | \$                          | 92,452         | 1.173     |  |
| 8      | \$                          | 94,226         | 1.195     |  |
| 9      | \$                          | 96,000         | 1.218     |  |
| 10     | \$                          | 97,971         | 1.243     |  |
| 11     | \$                          | 99,942         | 1.268     |  |
| 12     | \$                          | 101,914        | 1.293     |  |
| 13     | \$                          | 103,806        | 1.317     |  |
| 14     | \$                          | 105,698        | 1.341     |  |
| 15     | \$                          | 107,591        | 1.365     |  |
| 16     | \$                          | 109,483        | 1.389     |  |
| 17     | \$                          | 111,376        | 1.413     |  |
| 18     | \$                          | 113,268        | 1.437     |  |
| 19     | \$                          | 115,160        | 1.461     |  |
| 20     | \$                          | 117,053        | 1.485     |  |
| 21     | \$                          | 118,236        | 1.500     |  |
| 22     | \$                          | 119,418        | 1.515     |  |
| 23     | \$                          | 120,207        | 1.525     |  |
| 24     | \$                          | 120,995        | 1.535     |  |
| 25     | \$                          | 121,784        | 1.545     |  |

#### Columbia School District Middle School Principal 2018-2019 Salary Schedule

| 16   | 164A Middle Principal |             |       |  |
|------|-----------------------|-------------|-------|--|
|      | Ma                    | sters Degr  | ee    |  |
|      | in a                  | dministrati | on    |  |
| Days |                       | 233         |       |  |
| Base | \$                    | 82,600      |       |  |
| Min  | \$                    | 86,000      |       |  |
| Max  | \$                    | 100,566     |       |  |
|      |                       |             | Index |  |
| 1    | \$                    | 86,000      |       |  |
| 2    | \$                    | 88,382      | 1.070 |  |
| 3    | \$                    | 90,034      | 1.090 |  |
|      | \$                    | 91,686      | 1.110 |  |
| 5    | \$                    | 93,338      | 1.130 |  |
| 6    | \$                    | 94,990      | 1.150 |  |
| 7    | \$                    | 96,849      | 1.173 |  |
| 8    | \$                    | 98,707      | 1.195 |  |
| 9    | \$                    | 100,566     | 1.218 |  |
| 10   | \$                    | 100,566     |       |  |
| 11   | \$                    | 100,566     |       |  |
| 12   | \$                    | 100,566     |       |  |
| 13   | \$                    | 100,566     |       |  |
| 14   | \$                    | 100,566     |       |  |
| 15   | \$                    | 100,566     |       |  |
| 16   | \$                    | 100,566     |       |  |
| 17   | \$                    | 100,566     |       |  |
| 18   | \$                    | 100,566     |       |  |
| 19   | \$                    | 100,566     |       |  |
| 20   | \$                    | 100,566     |       |  |
| 21   | \$                    | 100,566     |       |  |
| 22   | \$                    | 100,566     |       |  |
| 23   | \$                    | 100,566     |       |  |
| 24   | \$                    | 100,566     |       |  |
| 25   | \$                    | 100,566     |       |  |

| Career Admin Certificate  Spec Degree in admin or instr  Days  Base \$ 85,600  Min \$ 89,000  Max \$ 119,540     Index                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 164  | 164B Middle Principal |            |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------|------------|--|
| Days         233           Base         \$ 85,600           Min         \$ 89,000           Max         \$ 119,540           Index           1         \$ 89,000           2         \$ 91,592         1.070           3         \$ 93,304         1.090           4         \$ 95,016         1.110           5         \$ 96,728         1.130           6         \$ 98,440         1.150           7         \$ 100,366         1.173           8         \$ 102,292         1.195           9         \$ 104,218         1.218           10         \$ 106,358         1.243           11         \$ 108,498         1.268           12         \$ 110,638         1.293           13         \$ 112,692         1.317           14         \$ 114,618         1.339           15         \$ 116,544         1.362           16         \$ 118,042         1.397           18         \$ 119,540           20         \$ 119,540           21         \$ 119,540           22         \$ 119,540           23         \$ 119,540           24<                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Care | er Admin Ce           | rtificate  |  |
| Base \$ 85,600 Min \$ 89,000 Max \$ 119,540  1 \$ 89,000 2 \$ 91,592 1.070 3 \$ 93,304 1.090 4 \$ 95,016 1.110 5 \$ 96,728 1.130 6 \$ 98,440 1.150 7 \$ 100,366 1.173 8 \$ 102,292 1.195 9 \$ 104,218 1.218 10 \$ 106,358 1.243 11 \$ 108,498 1.268 12 \$ 110,638 1.293 13 \$ 112,692 1.317 14 \$ 114,618 1.339 15 \$ 116,544 1.362 16 \$ 118,042 1.379 17 \$ 119,540 19 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Spec | Degree in admi        | n or instr |  |
| Min \$ 89,000   Index   1   \$ 89,000   2   \$ 91,592   1.070   3   \$ 93,304   1.090   4   \$ 95,016   1.110   5   \$ 96,728   1.130   6   \$ 98,440   1.150   7   \$ 100,366   1.173   8   \$ 102,292   1.195   9   \$ 104,218   1.218   10   \$ 106,358   1.243   11   \$ 108,498   1.268   12   \$ 110,638   1.293   13   \$ 112,692   1.317   14   \$ 114,618   1.339   15   \$ 116,544   1.362   16   \$ 118,042   1.379   17   \$ 119,540   1.397   18   \$ 119,540   20   \$ 119,540   22   \$ 119,540   22   \$ 119,540   23   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ 119,540   24   \$ | Days | 233                   |            |  |
| Max         \$ 119,540           1         \$ 89,000           2         \$ 91,592         1.070           3         \$ 93,304         1.090           4         \$ 95,016         1.110           5         \$ 96,728         1.130           6         \$ 98,440         1.150           7         \$ 100,366         1.173           8         \$ 102,292         1.195           9         \$ 104,218         1.218           10         \$ 106,358         1.243           11         \$ 108,498         1.268           12         \$ 110,638         1.293           13         \$ 112,692         1.317           14         \$ 114,618         1.339           15         \$ 116,544         1.362           16         \$ 118,042         1.379           17         \$ 119,540         1.397           18         \$ 119,540           20         \$ 119,540           21         \$ 119,540           22         \$ 119,540           23         \$ 119,540           24         \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Base | \$ 85,600             |            |  |
| Index   1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Min  | \$ 89,000             |            |  |
| 1       \$ 89,000         2       \$ 91,592       1.070         3       \$ 93,304       1.090         4       \$ 95,016       1.110         5       \$ 96,728       1.130         6       \$ 98,440       1.150         7       \$ 100,366       1.173         8       \$ 102,292       1.195         9       \$ 104,218       1.218         10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540       20         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Max  | \$ 119,540            |            |  |
| 2 \$ 91,592 1.070 3 \$ 93,304 1.090 4 \$ 95,016 1.110 5 \$ 96,728 1.130 6 \$ 98,440 1.150 7 \$ 100,366 1.173 8 \$ 102,292 1.195 9 \$ 104,218 1.218 10 \$ 106,358 1.243 11 \$ 108,498 1.268 12 \$ 110,638 1.293 13 \$ 112,692 1.317 14 \$ 114,618 1.339 15 \$ 116,544 1.362 16 \$ 118,042 1.379 17 \$ 119,540 19 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |                       | Index      |  |
| 3       \$ 93,304       1.090         4       \$ 95,016       1.110         5       \$ 96,728       1.130         6       \$ 98,440       1.150         7       \$ 100,366       1.173         8       \$ 102,292       1.195         9       \$ 104,218       1.218         10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540       1.397         18       \$ 119,540       20         20       \$ 119,540       22         21       \$ 119,540       22         23       \$ 119,540       24         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |                       |            |  |
| 4       \$ 95,016       1.110         5       \$ 96,728       1.130         6       \$ 98,440       1.150         7       \$ 100,366       1.173         8       \$ 102,292       1.195         9       \$ 104,218       1.218         10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2    |                       | 1.070      |  |
| 5       \$ 96,728       1.130         6       \$ 98,440       1.150         7       \$ 100,366       1.173         8       \$ 102,292       1.195         9       \$ 104,218       1.218         10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |                       |            |  |
| 6 \$ 98,440 1.150 7 \$ 100,366 1.173 8 \$ 102,292 1.195 9 \$ 104,218 1.218 10 \$ 106,358 1.243 11 \$ 108,498 1.268 12 \$ 110,638 1.293 13 \$ 112,692 1.317 14 \$ 114,618 1.339 15 \$ 116,544 1.362 16 \$ 118,042 1.379 17 \$ 119,540 1.397 18 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |                       |            |  |
| 7 \$ 100,366 1.173 8 \$ 102,292 1.195 9 \$ 104,218 1.218 10 \$ 106,358 1.243 11 \$ 108,498 1.268 12 \$ 110,638 1.293 13 \$ 112,692 1.317 14 \$ 114,618 1.339 15 \$ 116,544 1.362 16 \$ 118,042 1.379 17 \$ 119,540 1.397 18 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |                       | 1.130      |  |
| 8       \$ 102,292       1.195         9       \$ 104,218       1.218         10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                       |            |  |
| 9 \$ 104,218                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 7    |                       |            |  |
| 10       \$ 106,358       1.243         11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540       1.397         19       \$ 119,540       1.397         20       \$ 119,540       1.397         21       \$ 119,540       1.397         22       \$ 119,540       1.397         23       \$ 119,540       1.397         24       \$ 119,540       1.397                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 8    |                       |            |  |
| 11       \$ 108,498       1.268         12       \$ 110,638       1.293         13       \$ 112,692       1.317         14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 9    |                       | 1.218      |  |
| 12 \$ 110,638                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 10   |                       | 1.243      |  |
| 13 \$ 112,692 1.317 14 \$ 114,618 1.339 15 \$ 116,544 1.362 16 \$ 118,042 1.379 17 \$ 119,540 1.397 18 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |                       | 1.268      |  |
| 14       \$ 114,618       1.339         15       \$ 116,544       1.362         16       \$ 118,042       1.379         17       \$ 119,540       1.397         18       \$ 119,540         20       \$ 119,540         21       \$ 119,540         22       \$ 119,540         23       \$ 119,540         24       \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |      |                       |            |  |
| 15 \$ 116,544                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                       | 1.317      |  |
| 16 \$ 118,042 1.379 17 \$ 119,540 1.397 18 \$ 119,540 19 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 14   |                       | 1.339      |  |
| 17 \$ 119,540 1.397 18 \$ 119,540 19 \$ 119,540 20 \$ 119,540 21 \$ 119,540 22 \$ 119,540 23 \$ 119,540 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 15   |                       | 1.362      |  |
| 18 \$ 119,540<br>19 \$ 119,540<br>20 \$ 119,540<br>21 \$ 119,540<br>22 \$ 119,540<br>23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 16   |                       | 1.379      |  |
| 19 \$ 119,540<br>20 \$ 119,540<br>21 \$ 119,540<br>22 \$ 119,540<br>23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |      |                       | 1.397      |  |
| 20 \$ 119,540<br>21 \$ 119,540<br>22 \$ 119,540<br>23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |      |                       |            |  |
| 21 \$ 119,540<br>22 \$ 119,540<br>23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |                       |            |  |
| 22 \$ 119,540<br>23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 20   |                       |            |  |
| 23 \$ 119,540<br>24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |                       |            |  |
| 24 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                       |            |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |      |                       |            |  |
| 25 \$ 119,540                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                       |            |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 25   | \$ 119,540            |            |  |

| _     |         |                                                                                                                                                                                                                                                                                                                                                        |
|-------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |         | •                                                                                                                                                                                                                                                                                                                                                      |
|       | •       |                                                                                                                                                                                                                                                                                                                                                        |
| ninis |         | struction                                                                                                                                                                                                                                                                                                                                              |
|       |         |                                                                                                                                                                                                                                                                                                                                                        |
|       |         |                                                                                                                                                                                                                                                                                                                                                        |
| \$    | 92,500  |                                                                                                                                                                                                                                                                                                                                                        |
| \$    | 138,150 |                                                                                                                                                                                                                                                                                                                                                        |
|       |         | Index                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 92,500  |                                                                                                                                                                                                                                                                                                                                                        |
| \$    | 95,337  | 1.070                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 97,119  | 1.090                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 98,901  | 1.110                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 100,683 | 1.130                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.150                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.173                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 106,475 | 1.195                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 108,479 | 1.218                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.243                                                                                                                                                                                                                                                                                                                                                  |
|       |         | 1.268                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.293                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.317                                                                                                                                                                                                                                                                                                                                                  |
|       |         | 1.341                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.363                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.386                                                                                                                                                                                                                                                                                                                                                  |
| \$    |         | 1.408                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 127,458 | 1.431                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 129,240 | 1.451                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 131,022 | 1.471                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 132,804 | 1.491                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 134,140 | 1.506                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 135,477 | 1.521                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 136,813 | 1.536                                                                                                                                                                                                                                                                                                                                                  |
| \$    | 138,150 | 1.551                                                                                                                                                                                                                                                                                                                                                  |
|       | Do s    | \$ 92,500<br>\$ 138,150<br>\$ 95,337<br>\$ 97,119<br>\$ 98,901<br>\$ 100,683<br>\$ 102,465<br>\$ 104,470<br>\$ 106,475<br>\$ 108,479<br>\$ 110,707<br>\$ 112,934<br>\$ 115,162<br>\$ 117,300<br>\$ 119,439<br>\$ 121,443<br>\$ 123,448<br>\$ 125,453<br>\$ 127,458<br>\$ 127,458<br>\$ 129,240<br>\$ 131,022<br>\$ 132,804<br>\$ 135,477<br>\$ 136,813 |

#### Columbia School District High School Assistant Principal 2018-2019 Salary Schedule

| 161A |      | Sch Asst    |       |
|------|------|-------------|-------|
|      | Ma   | sters Degre | ee    |
|      | in a | dministrati | on    |
| Days |      | 233         |       |
| Base | \$   | 80,000      |       |
| Min  | \$   | 83,500      |       |
| Max  | \$   | 97,400      |       |
|      |      |             | Index |
| 1    | \$   | 83,500      |       |
| 2    | \$   | 85,600      | 1.070 |
| 3    | \$   | 87,200      | 1.090 |
| 4    | \$   | 88,800      | 1.110 |
| 5    | \$   | 90,400      | 1.130 |
| 6    | \$   | 92,000      | 1.150 |
| 7    | \$   | 93,800      | 1.173 |
| 8    | \$   | 95,600      | 1.195 |
| 9    | \$   | 97,400      | 1.218 |
| 10   | \$   | 97,400      |       |
| 11   | \$   | 97,400      |       |
| 12   | \$   | 97,400      |       |
| 13   | \$   | 97,400      |       |
| 14   | \$   | 97,400      |       |
| 15   | \$   | 97,400      |       |
| 16   | \$   | 97,400      |       |
| 17   | \$   | 97,400      |       |
| 18   | \$   | 97,400      |       |
| 19   | \$   | 97,400      |       |
| 20   | \$   | 97,400      |       |
| 21   | \$   | 97,400      |       |
| 22   | \$   | 97,400      |       |
| 23   | \$   | 97,400      |       |
| 24   | \$   | 97,400      |       |
| 25   | \$   | 97,400      |       |

|      |     |              | t Principal |
|------|-----|--------------|-------------|
|      |     | Admin Ce     |             |
| Spec | De. | gree in admi | in or instr |
| Days |     | 233          |             |
| Base |     | 83,000       |             |
| Min  |     | 86,500       |             |
| Max  | \$  | 115,910      |             |
|      |     |              | Index       |
| 1    | \$  | 86,500       |             |
| 2    | \$  | 88,810       | 1.070       |
| 3    | \$  | 90,470       | 1.090       |
| 4    | \$  | 92,130       | 1.110       |
| 5    | \$  | 93,790       | 1.130       |
| 6    | \$  | 95,450       | 1.150       |
| 7    | \$  | 97,318       | 1.173       |
| 8    | \$  | 99,185       | 1.195       |
| 9    | \$  | 101,053      | 1.218       |
| 10   | \$  | 103,128      | 1.243       |
| 11   | \$  | 105,203      | 1.268       |
| 12   | \$  | 107,278      | 1.293       |
| 13   | \$  | 109,270      | 1.317       |
| 14   | \$  | 111,137      | 1.339       |
| 15   | \$  | 113,005      | 1.362       |
| 16   | \$  | 114,457      | 1.379       |
| 17   | \$  | 115,910      | 1.397       |
| 18   |     | 115,910      |             |
| 19   |     | 115,910      |             |
| 20   | \$  | 115,910      |             |
| 21   | \$  | 115,910      |             |
| 22   | \$  | 115,910      |             |
| 23   | \$  |              |             |
| 24   | \$  | 115,910      |             |
| 25   | \$  | 115,910      |             |
|      | •   | , -          | <u> </u>    |

| Doctoral Degree   in administration or instruction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 161C   | High  | n Sch Asst F   | Principal |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|----------------|-----------|
| Days         233           Base         \$ 86,500           Min         \$ 90,000           Max         \$ 134,118           Index           1         \$ 90,000           2         \$ 92,555         1.070           3         \$ 94,285         1.090           4         \$ 96,015         1.110           5         \$ 97,745         1.130           6         \$ 99,475         1.150           7         \$ 101,421         1.173           8         \$ 103,368         1.195           9         \$ 105,314         1.218           10         \$ 107,476         1.243           11         \$ 109,639         1.268           12         \$ 111,801         1.293           13         \$ 113,877         1.317           14         \$ 115,953         1.341           15         \$ 17,900         1.363           16         \$ 119,846         1.386           17         \$ 121,792         1.408           18         \$ 123,738         1.431           19         \$ 125,468         1.451           20         \$ 127,198         1.471 <td></td> <td>Dog</td> <td>ctoral Degre</td> <td>е</td> |        | Dog   | ctoral Degre   | е         |
| Base         \$ 86,500           Min         \$ 90,000           Max         \$ 134,118           Index           1         \$ 90,000           2         \$ 92,555         1.070           3         \$ 94,285         1.090           4         \$ 96,015         1.110           5         \$ 97,745         1.130           6         \$ 99,475         1.150           7         \$ 101,421         1.173           8         \$ 103,368         1.195           9         \$ 105,314         1.218           10         \$ 107,476         1.243           11         \$ 109,639         1.268           12         \$ 111,801         1.293           13         \$ 113,877         1.317           14         \$ 115,953         1.341           15         \$ 17,900         1.363           16         \$ 119,846         1.386           17         \$ 121,792         1.408           18         \$ 123,738         1.431           19         \$ 125,468         1.451           20         \$ 127,198         1.471           21         \$ 128,928                                                    | in adn | ninis | tration or ins | truction  |
| Min Max         \$ 90,000           Max         \$ 134,118           Index           1         \$ 90,000           2         \$ 92,555         1.070           3         \$ 94,285         1.090           4         \$ 96,015         1.110           5         \$ 97,745         1.130           6         \$ 99,475         1.150           7         \$ 101,421         1.173           8         \$ 103,368         1.195           9         \$ 105,314         1.218           10         \$ 107,476         1.243           11         \$ 109,639         1.268           12         \$ 111,801         1.293           13         \$ 113,877         1.317           14         \$ 115,953         1.341           15         \$ 117,900         1.363           16         \$ 119,846         1.386           17         \$ 121,792         1.408           18         \$ 123,738         1.431           19         \$ 125,468         1.451           20         \$ 127,198         1.471           21         \$ 128,928         1.491           22                                                     | Days   |       | 233            |           |
| Max         \$ 134,118           1         \$ 90,000           2         \$ 92,555         1.070           3         \$ 94,285         1.090           4         \$ 96,015         1.110           5         \$ 97,745         1.130           6         \$ 99,475         1.150           7         \$ 101,421         1.173           8         \$ 103,368         1.195           9         \$ 105,314         1.218           10         \$ 107,476         1.243           11         \$ 109,639         1.268           12         \$ 111,801         1.293           13         \$ 113,877         1.317           14         \$ 115,953         1.341           15         \$ 117,900         1.363           16         \$ 119,846         1.386           17         \$ 121,792         1.408           18         \$ 123,738         1.431           19         \$ 125,468         1.451           20         \$ 127,198         1.471           21         \$ 128,928         1.491           22         \$ 130,226         1.506           23         \$ 131,523                                        | Base   | \$    | 86,500         |           |
| 1         \$ 90,000           2         \$ 92,555         1.070           3         \$ 94,285         1.090           4         \$ 96,015         1.110           5         \$ 97,745         1.130           6         \$ 99,475         1.150           7         \$ 101,421         1.173           8         \$ 103,368         1.195           9         \$ 105,314         1.218           10         \$ 107,476         1.243           11         \$ 109,639         1.268           12         \$ 111,801         1.293           13         \$ 113,877         1.317           14         \$ 115,953         1.341           15         \$ 117,900         1.363           16         \$ 119,846         1.386           17         \$ 121,792         1.408           18         \$ 123,738         1.431           19         \$ 125,468         1.451           20         \$ 127,198         1.471           21         \$ 128,928         1.491           22         \$ 130,226         1.506           23         \$ 131,523         1.521           24                                              | Min    | \$    | 90,000         |           |
| 1       \$ 90,000         2       \$ 92,555       1.070         3       \$ 94,285       1.090         4       \$ 96,015       1.110         5       \$ 97,745       1.130         6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                         | Max    | \$    | 134,118        |           |
| 2       \$ 92,555       1.070         3       \$ 94,285       1.090         4       \$ 96,015       1.110         5       \$ 97,745       1.130         6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                   |        |       |                | Index     |
| 3       \$ 94,285       1.090         4       \$ 96,015       1.110         5       \$ 97,745       1.130         6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                         |        | \$    | 90,000         |           |
| 4       \$ 96,015       1.110         5       \$ 97,745       1.130         6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                               |        |       | 92,555         | 1.070     |
| 5       \$ 97,745       1.130         6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                     | 3      | \$    | 94,285         | 1.090     |
| 6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                           | 4      |       | 96,015         |           |
| 6       \$ 99,475       1.150         7       \$ 101,421       1.173         8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                           | 5      | \$    | 97,745         | 1.130     |
| 8       \$ 103,368       1.195         9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                        | 6      | \$    |                |           |
| 9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 7      |       | 101,421        | 1.173     |
| 9       \$ 105,314       1.218         10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 8      | \$    | 103,368        |           |
| 10       \$ 107,476       1.243         11       \$ 109,639       1.268         12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 9      | \$    |                | 1.218     |
| 12       \$ 111,801       1.293         13       \$ 113,877       1.317         14       \$ 115,953       1.341         15       \$ 117,900       1.363         16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10     | \$    |                | 1.243     |
| 12     \$ 111,801     1.293       13     \$ 113,877     1.317       14     \$ 115,953     1.341       15     \$ 117,900     1.363       16     \$ 119,846     1.386       17     \$ 121,792     1.408       18     \$ 123,738     1.431       19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 11     | \$    | 109,639        | 1.268     |
| 14     \$ 115,953     1.341       15     \$ 117,900     1.363       16     \$ 119,846     1.386       17     \$ 121,792     1.408       18     \$ 123,738     1.431       19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 12     | \$    | 111,801        |           |
| 15     \$ 117,900     1.363       16     \$ 119,846     1.386       17     \$ 121,792     1.408       18     \$ 123,738     1.431       19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 13     | \$    | 113,877        | 1.317     |
| 16       \$ 119,846       1.386         17       \$ 121,792       1.408         18       \$ 123,738       1.431         19       \$ 125,468       1.451         20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 14     |       | 115,953        | 1.341     |
| 17     \$ 121,792     1.408       18     \$ 123,738     1.431       19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 15     | \$    |                | 1.363     |
| 18     \$ 123,738     1.431       19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 16     | \$    | 119,846        | 1.386     |
| 19     \$ 125,468     1.451       20     \$ 127,198     1.471       21     \$ 128,928     1.491       22     \$ 130,226     1.506       23     \$ 131,523     1.521       24     \$ 132,821     1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 17     |       | 121,792        | 1.408     |
| 20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 18     |       | 123,738        | 1.431     |
| 20       \$ 127,198       1.471         21       \$ 128,928       1.491         22       \$ 130,226       1.506         23       \$ 131,523       1.521         24       \$ 132,821       1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 19     |       |                | 1.451     |
| 22 \$ 130,226 1.506<br>23 \$ 131,523 1.521<br>24 \$ 132,821 1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20     |       |                | 1.471     |
| 23 \$ 131,523 1.521<br>24 \$ 132,821 1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |       | 128,928        | 1.491     |
| 23 \$ 131,523 1.521<br>24 \$ 132,821 1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |       | 130,226        | 1.506     |
| 24 \$ 132,821 1.536                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 23     | \$    | 131,523        | 1.521     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 24     | \$    | 132,821        | 1.536     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 25     | \$    |                | 1.551     |

#### Columbia School District High School Principal 2018-2019

| 165A |      | h School I  |       |
|------|------|-------------|-------|
|      |      | sters Degr  |       |
|      | in a | dministrati | on    |
| Days |      | 233         |       |
| Base | \$   | 89,000      |       |
| Min  | \$   | 93,000      |       |
| Max  | \$   | 108,358     |       |
|      |      |             | Index |
| 1    | \$   | 93,000      |       |
| 2    | \$   | 95,230      | 1.070 |
| 3 4  | \$   | 97,010      | 1.090 |
|      | \$   | 98,790      | 1.110 |
| 5    | \$   | 100,570     | 1.130 |
| 6    | \$   | 102,350     | 1.150 |
| 7    | \$   | 104,353     | 1.173 |
| 8    | \$   | 106,355     | 1.195 |
| 9    | \$   | 108,358     | 1.218 |
| 10   | \$   | 108,358     |       |
| 11   | \$   | 108,358     |       |
| 12   | \$   | 108,358     |       |
| 13   | \$   | 108,358     |       |
| 14   | \$   | 108,358     |       |
| 15   | \$   | 108,358     |       |
| 16   | \$   | 108,358     |       |
| 17   | \$   | 108,358     |       |
| 18   | \$   | 108,358     |       |
| 19   | \$   | 108,358     |       |
| 20   | \$   | 108,358     |       |
| 21   | \$   | 108,358     |       |
| 22   | \$   | 108,358     |       |
| 23   | \$   | 108,358     |       |
| 24   | \$   | 108,358     |       |
| 25   | \$   | 108,358     |       |

|      | High School    |            |
|------|----------------|------------|
| Care | er Admin Ce    | rtificate  |
| Spec | Degree in admi | n or instr |
| Days | 233            |            |
| Base | \$ 92,000      |            |
| Min  | \$ 96,000      |            |
| Max  | \$ 128,478     |            |
|      |                | Index      |
| 1    | \$ 96,000      |            |
| 2    | \$ 98,440      | 1.070      |
| 3    | \$ 100,280     | 1.090      |
| 4    | \$ 102,120     | 1.110      |
| 5    | \$ 103,960     | 1.130      |
| 6    | \$ 105,800     | 1.150      |
| 7    | \$ 107,870     | 1.173      |
| 8    | \$ 109,940     | 1.195      |
| 9    | \$ 112,010     | 1.218      |
| 10   | \$ 114,310     | 1.243      |
| 11   | \$ 116,610     | 1.268      |
| 12   | \$ 118,910     | 1.293      |
| 13   | \$ 121,118     | 1.317      |
| 14   | \$ 123,188     | 1.339      |
| 15   | \$ 125,258     | 1.362      |
| 16   | \$ 126,868     | 1.379      |
| 17   | \$ 128,478     | 1.397      |
| 18   | \$ 128,478     |            |
| 19   | \$ 128,478     |            |
| 20   | \$ 128,478     |            |
| 21   | \$ 128,478     |            |
| 22   | \$ 128,478     |            |
| 23   | \$ 128,478     |            |
| 24   | \$ 128,478     |            |
| 25   | \$ 128,478     |            |
|      |                |            |

| 1650 |       | h School P     | •         |  |
|------|-------|----------------|-----------|--|
|      |       | ctoral Degre   |           |  |
|      | ninis | tration or ins | struction |  |
| Days |       | 233            |           |  |
| Base | \$    | 95,500         |           |  |
| Min  | \$    | 99,500         |           |  |
| Max  | \$    | 148,073        |           |  |
|      |       |                | Index     |  |
| 1    | \$    | 99,500         |           |  |
| 2    | \$    | 102,185        | 1.070     |  |
| 3    | \$    | 104,095        | 1.090     |  |
| 4    | \$    | 106,005        | 1.110     |  |
| 5    | \$    | 107,915        | 1.130     |  |
| 6    | \$    | 109,825        | 1.150     |  |
| 7    | \$    | 111,974        | 1.173     |  |
| 8    | \$    | 114,123        | 1.195     |  |
| 9    | \$    | 116,271        | 1.218     |  |
| 10   | \$    | 118,659        | 1.243     |  |
| 11   | \$    | 121,046        | 1.268     |  |
| 12   | \$    | 123,434        | 1.293     |  |
| 13   | \$    | 125,726        | 1.317     |  |
| 14   | \$    | 128,018        | 1.341     |  |
| 15   | \$    | 130,167        | 1.363     |  |
| 16   | \$    | 132,315        | 1.386     |  |
| 17   | \$    | 134,464        | 1.408     |  |
| 18   | \$    | 136,613        | 1.431     |  |
| 19   | \$    | 138,523        | 1.451     |  |
| 20   | \$    | 140,433        | 1.471     |  |
| 21   | \$    | 142,343        | 1.491     |  |
| 22   | \$    | 143,775        | 1.506     |  |
| 23   | \$    | 145,208        | 1.521     |  |
| 24   | \$    | 146,640        | 1.536     |  |
| 25   | \$    | 148,073        | 1.551     |  |

# Columbia School District Douglass High School Assistant Principal 2018-2019 Salary Schedule

| 166A Dou | ıglas | s High Ass   | t Principal |
|----------|-------|--------------|-------------|
|          |       | ters Degree  |             |
|          |       | lministratio |             |
| Days     |       | 233          |             |
| Base     | \$    | 67,980       |             |
| Min      | \$    | 71,000       |             |
| Max      | \$    | 82,766       |             |
| 1        | \$    | 71,000       |             |
| 2        | \$    | 72,739       | 1.070       |
| 3        | \$    | 74,098       | 1.090       |
| 4        | \$    | 75,458       | 1.110       |
| 5        |       | 76,817       | 1.130       |
| 6        | \$    | 78,177       | 1.150       |
| 7        | \$    | 79,707       | 1.173       |
| 8        | \$    | 81,236       | 1.195       |
| 9        | \$    | 82,766       | 1.218       |
| 10       |       |              |             |
| 11       |       |              |             |
| 12       |       |              |             |
| 13       |       |              |             |
| 14       |       |              |             |
| 15       |       |              |             |
| 16       |       |              |             |
| 17       |       |              |             |
| 18       |       |              |             |
| 19       |       |              |             |
| 20       |       |              |             |
| 21       |       |              |             |
| 22       |       |              |             |
| 23       |       |              |             |
| 24       |       |              |             |
| 25       | I     |              |             |

| 166B Douglass High Asst Principal Career Admin Certificate         Spec Degree in admin or instr         Days       233         Base       \$ 70,980         Min       \$ 74,000         Max       \$ 88,193         1       \$ 74,000         2       \$ 75,949       1.070         3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19       20         21       22         23       24         25       26 <th></th> <th></th> <th></th> <th></th>    |        |       |               |               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|---------------|---------------|
| Spec Degree in admin or instr           Days         233           Base         \$ 70,980           Min         \$ 74,000           Max         \$ 88,193           1         \$ 74,000           2         \$ 75,949         1.070           3         \$ 77,368         1.090           4         \$ 78,788         1.110           5         \$ 80,207         1.130           6         \$ 81,627         1.150           7         \$ 83,224         1.173           8         \$ 84,821         1.195           9         \$ 86,418         1.218           10         \$ 88,193         1.243           11         \$ 89,967         1.268           12         \$ 91,742         1.293           13         \$ 93,445         1.317           14         \$ 95,042         1.339           15         \$ 96,639         1.362           16         \$ 97,881         1.379           17         \$ 99,124         1.397           18         19         20           21         22           23         24 | 166B D | oug   | lass High A   | sst Principal |
| Days         233           Base         \$ 70,980           Min         \$ 74,000           Max         \$ 88,193           1         \$ 74,000           2         \$ 75,949         1.070           3         \$ 77,368         1.090           4         \$ 78,788         1.110           5         \$ 80,207         1.130           6         \$ 81,627         1.150           7         \$ 83,224         1.173           8         \$ 84,821         1.195           9         \$ 86,418         1.218           10         \$ 88,193         1.243           11         \$ 89,967         1.268           12         \$ 91,742         1.293           13         \$ 93,445         1.317           14         \$ 95,042         1.339           15         \$ 96,639         1.362           16         \$ 97,881         1.379           17         \$ 99,124         1.397           18         19         20           21         22           23         24                                         | Ca     | aree  | r Admin Ce    | rtificate     |
| Base       \$ 70,980         Min       \$ 74,000         Max       \$ 88,193         1       \$ 74,000         2       \$ 75,949       1.070         3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                              | Sp     | oec D | egree in admi | n or instr    |
| Min       \$ 74,000         Max       \$ 88,193         1       \$ 74,000         2       \$ 75,949       1.070         3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         21       22         23       24                                                                                                                                                                                                                  | Days   |       | 233           |               |
| Max         \$ 88,193           1         \$ 74,000           2         \$ 75,949         1.070           3         \$ 77,368         1.090           4         \$ 78,788         1.110           5         \$ 80,207         1.130           6         \$ 81,627         1.150           7         \$ 83,224         1.173           8         \$ 84,821         1.195           9         \$ 86,418         1.218           10         \$ 88,193         1.243           11         \$ 89,967         1.268           12         \$ 91,742         1.293           13         \$ 93,445         1.317           14         \$ 95,042         1.339           15         \$ 96,639         1.362           16         \$ 97,881         1.379           17         \$ 99,124         1.397           18         19         20           21         22         23           24         24                                                                                                                          | Base   | \$    | 70,980        |               |
| 1       \$ 74,000         2       \$ 75,949       1.070         3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                   | Min    | \$    | 74,000        |               |
| 2       \$ 75,949       1.070         3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                             | Max    |       | 88,193        |               |
| 3       \$ 77,368       1.090         4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                                                                   |        |       | 74,000        |               |
| 4       \$ 78,788       1.110         5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                                                                                                         | 2      |       | 75,949        | 1.070         |
| 5       \$ 80,207       1.130         6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                                                                                                                                               |        |       | 77,368        |               |
| 6       \$ 81,627       1.150         7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24       24                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        | \$    | 78,788        |               |
| 7       \$ 83,224       1.173         8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         21       22         23       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        | \$    |               | 1.130         |
| 8       \$ 84,821       1.195         9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 6      |       | 81,627        | 1.150         |
| 9       \$ 86,418       1.218         10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |       | 83,224        |               |
| 10       \$ 88,193       1.243         11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8      |       | 84,821        |               |
| 11       \$ 89,967       1.268         12       \$ 91,742       1.293         13       \$ 93,445       1.317         14       \$ 95,042       1.339         15       \$ 96,639       1.362         16       \$ 97,881       1.379         17       \$ 99,124       1.397         18       19         20       21         22       23         24       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 9      | \$    | 86,418        | 1.218         |
| 12     \$ 91,742     1.293       13     \$ 93,445     1.317       14     \$ 95,042     1.339       15     \$ 96,639     1.362       16     \$ 97,881     1.379       17     \$ 99,124     1.397       18     19       20     21       22     23       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        | \$    | 88,193        |               |
| 13     \$ 93,445     1.317       14     \$ 95,042     1.339       15     \$ 96,639     1.362       16     \$ 97,881     1.379       17     \$ 99,124     1.397       18     19       20     21       22     23       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |       | 89,967        |               |
| 14     \$ 95,042     1.339       15     \$ 96,639     1.362       16     \$ 97,881     1.379       17     \$ 99,124     1.397       18     19       20     21       22     23       24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 12     | \$    | 91,742        | 1.293         |
| 15 \$ 96,639 1.362<br>16 \$ 97,881 1.379<br>17 \$ 99,124 1.397<br>18 19 20<br>21 22 23 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 13     | \$    | 93,445        | 1.317         |
| 16     \$ 97,881     1.379       17     \$ 99,124     1.397       18     19       20     21       22     23       24     24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |       | 95,042        |               |
| 17 \$ 99,124 1.397  18 19 20 21 22 23 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        | \$    |               |               |
| 18<br>19<br>20<br>21<br>22<br>23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |       |               |               |
| 19<br>20<br>21<br>22<br>23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        | \$    | 99,124        | 1.397         |
| 20<br>21<br>22<br>23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |       | -             |               |
| 21<br>22<br>23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |       |               |               |
| 22<br>23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |       |               |               |
| 23<br>24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |       |               |               |
| 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |       |               |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |       |               |               |
| 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 24     |       |               |               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 25     |       |               |               |

| 166C D |       |               | Asst Principal |
|--------|-------|---------------|----------------|
|        | Do    | octoral Deg   | ree            |
| in adı | mini. | stration or l | instruction    |
| Days   |       | 233           |                |
| Base   | \$    | 74,480        |                |
| Min    | \$    | 77,500        |                |
| Max    | \$    | 92,541        |                |
| 1      | \$    | 77,500        |                |
| 2      | \$    | 79,694        | 1.070          |
| 3 4    | \$    | 81,183        | 1.090          |
|        | \$    | 82,673        | 1.110          |
| 5      | \$    | 84,162        | 1.130          |
| 6      | \$    | 85,652        | 1.150          |
| 7      | \$    | 87,328        | 1.173          |
| 8      | \$    | 89,004        | 1.195          |
| 9      | \$    | 90,679        | 1.218          |
| 10     | \$    | 92,541        | 1.243          |
| 11     | \$    | 94,403        | 1.268          |
| 12     | \$    | 96,265        | 1.293          |
| 13     | \$    | 98,053        | 1.317          |
| 14     | \$    | 99,840        | 1.341          |
| 15     | \$    | 101,516       | 1.363          |
| 16     | \$    | 103,192       | 1.386          |
| 17     | \$    | 104,868       | 1.408          |
| 18     | \$    | 106,544       | 1.431          |
| 19     | \$    | 108,033       | 1.451          |
| 20     | \$    | 109,523       | 1.471          |
| 21     | \$    | 111,012       | 1.491          |
| 22     | \$    | 112,130       | 1.506          |
| 23     | \$    | 113,247       | 1.521          |
| 24     | \$    | 114,364       | 1.536          |
| 25     | \$    | 115,481       | 1.551          |
|        |       |               |                |

# Columbia School District Douglass High School Principal 2018-2019 Salary Schedule

|                  | ouglass High   |       |  |  |  |
|------------------|----------------|-------|--|--|--|
| M                | Masters Degree |       |  |  |  |
| in               | administrati   | ion   |  |  |  |
| Days             | 233            |       |  |  |  |
| Base             | \$ 83,000      |       |  |  |  |
| Min              | \$ 86,000      |       |  |  |  |
| Max              | \$101,053      |       |  |  |  |
| 1                | \$ 86,000      |       |  |  |  |
| 2                | \$ 88,810      | 1.070 |  |  |  |
| 3                | \$ 90,470      | 1.090 |  |  |  |
| 3<br>4<br>5<br>6 | \$ 92,130      | 1.110 |  |  |  |
| 5                | \$ 93,790      | 1.130 |  |  |  |
|                  | \$ 95,450      | 1.150 |  |  |  |
| 7                | \$ 97,318      | 1.173 |  |  |  |
| 8                | \$ 99,185      | 1.195 |  |  |  |
| 9                | \$101,053      | 1.218 |  |  |  |
| 10               |                |       |  |  |  |
| 11               |                |       |  |  |  |
| 12               |                |       |  |  |  |
| 13               |                |       |  |  |  |
| 14               |                |       |  |  |  |
| 15               |                |       |  |  |  |
| 16               |                |       |  |  |  |
| 17               |                |       |  |  |  |
| 18               |                |       |  |  |  |
| 19               |                |       |  |  |  |
| 20               |                |       |  |  |  |
| 21               |                |       |  |  |  |
| 22               |                |       |  |  |  |
| 23               |                |       |  |  |  |
| 24               |                |       |  |  |  |
| 25               |                |       |  |  |  |

|      | _    |               |          |
|------|------|---------------|----------|
|      |      | glass High    | •        |
|      |      | Admin Cer     |          |
|      | c De | gree in admin | or instr |
| Days |      | 233           |          |
| Base | \$   | 86,000        |          |
| Min  | \$   | 89,000        |          |
| Max  | \$   | 106,855       |          |
| 1    | \$   | 89,000        |          |
| 2    | \$   | 92,020        | 1.070    |
| 3    | \$   | 93,740        | 1.090    |
| 4    | \$   | 95,460        | 1.110    |
| 5    | \$   | 97,180        | 1.130    |
| 6    | \$   | 98,900        | 1.150    |
| 7    | \$   | 100,835       | 1.173    |
| 8    | \$   | 102,770       | 1.195    |
| 9    | \$   | 104,705       | 1.218    |
| 10   | \$   | 106,855       | 1.243    |
| 11   | \$   | 109,005       | 1.268    |
| 12   | \$   | 111,155       | 1.293    |
| 13   | \$   | 113,219       | 1.317    |
| 14   | \$   | 115,154       | 1.339    |
| 15   | \$   | 117,089       | 1.362    |
| 16   | \$   | 118,594       | 1.379    |
| 17   | \$   | 120,099       | 1.397    |
| 18   |      |               |          |
| 19   |      |               |          |
| 20   |      |               |          |
| 21   |      |               |          |
| 22   |      |               |          |
| 23   |      |               |          |
| 24   |      |               |          |
| 25   |      |               |          |

| ī       |       |              |           |
|---------|-------|--------------|-----------|
|         |       | lass High    |           |
|         |       | toral Degre  |           |
| in admi | nisti | ration or in | struction |
| Days    |       | 233          |           |
| Base    | \$    | 89,500       |           |
| Min     | \$    | 92,500       |           |
| Max     | \$    | 111,204      |           |
| 1       | \$    | 92,500       |           |
| 2       | \$    | 95,765       | 1.070     |
| 3       | \$    | 97,555       | 1.090     |
| 4       | \$    | 99,345       | 1.110     |
| 5       | \$    | 101,135      | 1.130     |
| 6       | \$    | 102,925      | 1.150     |
| 7       | \$    | 104,939      | 1.173     |
| 8       | \$    | 106,953      | 1.195     |
| 9       | \$    | 108,966      | 1.218     |
| 10      | \$    | 111,204      | 1.243     |
| 11      | \$    | 113,441      | 1.268     |
| 12      | \$    | 115,679      | 1.293     |
| 13      | \$    | 117,827      | 1.317     |
| 14      | \$    | 119,975      | 1.341     |
| 15      | \$    | 121,989      | 1.363     |
| 16      | \$    | 124,002      | 1.386     |
| 17      | \$    | 126,016      | 1.408     |
| 18      | \$    | 128,030      | 1.431     |
| 19      | \$    | 129,820      | 1.451     |
| 20      | \$    | 131,610      | 1.471     |
| 21      | \$    | 133,400      | 1.491     |
| 22      | \$    | 134,742      | 1.506     |
| 23      | \$    | 136,085      | 1.521     |
| 24      | \$    | 137,427      | 1.536     |
| 25      | \$    | 138,770      | 1.551     |

#### Curriculum Coordinator Salary Schedule 225 Days 8 Hour Contracted Day 2018-2019

Base Increase \$1,378 2.00%

Base Salary \$70.165

|      | Base Salary | \$70,165 |           |       |      |
|------|-------------|----------|-----------|-------|------|
|      | I           |          | II        |       |      |
|      | MS & E      | d.S.     | Doctor    | ate   |      |
| Step | Salary      | Index    | Salary    | Index | Step |
| 1    | \$78,936    | 1.125    | \$83,146  | 1.185 | 1    |
| 2    | \$80,339    | 1.145    | \$84,549  | 1.205 | 2    |
| 3    | \$81,742    | 1.165    | \$85,952  | 1.225 | 3    |
| 4    | \$83,146    | 1.185    | \$87,355  | 1.245 | 4    |
| 5    | \$84,549    | 1.205    | \$88,759  | 1.265 | 5    |
| 6    | \$85,777    | 1.223    | \$89,987  | 1.283 | 6    |
| 7    | \$87,005    | 1.240    | \$91,215  | 1.300 | 7    |
| 8    | \$88,232    | 1.258    | \$92,442  | 1.318 | 8    |
| 9    | \$89,285    | 1.273    | \$93,495  | 1.333 | 9    |
| 10   | \$90,337    | 1.288    | \$94,547  | 1.348 | 10   |
| 11   | \$91,390    | 1.303    | \$95,600  | 1.363 | 11   |
| 12   | \$92,442    | 1.318    | \$96,652  | 1.378 | 12   |
| 13   | \$93,495    | 1.333    | \$97,705  | 1.393 | 13   |
| 14   | \$94,197    | 1.343    | \$98,406  | 1.403 | 14   |
| 15   | \$94,898    | 1.353    | \$99,108  | 1.413 | 15   |
| 16   | \$95,600    | 1.363    | \$99,810  | 1.423 | 16   |
| 17   | \$96,301    | 1.373    | \$100,511 | 1.433 | 17   |
| 18   | \$97,003    | 1.383    | \$101,213 | 1.443 | 18   |
| 19   | \$97,705    | 1.393    | \$101,915 | 1.453 | 19   |
| 20   | \$98,406    | 1.403    | \$102,616 | 1.463 | 20   |

Note: Step 13 is the maximum entry level for curriculum coordinators.

# Columbia School District School Psychologist and Psychologist Examiner 190 Days 2018-19

#### School Psychologist Salary Schedule 190 Days

|      | I - Exam  | iner  |    | II         |       |    | III      |       |      |
|------|-----------|-------|----|------------|-------|----|----------|-------|------|
| Step | Masters   | Index | 5  | Specialist | Index | D  | octorate | Index | Step |
| 1    | \$ 40,800 | 1.000 | \$ | 43,248     | 1.060 | \$ | 45,696   | 1.120 | 1    |
| 2    | \$ 42,432 | 1.040 | \$ | 44,880     | 1.100 | \$ | 47,328   | 1.160 | 2    |
| 3    | \$ 44,064 | 1.080 | \$ | 46,512     | 1.140 | \$ | 48,960   | 1.200 | 3    |
| 4    | \$ 45,696 | 1.120 | \$ | 48,144     | 1.180 | \$ | 50,592   | 1.240 | 4    |
| 5    | \$ 47,328 | 1.160 | \$ | 49,776     | 1.220 | \$ | 52,224   | 1.280 | 5    |
| 6    | \$ 48,960 | 1.200 | \$ | 51,408     | 1.260 | \$ | 53,856   | 1.320 | 6    |
| 7    | \$ 50,592 | 1.240 | \$ | 53,040     | 1.300 | \$ | 55,488   | 1.360 | 7    |
| 8    | \$ 52,224 | 1.280 | \$ | 54,672     | 1.340 | \$ | 57,120   | 1.400 | 8    |
| 9    | \$ 53,856 | 1.320 | \$ | 56,304     | 1.380 | \$ | 58,752   | 1.440 | 9    |
| 10   | \$ 55,488 | 1.360 | \$ | 57,936     | 1.420 | \$ | 60,384   | 1.480 | 10   |
| 11   | \$ 57,120 | 1.400 | \$ | 59,568     | 1.460 | \$ | 62,016   | 1.520 | 11   |
| 12   | \$ 58,752 | 1.440 | \$ | 61,200     | 1.500 | \$ | 63,648   | 1.560 | 12   |
| 13   | \$ 60,384 | 1.480 | \$ | 62,832     | 1.540 | \$ | 65,280   | 1.600 | 13   |
| 14   | \$ 60,792 | 1.490 | \$ | 64,464     | 1.580 | \$ | 66,912   | 1.640 | 14   |
| 15   | \$ 61,200 | 1.500 | \$ | 66,096     | 1.620 | \$ | 68,544   | 1.680 | 15   |
| 16   | \$ 61,608 |       | \$ | 67,728     | 1.660 | \$ | 70,176   | 1.720 | 16   |
| 17   | \$ 62,016 | 1.520 | \$ | 69,360     | 1.700 | \$ | 71,808   | 1.760 | 17   |
| 18   | \$ 62,424 | 1.530 | \$ | 69,768     | 1.710 | \$ | 73,440   | 1.800 | 18   |
| 19   | \$ 62,424 |       | \$ | 70,176     | 1.720 | \$ | 75,072   | 1.840 | 19   |
| 20   | \$ 62,424 |       | \$ | 70,584     | 1.730 | \$ | 76,704   | 1.880 | 20   |
| 21   | \$ 62,424 |       | \$ | 70,992     | 1.740 | \$ | 78,336   | 1.920 | 21   |
| 22   | \$ 62,424 |       | \$ | 71,400     | 1.750 | \$ | 78,744   | 1.930 | 22   |
| 23   | \$ 62,424 |       | \$ | 71,808     | 1.760 | \$ | 79,152   | 1.940 | 23   |
| 24   | \$ 62,424 |       | \$ | 72,216     | 1.770 | \$ | 79,560   | 1.950 | 24   |
| 25   | \$ 62,424 |       | \$ | 72,624     | 1.780 | \$ | 79,968   | 1.960 | 25   |
| 26   | \$ 62,424 |       | \$ | 72,624     |       | \$ | 80,376   | 1.970 | 26   |
| 27   | \$ 62,424 |       | \$ | 72,624     | -     | \$ | 80,784   | 1.980 | 27   |
| 28   | \$ 62,424 |       | \$ | 72,624     |       | \$ | 81,192   | 1.990 | 28   |
| 29   | \$ 62,424 |       | \$ | 72,624     |       | \$ | 81,600   | 2.000 | 29   |
| 30   | \$ 62,424 |       | \$ | 72,624     |       | \$ | 82,008   | 2.010 | 30   |

Employees on this salary schedule move across only with earned degrees in the field.

## Columbia School District Occupational Therapist/Physical Therapist Salary Schedule 187 Days 2018-19

| Occupational Therapist<br>Physical Therapist<br>187 Days |          |       |  |  |  |  |  |  |  |  |
|----------------------------------------------------------|----------|-------|--|--|--|--|--|--|--|--|
| 35 Hours per Week                                        |          |       |  |  |  |  |  |  |  |  |
| 7 Hours per Day                                          |          |       |  |  |  |  |  |  |  |  |
|                                                          | Range    |       |  |  |  |  |  |  |  |  |
| Base \$44,725                                            |          |       |  |  |  |  |  |  |  |  |
|                                                          |          |       |  |  |  |  |  |  |  |  |
| Step                                                     | Salary   | Index |  |  |  |  |  |  |  |  |
| 1                                                        | \$44,725 | 1.00  |  |  |  |  |  |  |  |  |
| 2                                                        | \$46,514 | 1.04  |  |  |  |  |  |  |  |  |
| 3                                                        | \$48,303 | 1.08  |  |  |  |  |  |  |  |  |
| 4                                                        | \$50,092 | 1.12  |  |  |  |  |  |  |  |  |
| 5                                                        | \$51,881 | 1.16  |  |  |  |  |  |  |  |  |
| 6                                                        | \$53,670 | 1.20  |  |  |  |  |  |  |  |  |
| 7                                                        | \$55,459 | 1.24  |  |  |  |  |  |  |  |  |
| 8                                                        | \$57,248 | 1.28  |  |  |  |  |  |  |  |  |
| 9                                                        | \$59,037 | 1.32  |  |  |  |  |  |  |  |  |
| 10                                                       | \$60,826 | 1.36  |  |  |  |  |  |  |  |  |
| 11                                                       | \$62,615 | 1.40  |  |  |  |  |  |  |  |  |
| 12                                                       | \$63,510 | 1.42  |  |  |  |  |  |  |  |  |
| 13                                                       | \$64,404 | 1.44  |  |  |  |  |  |  |  |  |
| 14                                                       | \$65,299 | 1.46  |  |  |  |  |  |  |  |  |
| 15                                                       | \$66,193 | 1.48  |  |  |  |  |  |  |  |  |
| 16                                                       | \$67,088 | 1.50  |  |  |  |  |  |  |  |  |
| 17                                                       | \$67,982 | 1.52  |  |  |  |  |  |  |  |  |
| 18                                                       | \$68,877 | 1.54  |  |  |  |  |  |  |  |  |
| 19                                                       | \$69,771 | 1.56  |  |  |  |  |  |  |  |  |
| 20                                                       | \$70,666 | 1.58  |  |  |  |  |  |  |  |  |
| 21                                                       | \$71,560 | 1.60  |  |  |  |  |  |  |  |  |

#### Steps 1 through 11

To be eligible for advancement on the OT/PT salary schedule an OT or PT would be employed for at least .75 FTE and obtain 32 contact hours and maintain Missouri Division of Professional Registration or Missouri Board of Healing Arts.

#### Steps 12-20

To be eligible for advancement on the OT/PT salary schedule an OT or PT would be employed for at least .75 FTE and maintain Missouri Division of Professional Registration or Missouri Board of Healing Arts.

FTE less than .75 would be cumulative. Therefore, it may take more than one year to be eligible for advancement on the salary schedule.

Remaining FTE that exceeds .75 FTE will be retained and added to successive years towards the .75 FTE for step advancement.

Contact hours can be accumulated for multiple years to obtain 32 hours for advancement. Contact in excess of 32 hours will be retained and added to the total contact hours attained in successive years.

Note: Step 13 is the maximum entry level for new OT/PTs.

# Columbia School District Outreach Counselors Salary Schedule Hired after 06/30/2010 2018-19

| 0        | utre | each Counselo | ors     |
|----------|------|---------------|---------|
| ET Hanna |      | 1200          |         |
| FT Hours |      | 1309          |         |
| Days     |      | 187           |         |
| Hrs/Day  |      | 7             |         |
| Min      | \$   | 36,000        |         |
| Index    |      | 0.03000       |         |
|          |      |               | Index   |
| 1        | \$   | 36,000        |         |
| 2        | \$   | 37,080        | 1.03000 |
| 3        | \$   | 38,160        | 1.06000 |
| 4        | \$   | 39,240        | 1.09000 |
| 5        | \$   | 40,320        | 1.12000 |
| 6        | \$   | 41,400        | 1.15000 |
| 7        | \$   | 42,480        | 1.18000 |
| 8        | \$   | 43,560        | 1.21000 |
| 9        | \$   | 44,640        | 1.24000 |
| 10       | \$   | 45,720        | 1.27000 |
| 11       | \$   | 46,800        | 1.30000 |
| 12       | \$   | 47,880        | 1.33000 |
| 13       | \$   | 48,870        | 1.35750 |
| 14       | \$   | 49,770        | 1.38250 |
| 15       | \$   | 50,670        | 1.40750 |
| 16       | \$   | 51,570        | 1.43250 |
| 17       | \$   | 52,470        | 1.45750 |
| 18       | \$   | 53,190        | 1.47750 |
| 19       | \$   | 53,550        | 1.48750 |
| 20       | \$   | 53,910        | 1.49750 |
| 21       | \$   | 54,270        | 1.50750 |

Note: Step 13 is the maximum entry level for new employees

#### Columbia Public Schools Home School Communicator Salary Schedule 2018-2019 187 Day

\$ 33,450 \$ 36,000

|      |           | I        |          |           | II        |          | III       |         |          | IV        |         |          |                       | ٧     | V        |      |  |
|------|-----------|----------|----------|-----------|-----------|----------|-----------|---------|----------|-----------|---------|----------|-----------------------|-------|----------|------|--|
|      |           | BS/CTE I |          |           | MS/CTE II |          |           | MS + 15 |          |           | MS + 45 |          | MS + 60 / Doc/CTE III |       |          |      |  |
| Step | Salary    | Index    | Incr     | Salary    | Index     | Incr     | Salary    | Index   | Incr     | Salary    | Index   | Incr     | Salary                | Index | Incr     | Step |  |
| 1    | \$ 36,000 | 1.030    |          | \$ 37,631 | 1.125     |          | \$ 40,307 | 1.205   |          | \$ 41,645 | 1.245   |          | \$ 44,321             | 1.325 |          | 1    |  |
| 2    | \$ 36,000 | 1.060    | \$ -     | \$ 37,966 | 1.135     | \$ 335   | \$ 41,311 | 1.235   | \$ 1,004 | \$ 42,649 | 1.275   | \$ 1,004 | \$ 45,325             | 1.355 | \$ 1,004 | 2    |  |
| 3    | \$ 36,461 | 1.090    | \$ 461   | \$ 38,969 | 1.165     | \$ 1,004 | \$ 42,314 | 1.265   | \$ 1,004 | \$ 43,652 | 1.305   | \$ 1,004 | \$ 46,328             | 1.385 | \$ 1,004 | 3    |  |
| 4    | \$ 37,464 | 1.120    | \$ 1,004 | \$ 39,973 | 1.195     | \$ 1,004 | \$ 43,318 | 1.295   | \$ 1,004 | \$ 44,656 | 1.335   | \$ 1,004 | \$ 47,332             | 1.415 | \$ 1,004 | 4    |  |
| 5    | \$ 38,468 | 1.150    | \$ 1,004 | \$ 40,976 | 1.225     | \$ 1,004 | \$ 44,321 | 1.325   | \$ 1,004 | \$ 45,659 | 1.365   | \$ 1,004 | \$ 48,335             | 1.445 | \$ 1,004 | 5    |  |
| 6    | \$ 39,471 | 1.180    | \$ 1,004 | \$ 41,980 | 1.255     | \$ 1,004 | \$ 45,325 | 1.355   | \$ 1,004 | \$ 46,663 | 1.395   | \$ 1,004 | \$ 49,339             | 1.475 | \$ 1,004 | 6    |  |
| 7    | \$ 40,809 | 1.220    | \$ 1,338 | \$ 43,318 | 1.295     | \$ 1,338 | \$ 46,663 | 1.395   | \$ 1,338 | \$ 48,001 | 1.435   | \$ 1,338 | \$ 50,677             | 1.515 | \$ 1,338 | 7    |  |
| 8    | \$ 42,147 | 1.260    | \$ 1,338 | \$ 44,656 | 1.335     | \$ 1,338 | \$ 48,001 | 1.435   | \$ 1,338 | \$ 49,339 | 1.475   | \$ 1,338 | \$ 52,015             | 1.555 | \$ 1,338 | 8    |  |
| 9    | \$ 43,485 | 1.300    | \$ 1,338 | \$ 45,994 | 1.375     | \$ 1,338 | \$ 49,339 | 1.475   | \$ 1,338 | \$ 50,677 | 1.515   | \$ 1,338 | \$ 53,353             | 1.595 | \$ 1,338 | 9    |  |
| 10   | \$ 44,823 | 1.340    | \$ 1,338 | \$ 47,332 | 1.415     | \$ 1,338 | \$ 50,677 | 1.515   | \$ 1,338 | \$ 52,015 | 1.555   | \$ 1,338 | \$ 54,691             | 1.635 | \$ 1,338 | 10   |  |
| 11   | \$ 46,161 | 1.380    | \$ 1,338 | \$ 48,670 | 1.455     | \$ 1,338 | \$ 52,015 | 1.555   | \$ 1,338 | \$ 53,353 | 1.595   | \$ 1,338 | \$ 56,029             | 1.675 | \$ 1,338 | 11   |  |
| 12   | \$ 47,499 | 1.420    | \$ 1,338 | \$ 50,008 | 1.495     | \$ 1,338 | \$ 53,353 | 1.595   | \$ 1,338 | \$ 54,691 | 1.635   | \$ 1,338 | \$ 57,367             | 1.715 | \$ 1,338 | 12   |  |
| 13   | \$ 48,837 | 1.460    | \$ 1,338 | \$ 51,346 | 1.535     | \$ 1,338 | \$ 54,691 | 1.635   | \$ 1,338 | \$ 56,029 | 1.675   | \$ 1,338 | \$ 58,705             | 1.755 | \$ 1,338 | 13   |  |
| 14   | \$ 50,175 | 1.500    | \$ 1,338 | \$ 52,684 | 1.575     | \$ 1,338 | \$ 56,029 | 1.675   | \$ 1,338 | \$ 57,367 | 1.715   | \$ 1,338 | \$ 60,043             | 1.795 | \$ 1,338 | 14   |  |
| 15   | \$ 51,513 | 1.540    | \$ 1,338 | \$ 54,022 | 1.615     | \$ 1,338 | \$ 57,367 | 1.715   | \$ 1,338 | \$ 58,705 | 1.755   | \$ 1,338 | \$ 61,381             | 1.835 | \$ 1,338 | 15   |  |
| 16   | \$ 51,513 |          |          | \$ 55,360 | 1.655     | \$ 1,338 | \$ 58,705 | 1.755   | \$ 1,338 | \$ 60,043 | 1.795   | \$ 1,338 | \$ 62,719             | 1.875 | \$ 1,338 | 16   |  |
| 17   | \$ 51,513 |          |          | \$ 56,698 | 1.695     | \$ 1,338 | \$ 60,043 | 1.795   | \$ 1,338 | \$ 61,381 | 1.835   | \$ 1,338 | \$ 64,057             | 1.915 | \$ 1,338 | 17   |  |
| 18   | \$ 51,513 |          |          | \$ 58,036 | 1.735     | \$ 1,338 | \$ 61,381 | 1.835   | \$ 1,338 | \$ 62,719 | 1.875   | \$ 1,338 | \$ 65,395             | 1.955 | \$ 1,338 | 18   |  |
| 19   | \$ 51,513 |          |          | \$ 59,039 | 1.765     | \$ 1,004 | \$ 62,719 | 1.875   | \$ 1,338 | \$ 64,057 | 1.915   | \$ 1,338 | \$ 66,733             | 1.995 | \$ 1,338 | 19   |  |
| 20   | \$ 51,513 |          |          | \$ 60,043 | 1.795     | \$ 1,004 | \$ 64,057 | 1.915   | \$ 1,338 | \$ 65,395 | 1.955   | \$ 1,338 | \$ 68,071             | 2.035 | \$ 1,338 | 20   |  |
| 21   | \$ 51,513 |          |          | \$ 61,046 | 1.825     | \$ 1,004 | \$ 65,060 | 1.945   | \$ 1,004 | \$ 66,398 | 1.985   | \$ 1,004 | \$ 69,074             | 2.065 | \$ 1,004 | 21   |  |
| 22   | \$ 51,513 |          |          | \$ 62,050 | 1.855     | \$ 1,004 | \$ 66,064 | 1.975   | \$ 1,004 | \$ 67,402 | 2.015   | \$ 1,003 | \$ 70,078             | 2.095 | \$ 1,003 | 22   |  |
| 23   | \$ 51,513 |          |          | \$ 63,053 | 1.885     | \$ 1,004 | \$ 67,067 | 2.005   | \$ 1,004 | \$ 68,405 | 2.045   | \$ 1,004 | \$ 71,081             | 2.125 | \$ 1,004 | 23   |  |
| 24   | \$ 51,513 |          |          | \$ 64,057 | 1.915     | \$ 1,004 | \$ 68,071 | 2.035   | \$ 1,003 | \$ 69,409 | 2.075   | \$ 1,003 | \$ 72,085             | 2.155 | \$ 1,004 | 24   |  |
| 25   | \$ 51,513 |          |          | \$ 64,726 | 1.935     | \$ 669   | \$ 68,740 | 2.055   | \$ 669   | \$ 70,078 | 2.095   | \$ 669   | \$ 72,754             | 2.175 | \$ 669   | 25   |  |
| 26   | \$ 51,513 |          |          | \$ 65,395 | 1.955     | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |         | \$ -     | \$ 73,423             | 2.195 | \$ 669   | 26   |  |
| 27   | \$ 51,513 |          |          | \$ 66,064 | 1.975     | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |         | \$ -     | \$ 74,092             | 2.215 | \$ 669   | 27   |  |
| 28   | \$ 51,513 |          |          | \$ 66,733 | 1.995     | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |         | \$ -     | \$ 74,761             | 2.235 | \$ 669   | 28   |  |
| 29   | \$ 51,513 |          |          | \$ 67,402 | 2.015     | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |         | \$ -     | \$ 75,430             | 2.255 | \$ 669   | 29   |  |
| 30   | \$ 51,513 |          |          | \$ 68,071 | 2.035     | \$ 669   | \$ 68,740 |         | \$ -     | \$ 70,078 |         | \$ -     | \$ 76,099             | 2.275 | \$ 669   | 30   |  |

Note: New hires are allowed to receive credit for up to 12 years of experience with the highest placement on this schedule being year 13.

Employees on this schedule are not eligible to move for educational credit.

Original hire placement is based on actual college degree/hours beyond a Bachelor's degree.

#### Columbia School District Registered Nurse Salary Schedule 2018-19

|         | RN           | I       | BSN -        | · RN    | Masters      | - RN    |
|---------|--------------|---------|--------------|---------|--------------|---------|
| FT Hrs  | 1496         |         |              |         |              |         |
| Hrs per | 8            |         |              |         |              |         |
| Days    | 187          |         |              |         |              |         |
| Min     | \$<br>30,800 |         | \$32,800     |         | \$34,800     |         |
| Max     | \$<br>46,046 |         | \$50,545     |         | \$52,879     |         |
| Index   | 0.02750      |         | 0.03750      |         | 0.03750      |         |
| Ed Cr   |              |         | \$<br>2,000  |         | \$<br>2,000  |         |
| 1       | \$<br>30,800 |         | \$<br>32,800 |         | \$<br>34,800 |         |
| 2       | \$<br>31,647 | 1.02750 | \$<br>34,030 | 1.03750 | \$<br>36,105 | 1.03750 |
| 3       | \$<br>32,494 | 1.05500 | \$<br>35,260 | 1.07500 | \$<br>37,410 | 1.07500 |
| 4       | \$<br>33,341 | 1.08250 | \$<br>36,490 | 1.11250 | \$<br>38,715 | 1.11250 |
| 5       | \$<br>34,188 | 1.11000 | \$<br>37,720 | 1.15000 | \$<br>40,020 | 1.15000 |
| 6       | \$<br>35,035 | 1.13750 | \$<br>38,950 | 1.18750 | \$<br>41,325 | 1.18750 |
| 7       | \$<br>35,882 | 1.16500 | \$<br>40,180 | 1.22500 | \$<br>42,630 | 1.22500 |
| 8       | \$<br>36,729 | 1.19250 | \$<br>41,410 | 1.26250 | \$<br>43,935 | 1.26250 |
| 9       | \$<br>37,576 | 1.22000 | \$<br>42,640 | 1.30000 | \$<br>45,240 | 1.30000 |
| 10      | \$<br>38,423 | 1.24750 | \$<br>43,870 | 1.33750 | \$<br>46,545 | 1.33750 |
| 11      | \$<br>39,270 | 1.27500 | \$<br>45,100 | 1.37500 | \$<br>47,415 | 1.36250 |
| 12      | \$<br>40,117 | 1.30250 | \$<br>45,920 | 1.40000 | \$<br>48,285 | 1.38750 |
| 13      | \$<br>40,964 | 1.33000 | \$<br>46,740 | 1.42500 | \$<br>49,155 | 1.41250 |
| 14      | \$<br>41,811 | 1.35750 | \$<br>47,560 | 1.45000 | \$<br>50,025 | 1.43750 |
| 15      | \$<br>42,658 | 1.38500 | \$<br>48,380 | 1.47500 | \$<br>50,895 | 1.46250 |
| 16      | \$<br>43,505 | 1.41250 | \$<br>49,069 | 1.49600 | \$<br>51,765 | 1.48750 |
| 17      | \$<br>44,352 | 1.44000 | \$<br>49,397 | 1.50600 | \$<br>52,113 | 1.49750 |
| 18      | \$<br>45,199 | 1.46750 | \$<br>49,725 | 1.51600 | \$<br>52,461 | 1.50750 |
| 19      | \$<br>46,046 | 1.49500 | \$<br>50,053 | 1.52600 | \$<br>52,809 | 1.51750 |
| 20      | \$<br>46,046 |         | \$<br>50,381 | 1.53600 | \$<br>52,844 | 1.51850 |
| 21      | \$<br>46,046 |         | \$<br>50,545 | 1.54100 | \$<br>52,879 | 1.51950 |
| 22      | \$<br>46,046 |         | \$<br>50,545 |         | \$<br>52,896 | 1.52000 |
| 23      | \$<br>46,046 |         | \$<br>50,545 |         | \$<br>52,896 |         |
| 24      | \$<br>46,046 |         | \$<br>50,545 |         | \$<br>52,896 |         |
| 25      | \$<br>46,046 |         | \$<br>50,545 |         | \$<br>52,896 |         |

# Columbia School District Parent Educators Salary Schedule 227 Days 2018-19

|      | I formerl | y I and II | II former | ly III |               |        |       |    | III                   |       |      |
|------|-----------|------------|-----------|--------|---------------|--------|-------|----|-----------------------|-------|------|
|      | В         | .S.        | M.S.      |        | Grandfathered |        |       | Ad | M.S. + 7<br>Ivanced I |       |      |
| Step | Salary    | Index      | Salary    | Index  |               | Salary | Index |    | Salary                | Index | Step |
| 1    | \$ 33,000 | 1.040      | \$ 35,438 | 1.125  | \$            | 37,958 | 1.205 | \$ | 41,738                | 1.325 | 1    |
| 2    | \$ 34,020 | 1.080      | \$ 36,698 | 1.165  | \$            | 39,218 | 1.245 | \$ | 42,998                | 1.365 | 2    |
| 3    | \$ 35,280 | 1.120      | \$ 37,958 | 1.205  | \$            | 40,478 | 1.285 | \$ | 44,258                | 1.405 | 3    |
| 4    | \$ 36,540 | 1.160      | \$ 39,218 | 1.245  | \$            | 41,738 | 1.325 | \$ | 45,518                | 1.445 | 4    |
| 5    | \$ 37,800 | 1.200      | \$ 40,478 | 1.285  | \$            | 42,998 | 1.365 | \$ | 46,778                | 1.485 | 5    |
| 6    | \$ 39,060 | 1.240      | \$ 41,738 | 1.325  | \$            | 44,258 | 1.405 | \$ | 48,038                | 1.525 | 6    |
| 7    | \$ 40,320 | 1.280      | \$ 42,998 | 1.365  | \$            | 45,518 | 1.445 | \$ | 49,298                | 1.565 | 7    |
| 8    | \$ 41,580 | 1.320      | \$ 44,258 | 1.405  | \$            | 46,778 | 1.485 | \$ | 50,558                | 1.605 | 8    |
| 9    | \$ 42,840 | 1.360      | \$ 45,518 | 1.445  | \$            | 48,038 | 1.525 | \$ | 51,818                | 1.645 | 9    |
| 10   | \$ 44,100 | 1.400      | \$ 46,778 | 1.485  | \$            | 49,298 | 1.565 | \$ | 53,078                | 1.685 | 10   |
| 11   | \$ 45,360 | 1.440      | \$ 48,038 | 1.525  | \$            | 50,558 | 1.605 | \$ | 54,338                | 1.725 | 11   |
| 12   | \$ 46,620 | 1.480      | \$ 49,298 | 1.565  | \$            | 51,818 | 1.645 | \$ | 55,598                | 1.765 | 12   |
| 13   | \$ 46,935 | 1.490      | \$ 50,558 | 1.605  | \$            | 53,078 | 1.685 | \$ | 56,858                | 1.805 | 13   |
| 14   | \$ 47,250 | 1.500      | \$ 50,873 | 1.615  | \$            | 54,338 | 1.725 | \$ | 58,118                | 1.845 | 14   |
| 15   | \$ 47,565 | 1.510      | \$ 51,188 | 1.625  | \$            | 55,598 | 1.765 | \$ | 59,378                | 1.885 | 15   |
| 16   | \$ 47,880 | 1.520      | \$ 51,503 | 1.635  | \$            | 55,913 | 1.775 | \$ | 60,638                | 1.925 | 16   |
| 17   | \$ 48,195 | 1.530      | \$ 51,818 | 1.645  | \$            | 56,228 | 1.785 | \$ | 61,898                | 1.965 | 17   |
| 18   | \$ 48,510 | 1.540      | \$ 52,133 | 1.655  | \$            | 56,543 | 1.795 | \$ | 63,158                | 2.005 | 18   |
| 19   | \$ 48,510 |            | \$ 52,133 |        | \$            | 56,858 | 1.805 | \$ | 64,418                | 2.045 | 19   |
| 20   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,173 | 1.815 | \$ | 65,678                | 2.085 | 20   |
| 21   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 | 1.825 | \$ | 66,938                | 2.125 | 21   |
| 22   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,253                | 2.135 | 22   |
| 23   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                | 2.145 | 23   |
| 24   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 24   |
| 25   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 25   |
| 26   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 26   |
| 27   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 27   |
| 28   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 28   |
| 29   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 29   |
| 30   | \$ 48,510 |            | \$ 52,133 |        | \$            | 57,488 |       | \$ | 67,568                |       | 30   |

*Note:* Salaries are paid based on a 7 hours per work day/35 hours per week schedule.

Step 13 is the maximum entry level for new Parent Educators

Employees on this schedule do not advance for professional development credit.

Employees on this schedule do advance for educational credit.

New hires are placed into the Bachelor's or Master's column commensurate with their education.

## Columbia School District Classroom Aide / LPN / Instructional Aide Salary Schedule 2018-2019

| Cla       | assroom Ai | des  | LPN / Instructional Aides |          |        |  |  |  |  |
|-----------|------------|------|---------------------------|----------|--------|--|--|--|--|
|           |            |      |                           |          |        |  |  |  |  |
| FT Hours  | 1302       |      | FT Hours                  | 1323     |        |  |  |  |  |
| # of Days | 186        |      | # of Days                 | 189      |        |  |  |  |  |
| Hours per | 7          |      | Hours per                 | 7 to 8   |        |  |  |  |  |
| Base Pay  | \$10.85    |      | Base Pay                  | \$13.30  |        |  |  |  |  |
|           |            |      |                           |          |        |  |  |  |  |
| Index     | 0.03       |      | Index                     | 0.04     |        |  |  |  |  |
|           |            |      |                           |          |        |  |  |  |  |
| 1         | \$ 10.85   |      | 1                         | \$ 13.30 |        |  |  |  |  |
| 2         | \$ 11.18   | 1.03 | 2                         | \$ 13.83 | 1.04   |  |  |  |  |
| 3         | \$ 11.50   | 1.06 | 3                         | \$ 14.36 | 1.08   |  |  |  |  |
| 4         | \$ 11.83   | 1.09 | 4                         | \$ 14.90 | 1.12   |  |  |  |  |
| 5         | \$ 12.15   | 1.12 | 5                         | \$ 15.43 | 1.16   |  |  |  |  |
| 6         | \$ 12.48   | 1.15 | 6                         | \$ 15.96 | 1.20   |  |  |  |  |
| 7         | \$ 12.80   | 1.18 | 7                         | \$ 16.49 | 1.24   |  |  |  |  |
| 8         | \$ 13.13   | 1.21 | 8                         | \$ 17.02 | 1.28   |  |  |  |  |
| 9         | \$ 13.45   | 1.24 | 9                         | \$ 17.56 | 1.32   |  |  |  |  |
| 10        | \$ 13.78   | 1.27 | 10                        | \$ 18.09 | 1.36   |  |  |  |  |
| 11        | \$ 14.11   | 1.30 | 11                        | \$ 18.62 | 1.40   |  |  |  |  |
| 12        | \$ 14.43   | 1.33 | 12                        | \$ 19.15 | 1.44   |  |  |  |  |
| 13        | \$ 14.76   | 1.36 | 13                        | \$ 19.29 | 1.45   |  |  |  |  |
| 14        | \$ 15.08   | 1.39 | 14                        | \$ 19.42 | 1.46   |  |  |  |  |
| 15        | \$ 15.41   | 1.42 | 15                        | \$ 19.55 | 1.47   |  |  |  |  |
| 16        | \$ 15.73   | 1.45 | 16                        | \$ 19.68 | 1.48   |  |  |  |  |
| 17        | \$ 16.06   | 1.48 | 17                        | \$ 19.78 | \$0.10 |  |  |  |  |
| 18        | \$ 16.38   | 1.51 | 18                        | \$ 19.88 | \$0.10 |  |  |  |  |
| 19        | \$ 16.71   | 1.54 | 19                        | \$ 19.98 | \$0.10 |  |  |  |  |
| 20        | \$ 17.03   | 1.57 | 20                        | \$ 20.08 | \$0.10 |  |  |  |  |
| 21        | \$ 17.14   | 1.58 | 21                        | \$ 20.18 | \$0.10 |  |  |  |  |
| 22        | \$ 17.25   | 1.59 | 22                        | \$ 20.28 | \$0.10 |  |  |  |  |
| 23        | \$ 17.36   | 1.60 | 23                        | \$ 20.38 | \$0.10 |  |  |  |  |
| 24        | \$ 17.47   | 1.61 | 24                        | \$ 20.48 | \$0.10 |  |  |  |  |
| 25        | \$ 17.58   | 1.62 | 25                        | \$ 20.58 | \$0.10 |  |  |  |  |

Notes: Step 11 is the maximum entry level for Classroom Aides, LPNs and Instructional Aides.

Hours per day will vary depending upon assignment.

# Columbia School District Paraprofessional Salary Schedule 2018-2019 186 Days

|      | Paraprofes | sional 1 | Paraprofes | sional 2 |      |
|------|------------|----------|------------|----------|------|
|      | /Deei      | ۵)       | (Based or  | child's  |      |
|      | (Basi      | C)       | advanced   | needs)   |      |
|      |            |          |            |          |      |
| Step | Hrly Rate  | Index    | Hrly Rate  | Index    | Step |
| 1    | \$11.20    | 1.0000   | \$11.70    | 1.0000   | 1    |
| 2    | \$11.54    | 1.0300   | \$12.05    | 1.0300   | 2    |
| 3    | \$11.87    | 1.0600   | \$12.40    | 1.0600   | 3    |
| 4    | \$12.21    | 1.0900   | \$12.75    | 1.0900   | 4    |
| 5    | \$12.54    | 1.1200   | \$13.10    | 1.1200   | 5    |
| 6    | \$12.88    | 1.1500   | \$13.46    | 1.1500   | 6    |
| 7    | \$13.22    | 1.1800   | \$13.81    | 1.1800   | 7    |
| 8    | \$13.55    | 1.2100   | \$14.16    | 1.2100   | 8    |
| 9    | \$13.89    | 1.2400   | \$14.51    | 1.2400   | 9    |
| 10   | \$14.22    | 1.2700   | \$14.86    | 1.2700   | 10   |
| 11   | \$14.56    | 1.3000   | \$15.21    | 1.3000   | 11   |
| 12   | \$14.90    | 1.3300   | \$15.56    | 1.3300   | 12   |
| 13   | \$15.23    | 1.3600   | \$15.91    | 1.3600   | 13   |
| 14   | \$15.57    | 1.3900   | \$16.26    | 1.3900   | 14   |
| 15   | \$15.90    | 1.4200   | \$16.61    | 1.4200   | 15   |
| 16   | \$16.24    | 1.4500   | \$16.97    | 1.4500   | 16   |
| 17   | \$16.58    | 1.4800   | \$17.32    | 1.4800   | 17   |
| 18   | \$16.91    | 1.5100   | \$17.67    | 1.5100   | 18   |
| 19   | \$17.25    | 1.5400   | \$18.02    | 1.5400   | 19   |
| 20   | \$17.58    | 1.5700   | \$18.37    | 1.5700   | 20   |
| 21   | \$17.70    | 1.5800   | \$18.49    | 1.5800   | 21   |
| 22   | \$17.81    | 1.5900   | \$18.60    | 1.5900   | 22   |
| 23   | \$17.92    | 1.6000   | \$18.72    | 1.6000   | 23   |
| 24   | \$18.03    | 1.6100   | \$18.84    | 1.6100   | 24   |
| 25   | \$18.14    | 1.6200   | \$18.95    | 1.6200   | 25   |
| 26   | \$18.14    |          | \$18.95    |          | 26   |
| 27   | \$18.14    |          | \$18.95    |          | 27   |
| 28   | \$18.14    |          | \$18.95    |          | 28   |
| 29   | \$18.14    |          | \$18.95    |          | 29   |
| 30   | \$18.14    |          | \$18.95    |          | 30   |

Notes: Step 11 is the maximum entry level for paraprofessionals.

Hours worked per day may vary depending on assignment.

They may be 7, 7.50 or 8.00 for a full time employee.

#### Columbia School District Custodial Salary Schedule 261 days (8 hour days) 2018-19

|      | \$10.55                           |           |                        | 10-13     |                      |          |          |
|------|-----------------------------------|-----------|------------------------|-----------|----------------------|----------|----------|
|      | Ψ10.00                            |           |                        |           |                      |          |          |
|      | Day<br>Porter<br>and<br>Substitut | Night     | Elem<br>Night<br>Lead/ | & Small   | Large Elem<br>& CACC | MS Head, |          |
|      | es                                | Custodian | Floater                | Elem Head |                      | HS Lead  |          |
|      | 1                                 | 2         | 3                      | 4         | 5                    | 6        |          |
|      | Hrly                              | Hrly      | Hrly                   | Hrly      | Hrly                 | Hrly     | <u> </u> |
| Step | Rate                              | Rate      | Rate                   | Rate      | Rate                 | Rate     | Step     |
| 1    | \$10.55                           | \$10.80   | \$11.40                | \$11.80   | \$12.30              | \$12.80  | 1        |
| 2    | \$10.87                           | \$11.12   | \$11.74                | \$12.15   | \$12.67              | \$13.18  | 2        |
| 3    | \$11.18                           | \$11.45   | \$12.08                | \$12.51   | \$13.04              | \$13.57  | 3        |
| 4    | \$11.50                           | \$11.77   | \$12.43                | \$12.86   | \$13.41              | \$13.95  | 4        |
| 5    | \$11.82                           | \$12.10   | \$12.77                | \$13.22   | \$13.78              | \$14.34  | 5        |
| 6    | \$12.13                           | \$12.42   | \$13.11                | \$13.57   | \$14.15              | \$14.72  | 6        |
| 7    | \$12.45                           | \$12.74   | \$13.45                | \$13.92   | \$14.51              | \$15.10  | 7        |
| 8    | \$12.77                           | \$13.07   | \$13.79                | \$14.28   | \$14.88              | \$15.49  | 8        |
| 9    | \$13.08                           | \$13.39   | \$14.14                | \$14.63   | \$15.25              | \$15.87  | 9        |
| 10   | \$13.40                           | \$13.72   | \$14.48                | \$14.99   | \$15.62              | \$16.26  | 10       |
| 11   | \$13.72                           | \$14.04   | \$14.82                | \$15.34   | \$15.99              | \$16.64  | 11       |
| 12   | \$14.03                           | \$14.36   | \$15.16                | \$15.69   | \$16.36              | \$17.02  | 12       |
| 13   | \$14.35                           | \$14.69   | \$15.50                | \$16.05   | \$16.73              | \$17.41  | 13       |
| 14   | \$14.66                           | \$15.01   | \$15.85                | \$16.40   | \$17.10              | \$17.79  | 14       |
| 15   | \$14.98                           | \$15.34   | \$16.19                | \$16.76   | \$17.47              | \$18.18  | 15       |
| 16   | \$15.30                           | \$15.66   | \$16.53                | \$17.11   | \$17.84              | \$18.56  | 16       |
| 17   | \$15.61                           | \$15.98   | \$16.87                | \$17.46   | \$18.20              | \$18.94  | 17       |
| 18   | \$15.93                           | \$16.31   | \$17.21                | \$17.82   | \$18.57              | \$19.33  | 18       |
| 19   | \$16.25                           | \$16.63   | \$17.56                | \$18.17   | \$18.94              | \$19.71  | 19       |
| 20   | \$16.56                           | \$16.96   | \$17.90                | \$18.53   | \$19.31              | \$20.10  | 20       |
| 21   | \$16.67                           | \$17.06   | \$18.01                | \$18.64   | \$19.43              | \$20.22  | 21       |
| 22   | \$16.77                           | \$17.17   | \$18.13                | \$18.76   | \$19.56              | \$20.35  | 22       |
| 23   | \$16.88                           | \$17.28   | \$18.24                | \$18.88   | \$19.68              | \$20.48  | 23       |
| 24   | \$16.99                           | \$17.39   | \$18.35                | \$19.00   | \$19.80              | \$20.61  | 24       |
| 25   | \$17.09                           | \$17.50   | \$18.47                | \$19.12   | \$19.93              | \$20.74  | 25       |
| 26   | \$17.09                           | \$17.60   | \$18.58                | \$19.23   | \$20.05              | \$20.86  | 26       |
| 27   | \$17.09                           | \$17.60   | \$18.70                | \$19.35   | \$20.17              | \$20.99  | 27       |
| 28   | \$17.09                           | \$17.60   | \$18.70                | \$19.47   | \$20.30              | \$21.12  | 28       |
| 29   | \$17.09                           | \$17.60   | \$18.70                | \$19.47   | \$20.42              | \$21.25  | 29       |
| 30   | \$17.09                           | \$17.60   | \$18.70                | \$19.47   | \$20.42              | \$21.38  | 30       |

Note: Step 11 is the maximum entry level for custodians.

Number of hours worked per day and days worked per week may vary upon assignment.

#### Columbia School District Nutrition Services Salary Schedule 2018-2019

|      | Cooks / Ca<br>Substit |        | Elementar<br>Cooking Ma<br>Secondary Managers,<br>Managers | anagers,<br>Assistant<br>Floating | Elementary<br>Managers,<br>School Non-<br>Manag | Middle<br>-Cooking | Middle Scho<br>Managers, V<br>Sta | Varehouse | Training Ma | Managers Region Managers |         | Warehouse Manager<br>Training Managers High Sch<br>Managers |      | Cooking<br>ligh School |  |
|------|-----------------------|--------|------------------------------------------------------------|-----------------------------------|-------------------------------------------------|--------------------|-----------------------------------|-----------|-------------|--------------------------|---------|-------------------------------------------------------------|------|------------------------|--|
|      | 1                     |        | 2                                                          |                                   | 3                                               |                    |                                   | 4         |             |                          | 6       |                                                             |      |                        |  |
|      | Hrly                  |        | Hrly                                                       |                                   | Hrly                                            |                    | Hrly                              |           | Hrly        |                          | Hrly    |                                                             |      |                        |  |
| Step | Rate                  | Index  | Rate                                                       | Index                             | Rate                                            | Index              | Rate                              | Index     | Rate        | Index                    | Rate    | Index                                                       | Step |                        |  |
| 1    | \$10.55               | 1.0000 | \$11.55                                                    | 1.0000                            | \$12.05                                         | 1.0000             | \$12.55                           | 1.0000    | \$13.05     | 1.0000                   | \$13.55 | 1.0000                                                      | 1    |                        |  |
| 2    | \$10.87               | 1.0300 | \$11.90                                                    | 1.0300                            | \$12.41                                         | 1.0300             | \$12.93                           | 1.0300    | \$13.44     | 1.0300                   | \$13.96 | 1.0300                                                      | 2    |                        |  |
| 3    | \$11.18               | 1.0600 | \$12.24                                                    | 1.0600                            | \$12.77                                         | 1.0600             | \$13.30                           | 1.0600    | \$13.83     | 1.0600                   | \$14.36 | 1.0600                                                      | 3    |                        |  |
| 4    | \$11.50               | 1.0900 | \$12.59                                                    | 1.0900                            | \$13.13                                         | 1.0900             | \$13.68                           | 1.0900    | \$14.22     | 1.0900                   | \$14.77 | 1.0900                                                      | 4    |                        |  |
| 5    | \$11.82               | 1.1200 | \$12.94                                                    | 1.1200                            | \$13.50                                         | 1.1200             | \$14.06                           | 1.1200    | \$14.62     | 1.1200                   | \$15.18 | 1.1200                                                      | 5    |                        |  |
| 6    | \$12.13               | 1.1500 | \$13.28                                                    | 1.1500                            | \$13.86                                         | 1.1500             | \$14.43                           | 1.1500    | \$15.01     | 1.1500                   | \$15.58 | 1.1500                                                      | 6    |                        |  |
| 7    | \$12.45               | 1.1800 | \$13.63                                                    | 1.1800                            | \$14.22                                         | 1.1800             | \$14.81                           | 1.1800    | \$15.40     | 1.1800                   | \$15.99 | 1.1800                                                      | 7    |                        |  |
| 8    | \$12.77               | 1.2100 | \$13.98                                                    | 1.2100                            | \$14.58                                         | 1.2100             | \$15.19                           | 1.2100    | \$15.79     | 1.2100                   | \$16.40 | 1.2100                                                      | 8    |                        |  |
| 9    | \$13.08               | 1.2400 | \$14.32                                                    | 1.2400                            | \$14.94                                         | 1.2400             | \$15.56                           | 1.2400    | \$16.18     | 1.2400                   | \$16.80 | 1.2400                                                      | 9    |                        |  |
| 10   | \$13.40               | 1.2700 | \$14.67                                                    | 1.2700                            | \$15.30                                         | 1.2700             | \$15.94                           | 1.2700    | \$16.57     | 1.2700                   | \$17.21 | 1.2700                                                      | 10   |                        |  |
| 11   | \$13.72               | 1.3000 | \$15.02                                                    | 1.3000                            | \$15.67                                         | 1.3000             | \$16.32                           | 1.3000    | \$16.97     | 1.3000                   | \$17.62 | 1.3000                                                      | 11   |                        |  |
| 12   | \$14.03               | 1.3300 | \$15.36                                                    | 1.3300                            | \$16.03                                         | 1.3300             | \$16.69                           | 1.3300    | \$17.36     | 1.3300                   | \$18.02 | 1.3300                                                      | 12   |                        |  |
| 13   | \$14.35               | 1.3600 | \$15.71                                                    | 1.3600                            | \$16.39                                         | 1.3600             | \$17.07                           | 1.3600    | \$17.75     | 1.3600                   | \$18.43 | 1.3600                                                      | 13   |                        |  |
| 14   | \$14.66               | 1.3900 | \$16.05                                                    | 1.3900                            | \$16.75                                         | 1.3900             | \$17.44                           | 1.3900    | \$18.14     | 1.3900                   | \$18.83 | 1.3900                                                      | 14   |                        |  |
| 15   | \$14.98               | 1.4200 | \$16.40                                                    | 1.4200                            | \$17.11                                         | 1.4200             | \$17.82                           | 1.4200    | \$18.53     | 1.4200                   | \$19.24 | 1.4200                                                      | 15   |                        |  |
| 16   | \$15.30               | 1.4500 | \$16.75                                                    | 1.4500                            | \$17.47                                         | 1.4500             | \$18.20                           | 1.4500    | \$18.92     | 1.4500                   | \$19.65 | 1.4500                                                      | 16   |                        |  |
| 17   | \$15.61               | 1.4800 | \$17.09                                                    | 1.4800                            | \$17.83                                         | 1.4800             | \$18.57                           | 1.4800    | \$19.31     | 1.4800                   | \$20.05 | 1.4800                                                      | 17   |                        |  |
| 18   | \$15.93               | 1.5100 | \$17.44                                                    | 1.5100                            | \$18.20                                         | 1.5100             | \$18.95                           | 1.5100    | \$19.71     | 1.5100                   | \$20.46 | 1.5100                                                      | 18   |                        |  |
| 19   | \$16.25               | 1.5400 | \$17.79                                                    | 1.5400                            | \$18.56                                         | 1.5400             | \$19.33                           | 1.5400    | \$20.10     | 1.5400                   | \$20.87 | 1.5400                                                      | 19   |                        |  |
| 20   | \$16.56               | 1.5700 | \$18.13                                                    | 1.5700                            | \$18.92                                         | 1.5700             | \$19.70                           | 1.5700    | \$20.49     | 1.5700                   | \$21.27 | 1.5700                                                      | 20   |                        |  |
| 21   | \$16.67               | 1.5800 | \$18.25                                                    | 1.5800                            | \$19.04                                         | 1.5800             | \$19.83                           | 1.5800    | \$20.62     | 1.5800                   | \$21.41 | 1.5800                                                      | 21   |                        |  |
| 22   | \$16.77               | 1.5900 | \$18.36                                                    | 1.5900                            | \$19.16                                         | 1.5900             | \$19.95                           | 1.5900    | \$20.75     | 1.5900                   | \$21.54 | 1.5900                                                      | 22   |                        |  |
| 23   | \$16.88               | 1.6000 | \$18.48                                                    | 1.6000                            | \$19.28                                         | 1.6000             | \$20.08                           | 1.6000    | \$20.88     | 1.6000                   | \$21.68 | 1.6000                                                      | 23   |                        |  |
| 24   | \$16.99               | 1.6100 | \$18.60                                                    | 1.6100                            | \$19.40                                         | 1.6100             | \$20.21                           | 1.6100    | \$21.01     | 1.6100                   | \$21.82 | 1.6100                                                      | 24   |                        |  |
| 25   | \$17.09               | 1.6200 | \$18.71                                                    | 1.6200                            | \$19.52                                         | 1.6200             | \$20.33                           | 1.6200    | \$21.14     | 1.6200                   | \$21.95 | 1.6200                                                      | 25   |                        |  |
| 26   | \$17.09               |        | \$18.71                                                    |                                   | \$19.52                                         |                    | \$20.33                           |           | \$21.14     |                          | \$21.95 |                                                             | 26   |                        |  |
| 27   | \$17.09               |        | \$18.71                                                    |                                   | \$19.52                                         |                    | \$20.33                           |           | \$21.14     |                          | \$21.95 |                                                             | 27   |                        |  |
| 28   | \$17.09               |        | \$18.71                                                    |                                   | \$19.52                                         |                    | \$20.33                           |           | \$21.14     |                          | \$21.95 |                                                             | 28   |                        |  |
| 29   | \$17.09               |        | \$18.71                                                    |                                   | \$19.52                                         |                    | \$20.33                           |           | \$21.14     |                          | \$21.95 |                                                             | 29   |                        |  |
| 30   | \$17.09               |        | \$18.71                                                    |                                   | \$19.52                                         |                    | \$20.33                           |           | \$21.14     |                          | \$21.95 |                                                             | 30   |                        |  |

Notes: Step 11 is the maximum entry level for nutrition services staff.

Number of hours worked per day and days worked per week may vary upon assignment.

#### Columbia School District Hourly Support Staff Salary Schedule 2018-2019

|      | Salary G  | rade 26 | Salary G         | rade 27 | Salary G  | rade 28 | Salary (         | Grade 29 | Salary G  | rade 30 |      |
|------|-----------|---------|------------------|---------|-----------|---------|------------------|----------|-----------|---------|------|
| Step | Hrly Rate | Index   | <b>Hrly Rate</b> | Index   | Hrly Rate | Index   | <b>Hrly Rate</b> | Index    | Hrly Rate | Index   | Step |
|      |           |         |                  |         |           |         |                  |          |           |         |      |
| 1    | \$11.20   |         | \$12.45          |         | \$13.94   |         | \$15.04          |          | \$16.39   |         | 1    |
| 2    | \$11.54   | 1.0300  | \$12.82          | 1.0300  | \$14.36   | 1.0300  | \$15.49          | 1.0300   | \$16.88   | 1.0300  | 2    |
| 3    | \$11.87   | 1.0600  | \$13.20          | 1.0600  | \$14.78   | 1.0600  | \$15.94          | 1.0600   | \$17.37   | 1.0600  | 3    |
| 4    | \$12.21   | 1.0900  | \$13.57          | 1.0900  | \$15.19   | 1.0900  | \$16.39          | 1.0900   | \$17.87   | 1.0900  | 4    |
| 5    | \$12.54   | 1.1200  | \$13.94          | 1.1200  | \$15.61   | 1.1200  | \$16.84          | 1.1200   | \$18.36   | 1.1200  | 5    |
| 6    | \$12.88   | 1.1500  | \$14.32          | 1.1500  | \$16.03   | 1.1500  | \$17.30          | 1.1500   | \$18.85   | 1.1500  | 6    |
| 7    | \$13.22   | 1.1800  | \$14.69          | 1.1800  | \$16.45   | 1.1800  | \$17.75          | 1.1800   | \$19.34   | 1.1800  | 7    |
| 8    | \$13.55   | 1.2100  | \$15.06          | 1.2100  | \$16.87   | 1.2100  | \$18.20          | 1.2100   | \$19.83   | 1.2100  | 8    |
| 9    | \$13.89   | 1.2400  | \$15.44          | 1.2400  | \$17.29   | 1.2400  | \$18.65          | 1.2400   | \$20.32   | 1.2400  | 9    |
| 10   | \$14.22   | 1.2700  | \$15.81          | 1.2700  | \$17.70   | 1.2700  | \$19.10          | 1.2700   | \$20.82   | 1.2700  | 10   |
| 11   | \$14.56   | 1.3000  | \$16.19          | 1.3000  | \$18.12   | 1.3000  | \$19.55          | 1.3000   | \$21.31   | 1.3000  | 11   |
| 12   | \$14.90   | 1.3300  | \$16.56          | 1.3300  | \$18.54   | 1.3300  | \$20.00          | 1.3300   | \$21.80   | 1.3300  | 12   |
| 13   | \$15.23   | 1.3600  | \$16.93          | 1.3600  | \$18.96   | 1.3600  | \$20.45          | 1.3600   | \$22.29   | 1.3600  | 13   |
| 14   | \$15.57   | 1.3900  | \$17.31          | 1.3900  | \$19.38   | 1.3900  | \$20.91          | 1.3900   | \$22.78   | 1.3900  | 14   |
| 15   | \$15.90   | 1.4200  | \$17.68          | 1.4200  | \$19.79   | 1.4200  | \$21.36          | 1.4200   | \$23.27   | 1.4200  | 15   |
| 16   | \$16.24   | 1.4500  | \$18.05          | 1.4500  | \$20.21   | 1.4500  | \$21.81          | 1.4500   | \$23.77   | 1.4500  | 16   |
| 17   | \$16.58   | 1.4800  | \$18.43          | 1.4800  | \$20.63   | 1.4800  | \$22.26          | 1.4800   | \$24.26   | 1.4800  | 17   |
| 18   | \$16.91   | 1.5100  | \$18.80          | 1.5100  | \$21.05   | 1.5100  | \$22.71          | 1.5100   | \$24.75   | 1.5100  | 18   |
| 19   | \$17.25   | 1.5400  | \$19.17          | 1.5400  | \$21.47   | 1.5400  | \$23.16          | 1.5400   | \$25.24   | 1.5400  | 19   |
| 20   | \$17.58   | 1.5700  | \$19.55          | 1.5700  | \$21.89   | 1.5700  | \$23.61          | 1.5700   | \$26.22   | 1.6000  | 20   |
| 21   | \$17.70   | 1.5800  | \$19.67          | 1.5800  | \$22.03   | 1.5800  | \$24.06          | 1.6000   | \$26.39   | 1.6100  | 21   |
| 22   | \$17.81   | 1.5900  | \$19.80          | 1.5900  | \$22.16   | 1.5900  | \$24.21          | 1.6100   | \$26.55   | 1.6200  | 22   |
| 23   | \$17.98   | 1.6000  | \$19.96          | 1.6000  | \$22.32   | 1.6000  | \$24.37          | 1.6200   | \$26.72   | 1.6300  | 23   |
| 24   | \$18.09   | 1.6100  | \$20.08          | 1.6100  | \$22.46   | 1.6100  | \$24.53          | 1.6300   | \$26.88   | 1.6400  | 24   |
| 25   | \$18.20   | 1.6200  | \$20.21          | 1.6200  | \$22.60   | 1.6200  | \$24.68          | 1.6400   | \$27.04   | 1.6500  | 25   |

# Columbia School District Technology Services Hourly Salary Schedule 8 Hour Days for 261 Days 2018-2019

| Step | Index | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 | Level 8 | Level 9 | Step |
|------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------|
| 1    | 1.00  | \$15.08 | \$15.52 | \$15.96 | \$16.40 | \$16.84 | \$17.27 | \$17.42 | \$17.57 | \$17.71 | 1    |
| 2    | 1.03  | \$15.53 | \$15.98 | \$16.44 | \$16.89 | \$17.34 | \$17.79 | \$17.94 | \$18.09 | \$18.24 | 2    |
| 3    | 1.06  | \$15.98 | \$16.45 | \$16.92 | \$17.38 | \$17.85 | \$18.31 | \$18.47 | \$18.62 | \$18.78 | 3    |
| 4    | 1.09  | \$16.44 | \$16.92 | \$17.39 | \$17.87 | \$18.35 | \$18.83 | \$18.99 | \$19.15 | \$19.31 | 4    |
| 5    | 1.12  | \$16.89 | \$17.38 | \$17.87 | \$18.36 | \$18.86 | \$19.35 | \$19.51 | \$19.68 | \$19.84 | 5    |
| 6    | 1.15  | \$17.34 | \$17.85 | \$18.35 | \$18.86 | \$19.36 | \$19.87 | \$20.03 | \$20.20 | \$20.37 | 6    |
| 7    | 1.18  | \$17.79 | \$18.31 | \$18.83 | \$19.35 | \$19.87 | \$20.38 | \$20.56 | \$20.73 | \$20.90 | 7    |
| 8    | 1.21  | \$18.25 | \$18.78 | \$19.31 | \$19.84 | \$20.37 | \$20.90 | \$21.08 | \$21.26 | \$21.43 | 8    |
| 9    | 1.24  | \$18.70 | \$19.24 | \$19.79 | \$20.33 | \$20.88 | \$21.42 | \$21.60 | \$21.78 | \$21.96 | 9    |
| 10   | 1.27  | \$19.15 | \$19.71 | \$20.27 | \$20.82 | \$21.38 | \$21.94 | \$22.12 | \$22.31 | \$22.50 | 10   |
| 11   | 1.30  | \$19.60 | \$20.17 | \$20.75 | \$21.32 | \$21.89 | \$22.46 | \$22.65 | \$22.84 | \$23.03 | 11   |
| 12   | 1.33  | \$20.06 | \$20.64 | \$21.22 | \$21.81 | \$22.39 | \$22.98 | \$23.17 | \$23.36 | \$23.56 | 12   |
| 13   | 1.36  | \$20.51 | \$21.11 | \$21.70 | \$22.30 | \$22.90 | \$23.49 | \$23.69 | \$23.89 | \$24.09 | 13   |
| 14   | 1.39  | \$20.96 | \$21.57 | \$22.18 | \$22.79 | \$23.40 | \$24.01 | \$24.21 | \$24.42 | \$24.62 | 14   |
| 15   | 1.42  | \$21.41 | \$22.04 | \$22.66 | \$23.28 | \$23.91 | \$24.53 | \$24.74 | \$24.95 | \$25.15 | 15   |
| 16   | 1.44  | \$21.72 | \$22.35 | \$22.98 | \$23.61 | \$24.24 | \$24.88 | \$25.09 | \$25.30 | \$25.51 | 16   |
| 17   | 1.46  | \$22.02 | \$22.66 | \$23.30 | \$23.94 | \$24.58 | \$25.22 | \$25.43 | \$25.65 | \$25.86 | 17   |
| 18   | 1.48  | \$22.32 | \$22.97 | \$23.62 | \$24.27 | \$24.92 | \$25.57 | \$25.78 | \$26.00 | \$26.22 | 18   |
| 19   | 1.50  | \$22.62 | \$23.28 | \$23.94 | \$24.60 | \$25.25 | \$25.91 | \$26.13 | \$26.35 | \$26.57 | 19   |
| 20   | 1.52  | \$22.92 | \$23.59 | \$24.26 | \$24.92 | \$25.59 | \$26.26 | \$26.48 | \$26.70 | \$26.92 | 20   |
| 21   | 1.54  | \$23.22 | \$23.90 | \$24.58 | \$25.25 | \$25.93 | \$26.60 | \$26.83 | \$27.05 | \$27.28 | 21   |
| 22   | 1.56  | \$23.52 | \$24.21 | \$24.89 | \$25.58 | \$26.26 | \$26.95 | \$27.18 | \$27.40 | \$27.63 | 22   |
| 23   | 1.58  | \$23.83 | \$24.52 | \$25.21 | \$25.91 | \$26.60 | \$27.29 | \$27.52 | \$27.76 | \$27.99 | 23   |
| 24   | 1.59  | \$23.98 | \$24.68 | \$25.37 | \$26.07 | \$26.77 | \$27.47 | \$27.70 | \$27.93 | \$28.16 | 24   |
| 25   | 1.60  | \$24.13 | \$24.83 | \$25.53 | \$26.23 | \$26.94 | \$27.64 | \$27.87 | \$28.11 | \$28.34 | 25   |

Key: Level 1 - No certifications; some experience

Level 2 - A+ Certification

Level 3 - A+ and Network + Certification

Level 4 - Associates Degree in Technology area

Level 5 - Associate's Degree and 1 certification OR specialized training/certificate with spec. responsibilities

Level 6 - Associates Degree and 2 or more certifications

Level 7 - Lead Technician

Level 8 - Bacehlor's Degree and specialized training/certifications and specialized responsibilities

Level 9 - Bachelor's Degree plus 15 hours, 4 or more certifications and administrative responsibilities

Notes: 8 hours of uncertificated training required yearly to maintain level status (I.e. MoreNet Training, Anixter, Gateway, etc.)

Level changes with certifications/formal education only

Certifications: A+, Network +, Novell C.N.A., Novell CNE, Windows MCSE, Specialized Certifications may apply

All certifications must be within 8 years (or renewed within 8 years)

Step 11 is the maximum entry level for technology services support staff.

#### COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### COLUMBIA PUBLIC SCHOOLS: 2018-19 School Year Calendar

| First Day of Classes           | August 14   |
|--------------------------------|-------------|
| First Day of Kindergarten      | August 16   |
| End of First Semester          | December 20 |
| End of First Trimester         | October 26  |
| End of Second Trimester        | February 1  |
| *Last Projected Day of Classes | May 29      |



| First Day of Summer Sch | ool 2019June 3  |
|-------------------------|-----------------|
| Last Day of Summer Sch  | ool 2019June 27 |

High School Summer School 2019\*

- First Day HS Summer School ......June 3
- Last Day HS Summer School......June 27

| ay of ClassesMay 29 | Approved by Board of Education 1/8/18 |
|---------------------|---------------------------------------|
|                     | 1507 - KONT POY - PAYOR AND - 2001    |

|          |           | Αl       | JGU           | ST     |          |     |
|----------|-----------|----------|---------------|--------|----------|-----|
| s        | M         | Т        | W             | Т      | F        | S   |
|          |           |          | 1             | 2      | 3        | 4   |
| 5        | 6         | 7        | 8             | 9      | 10       | 11  |
| 12       | 113       | 14       | 15            | 16(    | _        | 18  |
| 19       | 20        | 21       | 22            | 23     | 24       | 25  |
| 26       | 27        | 28       | 29            |        | 31       |     |
|          |           |          |               |        | •        |     |
|          |           | NOV      | /EM           | BER    |          |     |
| S        | M         | T        | W             | Т      | 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       |     |
|          |           |          |               |        | 3330     |     |
|          |           | FEE      | BRU           | ARY    |          |     |
| S        | M         | Т        | W             | Т      | 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     |          |     |
|          |           |          |               |        |          |     |
|          |           |          | MAY           |        |          |     |
| S        | M         | Т        | W             | T      | F        | S   |
| _        |           | _        | 1             | 2      | 3        | 4   |
| 5        | 6         | 7        | 8             | 9      | 10       | 11  |
|          | 13        | 14       | 15            | 16     | 17       | 18  |
| 12       |           |          | - D - C - C - | 400000 | TO Acres | 100 |
| 12<br>19 | 20        | 21       | 22            |        | 24       | 125 |
|          | 20<br>27) | 21<br>28 | <b>22</b>     | 30     | 31       | 125 |

|    |      |      |      | 6/10 |    |    |
|----|------|------|------|------|----|----|
|    | ;    | SEP  | TEM  | BEF  | 2  |    |
| s  | M    | T    | W    | Т    | 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 |      |      |      |      |    |    |
|    |      | DEC  | EM   | BER  |    |    |
| S  | M    | T    | W    | Т    | 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) |      |      |      |    |    |
|    |      | M    | ARC  | H    |    |    |
| S  | M    | Т    | W    | Т    | 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 |      |      |      |      |    |    |
|    |      |      | JUNI | Ε    |    |    |
| 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 |      |      |      |      |    |    |
|    |      |      |      |      |    |    |

|          |    | OC | TOE | BER |    |    |
|----------|----|----|-----|-----|----|----|
| s        | M  | Т  | W   | Т   | 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  |     |    |    |
|          |    | JA | NUA | RY  |    |    |
| S        | M  | Ţ  | W   | Т   | 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  |    |    |
|          |    | -  | PRI | L   |    |    |
| S        | M  | Т  | 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 |     |     |    |    |
|          |    | ,  | JUL | Y   |    |    |
| s        | M  | Т  | W   | I   | F  | s  |
|          | 1  | 2  | 3   | 4   | 5  | 6  |
| 7        | 8  | 9  | 10  | 11  | 12 | 13 |
|          | 15 | 16 | 17  | 18  | 19 | 20 |
| 14       |    |    |     |     |    |    |
| 14<br>21 | 22 | 23 | 24  | 25  | 26 | 27 |

| Dates School N                | NOT in Session                                                |
|-------------------------------|---------------------------------------------------------------|
| Legal Holidays November 22,   | December 25, February 18, July 4                              |
| Labor Day                     | September 3                                                   |
| Election Day                  | November 6                                                    |
|                               | November 21 – 23                                              |
| Winter Recess                 | December 21 - January 1                                       |
| Martin Luther King's Birthday | January 21                                                    |
| Presidents' Day               | February 18                                                   |
| Spring Recess                 | March 25 - March 29                                           |
| Memorial Day                  | May 27                                                        |
|                               | e calendar (May 21-29). If the lement weather days during the |

year, the unused days will be removed from the end of the

school year.

| ı | <u> </u> | Opening Day of School         |
|---|----------|-------------------------------|
|   |          | Closing Day of School         |
|   |          | Jump Start Day (Grades 6 & 9) |
| l |          | First Day for Kindergarte     |
|   | 0        | School Not in Session         |
| 1 | 0        | Teacher Paid Holiday -        |



School Not in Session

Teacher Work Day –
School Not in Session

November 16 and March 1 are Parent /
Teacher Conference Days in Elementary
and Middle Schools



#### Secondary Principal / Assistant Principal 233 Days - "Snow Days" are Scheduled Work Days

|                                                                                                                      |                                                                            | July 20                                                                            | )18                                   |                                                                            |                                                                | 1                                                                         | Augu                                                                       | ust 2                                                           | 2018                                                              | }                                                                    |                                                                           |                                            |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------|
| JULY                                                                                                                 | S M                                                                        | T W                                                                                | ΤF                                    | S                                                                          | S                                                              | М                                                                         | Τ                                                                          | W                                                               | Τ                                                                 | F                                                                    | S                                                                         | AUGUS                                      |
|                                                                                                                      | 1 2                                                                        | 3 4                                                                                | 5 6                                   | 7                                                                          |                                                                |                                                                           |                                                                            | 1                                                               | 2                                                                 | 3                                                                    | 4                                                                         |                                            |
| 2 - First Day of Employment                                                                                          | 8 9                                                                        | 10 11                                                                              |                                       | 14                                                                         | 5                                                              | 6                                                                         | 7                                                                          | 8                                                               | 9                                                                 | 10                                                                   | 11                                                                        |                                            |
| 4 - Independence Day PAID DAY OFF                                                                                    | 15 16                                                                      |                                                                                    |                                       | 21                                                                         | 12                                                             | 13                                                                        | 14                                                                         | 15                                                              | 16                                                                | 17                                                                   | 18                                                                        |                                            |
| 16-20 - UNPAID DAYS OFF                                                                                              | 22 23                                                                      | 24 25                                                                              | 26 27                                 | 28                                                                         | 19                                                             | 20                                                                        | 21                                                                         | 22                                                              | 23                                                                |                                                                      | 25                                                                        |                                            |
| 23-27 - UNPAID DAYS OFF                                                                                              | 29 30                                                                      | 31                                                                                 |                                       |                                                                            | 26                                                             | 27                                                                        | 28                                                                         | 29                                                              | 30                                                                | 31                                                                   |                                                                           |                                            |
|                                                                                                                      |                                                                            |                                                                                    |                                       |                                                                            |                                                                |                                                                           |                                                                            |                                                                 |                                                                   |                                                                      |                                                                           |                                            |
|                                                                                                                      | S                                                                          | eptembe                                                                            | r 2018                                |                                                                            |                                                                | C                                                                         | )cto                                                                       | ber                                                             | 2018                                                              | 3                                                                    |                                                                           |                                            |
| SEPTEMBER                                                                                                            | S M                                                                        | T W                                                                                | ΤF                                    | S                                                                          | S                                                              | М                                                                         | Т                                                                          | W                                                               | Τ                                                                 | F                                                                    | S                                                                         | ОСТОВЕ                                     |
|                                                                                                                      |                                                                            |                                                                                    |                                       | 1                                                                          |                                                                | 1                                                                         | 2                                                                          | 3                                                               | 4                                                                 | 5                                                                    | 6                                                                         |                                            |
| 3 - Labor Day UNPAID DAY OFF                                                                                         | 2 3                                                                        | 4 5                                                                                | 6 7                                   | 8                                                                          | 7                                                              | 8                                                                         | 9                                                                          | 10                                                              | _                                                                 | 12                                                                   | 13                                                                        |                                            |
|                                                                                                                      | 9 10                                                                       |                                                                                    |                                       | 15                                                                         | 14                                                             | 15                                                                        |                                                                            | 17                                                              | 18                                                                |                                                                      | 20                                                                        |                                            |
|                                                                                                                      | 16 17                                                                      | 18 19                                                                              |                                       | 22                                                                         | 21                                                             | 22                                                                        | 23                                                                         | 24                                                              | 25                                                                | 26                                                                   | 27                                                                        |                                            |
|                                                                                                                      | 23 24                                                                      | 25 26                                                                              | 27 28                                 | 29                                                                         | 28                                                             | 29                                                                        | 30                                                                         | 31                                                              |                                                                   |                                                                      |                                                                           |                                            |
|                                                                                                                      | 30                                                                         |                                                                                    |                                       |                                                                            |                                                                |                                                                           |                                                                            |                                                                 |                                                                   |                                                                      |                                                                           |                                            |
|                                                                                                                      | N                                                                          | ovembe                                                                             | r <b>2018</b>                         |                                                                            |                                                                | De                                                                        | ecen                                                                       | nbei                                                            | r <b>20</b> 1                                                     | 18                                                                   |                                                                           |                                            |
| NOVEMBER                                                                                                             | S M                                                                        | T W                                                                                | ΤF                                    | S                                                                          | S                                                              | М                                                                         | Τ                                                                          | W                                                               | Τ                                                                 | F                                                                    | S                                                                         | DECEMBE                                    |
|                                                                                                                      |                                                                            |                                                                                    | 1 2                                   | 3                                                                          |                                                                |                                                                           |                                                                            |                                                                 |                                                                   |                                                                      | 1                                                                         |                                            |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                               | 4 5                                                                        | 6 7                                                                                | 8 9                                   | 10                                                                         | 2                                                              | 3                                                                         | 4                                                                          | 5                                                               | 6                                                                 | 7                                                                    | 8                                                                         | 21, 24 - Winter Break UNPAID DAYS OFF      |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                 | 11 12                                                                      |                                                                                    | 15 16                                 | 17                                                                         | 9                                                              | 10                                                                        | 11                                                                         | 12                                                              | 13                                                                | 14                                                                   | 15                                                                        | 25 - Winter Break PAID DAY OFF             |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                               | 18 19                                                                      |                                                                                    |                                       | 24                                                                         | 16                                                             | 17                                                                        | 18                                                                         | 19                                                              | 20                                                                | 21                                                                   | 22                                                                        | 26-28, 31 - Winter Break UNPAID DAYS OFF   |
|                                                                                                                      | 25 26                                                                      | 27 28                                                                              | 29 30                                 |                                                                            | 23                                                             | 24                                                                        | 25                                                                         | 26                                                              | 27                                                                | 28                                                                   | 29                                                                        |                                            |
|                                                                                                                      |                                                                            |                                                                                    |                                       |                                                                            | 30                                                             | 31                                                                        |                                                                            |                                                                 |                                                                   |                                                                      |                                                                           |                                            |
|                                                                                                                      |                                                                            | January                                                                            | 2019                                  |                                                                            |                                                                | F                                                                         | ebru                                                                       | ıary                                                            | 201                                                               | 9                                                                    |                                                                           |                                            |
|                                                                                                                      |                                                                            | , j                                                                                |                                       |                                                                            |                                                                |                                                                           |                                                                            |                                                                 |                                                                   |                                                                      |                                                                           |                                            |
| JANUARY                                                                                                              | S M                                                                        | T W                                                                                | ΤF                                    | S                                                                          | S                                                              | М                                                                         | Т                                                                          | W                                                               | Τ                                                                 | F                                                                    | S                                                                         | FEBRUAR                                    |
|                                                                                                                      | S M                                                                        | T W                                                                                | T F 3 4                               | 5                                                                          |                                                                |                                                                           | T                                                                          |                                                                 |                                                                   | 1                                                                    | 2                                                                         |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M<br>6 7                                                                 | T W 1 2 8 9                                                                        | T F<br>3 4<br>10 11                   | 5<br>12                                                                    | 3                                                              | 4                                                                         | T<br>5                                                                     | 6                                                               | 7                                                                 | 1                                                                    | 2<br>9                                                                    | FEBRUAR  18 - Presidents' Day PAID DAY OFF |
|                                                                                                                      | S M<br>6 7<br>13 14                                                        | T W 1 2 8 9 15 16                                                                  | T F<br>3 4<br>10 11<br>17 18          | 5<br>12<br>19                                                              | 3<br>10                                                        | 4                                                                         | 12                                                                         | 6                                                               | 7                                                                 | 1<br>8<br>15                                                         | 9<br>16                                                                   |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M<br>6 7<br>13 14<br>20 21                                               | T W 1 2 8 9 15 16 22 23                                                            | T F 3 4 10 11 17 18 24 25             | 5<br>12                                                                    | 3<br>10<br>17                                                  | 4<br>11<br>18                                                             | 12<br>19                                                                   | 6<br>13<br>20                                                   | 7<br>14<br>21                                                     | 1                                                                    | 2<br>9                                                                    |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M<br>6 7<br>13 14                                                        | T W 1 2 8 9 15 16 22 23                                                            | T F<br>3 4<br>10 11<br>17 18          | 5<br>12<br>19                                                              | 3<br>10                                                        | 4                                                                         | 12<br>19                                                                   | 6                                                               | 7                                                                 | 1<br>8<br>15                                                         | 9<br>16                                                                   |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M<br>6 7<br>13 14<br>20 21                                               | T W 1 2 8 9 15 16 22 23                                                            | T F 3 4 10 11 17 18 24 25             | 5<br>12<br>19                                                              | 3<br>10<br>17                                                  | 4<br>11<br>18                                                             | 12<br>19                                                                   | 6<br>13<br>20                                                   | 7<br>14<br>21                                                     | 1<br>8<br>15                                                         | 9<br>16                                                                   |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M<br>6 7<br>13 14<br>20 21<br>27 28                                      | T W 1 2 8 9 15 16 22 23 29 30 March 2                                              | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26                                                        | 3<br>10<br>17<br>24                                            | 4<br>11<br>18<br>25                                                       | 12<br>19<br>26<br><b>Apr</b>                                               | 6<br>13<br>20<br>27                                             | 7<br>14<br>21<br>28                                               | 1<br>8<br>15<br>22                                                   | 9<br>16<br>23                                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | S M<br>6 7<br>13 14<br>20 21                                               | T W 1 2 8 9 15 16 22 23 29 30 March 2                                              | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S                                                   | 3<br>10<br>17                                                  | 4<br>11<br>18<br>25                                                       | 12<br>19<br>26<br><b>Apr</b>                                               | 6<br>13<br>20<br>27<br>ril 20<br>W                              | 7<br>14<br>21<br>28<br><b>019</b>                                 | 1<br>8<br>15<br>22<br>F                                              | 9<br>16<br>23<br>S                                                        | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M                                              | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W                                         | T F 3 4 10 11 17 18 24 25 31 2019 T F | 5<br>12<br>19<br>26<br>S<br>2                                              | 3<br>10<br>17<br>24                                            | 4<br>11<br>18<br>25<br>M                                                  | 12<br>19<br>26<br><b>Apr</b><br>T                                          | 6<br>13<br>20<br>27<br>ril 20<br>W                              | 7<br>14<br>21<br>28<br>019<br>T                                   | 1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | S M 6 7 13 14 20 21 27 28 S M 3 4                                          | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6                                     | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9                                         | 3<br>10<br>17<br>24<br>S                                       | 4<br>11<br>18<br>25<br>M<br>1<br>8                                        | 12<br>19<br>26<br>Apr<br>T<br>2<br>9                                       | 6<br>13<br>20<br>27<br><b>iil 20</b><br>W<br>3<br>10            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                        | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11                                    | T W 1 2 8 9 15 16 22 23 29 30 T W March 2 T W 5 6 12 13                            | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                  | 12<br>19<br>26<br>Apr<br>T<br>2<br>9<br>16                                 | 6<br>13<br>20<br>27<br><b>VII 20</b><br>W<br>3<br>10            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18                  | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                              | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20                                  | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                            | 12<br>19<br>26<br>Apr<br>T<br>2<br>9<br>16<br>23                           | 6<br>13<br>20<br>27<br><b>VII 20</b><br>W<br>3<br>10            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                        | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                        | T W 1 2 8 9 15 16 22 23 29 30 T W March 2 T W 5 6 12 13 19 20                      | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                            | 12<br>19<br>26<br>Apr<br>T<br>2<br>9<br>16                                 | 6<br>13<br>20<br>27<br><b>VII 20</b><br>W<br>3<br>10            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18                  | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                              | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20                                  | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                            | 12<br>19<br>26<br>Apr<br>T<br>2<br>9<br>16<br>23                           | 6<br>13<br>20<br>27<br><b>VII 20</b><br>W<br>3<br>10            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18                  | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31                     | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20 26 27                   | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30                       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                      | 12<br>19<br>26<br><b>Apr</b><br>T<br>2<br>9<br>16<br>23<br>30              | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24                 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25            | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                        | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20 26 27  May 20 T W       | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                            | 12<br>19<br>26<br><b>Apr</b><br>T<br>2<br>9<br>16<br>23<br>30              | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24                 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25            | 1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M                 | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20 26 27  May 20 T W 1     | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M<br>11<br>8<br>15<br>22<br>29<br>M                                       | 12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>Jun<br>T                | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W            | 7 14 21 28 D19 T 4 11 18 25 D19 T                                 | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1                  | 18 - Presidents' Day PAID DAY OFF  APRI    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6             | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20 26 27 T W May 20 T W 1 1 7 8     | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | 4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M                 | 12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>Jun<br>T                | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W            | 7 14 21 28 7 4 11 18 25 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7       | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APRI    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M 6 7 13 14 20 21 27 28  S M 10 11 17 18 24 25 31  S M 5 6 12 13         | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20 26 27 T W May 20 T W 1 7 8 14 15 | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11<br>18 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>11<br>8<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M             | 12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>T<br>T<br>4<br>11       | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W<br>5<br>12 | 7 14 21 28 D19 T 4 11 18 25 T C C C C C C C C C C C C C C C C C C | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRI    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13 19 20 | T W 1 2 8 9 15 16 22 23 29 30                                                      | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9 | M<br>11<br>8<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>3<br>10<br>17 | 12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>T<br>T<br>4<br>11<br>18 | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W<br>5<br>12 | 7 14 21 28 D19 T 4 11 18 25 T 6 13 20                             | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APRI    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M 6 7 13 14 20 21 27 28  S M 10 11 17 18 24 25 31  S M 5 6 12 13         | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20 26 27 T W May 20 T W 1 7 8 14 15 | T F 3 4 10 11 17 18 24 25 31          | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11<br>18 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>11<br>8<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M             | 12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>T<br>T<br>4<br>11<br>18 | 6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W<br>5<br>12 | 7 14 21 28 D19 T 4 11 18 25 T C C C C C C C C C C C C C C C C C C | 1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRI    |



#### Elementary Principal 215 Days - "Snow Days" are Scheduled Work Days

|                                                                                                                      | July 2018                                                                                                             | August 2018                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| JULY                                                                                                                 |                                                                                                                       | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                      |
|                                                                                                                      | 1 2 3 4 5 6                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
| 16 - First Day of Employment                                                                                         | 8 9 10 11 12 13                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
|                                                                                                                      | 15 16 17 18 19 20 2<br>22 23 24 25 26 27 2                                                                            |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
|                                                                                                                      | 22   23   24   25   26   27   2<br>29   30   31                                                                       | 3   19   20   21   22   23   24   29   26   27   28   29   30   31                                                                                                                                                                                                                                                                                                          | 2                                                                                                                    |
|                                                                                                                      | 29 30 31                                                                                                              | 20 27 28 29 30 31                                                                                                                                                                                                                                                                                                                                                           | ┪                                                                                                                    |
|                                                                                                                      | September 2018                                                                                                        | October 2018                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                      |
| SEPTEMBER                                                                                                            |                                                                                                                       | S M T W T F S                                                                                                                                                                                                                                                                                                                                                               | OCTOBER                                                                                                              |
|                                                                                                                      |                                                                                                                       | 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                      |
| 3 - Labor Day UNPAID DAY OFF                                                                                         | 2 3 4 5 6 7                                                                                                           | 7 8 9 10 11 12 1                                                                                                                                                                                                                                                                                                                                                            | 3                                                                                                                    |
|                                                                                                                      | 9 10 11 12 13 14                                                                                                      | 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                                                                        | 0                                                                                                                    |
|                                                                                                                      | 16 17 18 19 20 21 2                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                             | 7                                                                                                                    |
|                                                                                                                      | 23 24 25 26 27 28 2                                                                                                   | 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                 | _                                                                                                                    |
|                                                                                                                      | 30                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
|                                                                                                                      | November 2018                                                                                                         | December 2018                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                      |
| NOVEMBER                                                                                                             |                                                                                                                       | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                      |
|                                                                                                                      | 1 2                                                                                                                   | - <del> </del>                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                      |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                               | 4 5 6 7 8 9                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                 | 11 12 13 14 15 16 18 18 19 20 21 22 23 1                                                                              |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                               | 18 19 20 21 22 23 2<br>25 26 27 28 29 30                                                                              | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                      |
|                                                                                                                      | 23 20 21 20 29 30                                                                                                     | 30 31                                                                                                                                                                                                                                                                                                                                                                       | 9                                                                                                                    |
| ļ                                                                                                                    |                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      |
|                                                                                                                      | January 2010                                                                                                          | February 2010                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                      |
| JANUARY                                                                                                              | January 2019                                                                                                          | February 2019                                                                                                                                                                                                                                                                                                                                                               | FEBRUARY                                                                                                             |
| JANUARY                                                                                                              | SMTWTF                                                                                                                | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                      |
| JANUARY  1 - Winter Break UNPAID DAY OFF                                                                             | SMTWTF                                                                                                                | S M T W T F S                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                      |
|                                                                                                                      | S M T W T F 1 2 3 4                                                                                                   | S M T W T F S 1 2 3 4 5 6 7 8 9                                                                                                                                                                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF                                                                                    |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M T W T F 1 2 3 4 6 7 8 9 10 11                                                                                     | S M T W T F S<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                                      | 18 - Presidents' Day PAID DAY OFF                                                                                    |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M T W T F  1 2 3 4 6 7 8 9 10 11 13 14 15 16 17 18                                                                  | S M T W T F S<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                                      | 18 - Presidents' Day PAID DAY OFF                                                                                    |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M T W T F                                                                                                           | S M T W T F S<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 10<br>17 18 19 20 21 22 23                                                                                                                                                                                                                                                                                              | 18 - Presidents' Day PAID DAY OFF                                                                                    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 17 18 19 20 21 22 23 24 25 26 27 28  April 2019                                                                                                                                                                                                                                                                            | 18 - Presidents' Day PAID DAY OFF  6  3                                                                              |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 17 18 19 20 21 22 23 24 25 26 27 28  April 2019  S M T W T F S                                                                                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF  63  APRIL                                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M T W T F  1 2 3 4 6 7 8 9 10 11 1 13 14 15 16 17 18 1 20 21 22 23 24 25 2 27 28 29 30 31                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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                                                                                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF  3  APRIL                                                                          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | S M T W T F  1 2 3 4 6 7 8 9 10 11 13 14 15 16 17 18 20 21 22 23 24 25 2 27 28 29 30 31    March 2019     S M T W T F | S M T W T F S 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  April 2019 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13                                                                                                                                                                                                                                | 18 - Presidents' Day PAID DAY OFF  3  APRIL 3                                                                        |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M T W T F  1 2 3 4 6 7 8 9 10 11 13 14 15 16 17 18 20 21 22 23 24 25 2 27 28 29 30 31    March 2019     S M T W T F | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 17 18 19 20 21 22 23 24 25 26 27 28  April 2019 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                                                                                                                                                                                                           | 18 - Presidents' Day PAID DAY OFF  3  APRIL 3 0                                                                      |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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 2                                                                                                                                                                                                  | 18 - Presidents' Day PAID DAY OFF  3  APRIL 3 0                                                                      |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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 2                                                                                                                                                                                                  | 18 - Presidents' Day PAID DAY OFF  3  APRIL 3 0                                                                      |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 17 18 19 20 21 22 23 24 25 26 27 28  S M T W T F S 2 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 2 28 29 30                                                                                                                                                                                         | 18 - Presidents' Day PAID DAY OFF  3  APRIL 3 0                                                                      |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | S   M   T   W   T   F                                                                                                 | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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 2                                                                                                                                                                                                  | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 7                                                                |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F                                                                                                           | S M T W T F S 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 2 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 23 28 29 30                                                                                                                                                        | 18 - Presidents' Day PAID DAY OFF  3 APRIL  3 O 7                                                                    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F                                                                                                           | S M T W T F S 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 24 25 26 27 28 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 2 28 29 30                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF  3 APRIL  3 O 7  4 - Last Day of Employment                                        |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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 2 28 29 30  S M T W T F S 21 22 23 24 25 26 2 28 29 30  S M T W T F S 21 22 3 4 5 6 7 8 9 10 11 12 13 14 15                                                                                        | 18 - Presidents' Day PAID DAY OFF  3 APRIL 3 O 7  4 - Last Day of Employment 5                                       |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F                                                                                                           | S M T W T F S  3 4 5 6 7 8 9  10 11 12 13 14 15 10  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 26  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 26  28 29 30  S M T W T F S  2 3 4 5 6 7 8  9 10 11 12 13 14 18  16 17 18 19 20 21 22 | 2 18 - Presidents' Day PAID DAY OFF  6 3 APRIL 6 3 APRIL 6 4 - Last Day of Employment 6 2 4 - Last Day of Employment |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 10 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 2 28 29 30  S M T W T F S 21 22 23 24 25 26 2 28 29 30  S M T W T F S 21 22 3 4 5 6 7 8 9 10 11 12 13 14 15                                                                                        | 2 18 - Presidents' Day PAID DAY OFF  6 3 APRIL 6 3 APRIL 6 4 - Last Day of Employment 6 2 4 - Last Day of Employment |



#### Elementary Assistant Principal 210 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                        |                                                           |                                              | July 2                                                                                    | 2018                                              |                                                                                |                                                                           |                                        | Aug                               | ust :                               | 2018                                                                              | 3                                                                         |                                                                           |                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------|-----------------------------------|-------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------|
| JULY                                                                                                                                                                                                   | S                                                         | М                                            | T W                                                                                       | ' T                                               | F S                                                                            | S                                                                         | М                                      | Т                                 | W                                   | Τ                                                                                 | F                                                                         | S                                                                         | AUGUST                                      |
|                                                                                                                                                                                                        | 1                                                         | 2                                            | 3 4                                                                                       | _                                                 | 6 7                                                                            | l                                                                         |                                        |                                   | 1                                   | 2                                                                                 | 3                                                                         | 4                                                                         |                                             |
| 16 - First Day of Employment                                                                                                                                                                           |                                                           | _                                            | 10 11                                                                                     | _                                                 |                                                                                | 5                                                                         | 6                                      | 7                                 | 8                                   | 9                                                                                 | 10                                                                        | 11                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           | _                                            | 17 18                                                                                     |                                                   |                                                                                | 12                                                                        | 13                                     | _                                 | 15                                  | 16                                                                                | 17                                                                        | 18                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           |                                              |                                                                                           | 26                                                | 27 28                                                                          | 19                                                                        | 20                                     | 21                                | 22                                  | 23                                                                                |                                                                           | 25                                                                        |                                             |
|                                                                                                                                                                                                        | 29 (                                                      | 30                                           | 31                                                                                        |                                                   |                                                                                | 26                                                                        | 27                                     | 28                                | 29                                  | 30                                                                                | 31                                                                        |                                                                           |                                             |
|                                                                                                                                                                                                        |                                                           |                                              |                                                                                           |                                                   |                                                                                |                                                                           |                                        |                                   |                                     |                                                                                   |                                                                           |                                                                           |                                             |
|                                                                                                                                                                                                        |                                                           | Sep                                          | otemb                                                                                     | er 20                                             |                                                                                |                                                                           | (                                      | Octo                              | ber                                 | 201                                                                               | 8                                                                         |                                                                           |                                             |
| SEPTEMBER                                                                                                                                                                                              | S                                                         | M                                            | T W                                                                                       | <u> </u>                                          | F S                                                                            | S                                                                         | М                                      | Т                                 | W                                   | Т                                                                                 | F                                                                         | S                                                                         | OCTOBER                                     |
|                                                                                                                                                                                                        |                                                           |                                              |                                                                                           |                                                   | 1                                                                              | l                                                                         | 1                                      | 2                                 | 3                                   | 4                                                                                 | 5                                                                         | 6                                                                         |                                             |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                           | 2                                                         | 3                                            | 4 5                                                                                       |                                                   | 7 8                                                                            | 7                                                                         | 8                                      | 9                                 | 10                                  | 11                                                                                | 12                                                                        | 13                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           |                                              | 11 12                                                                                     | _                                                 |                                                                                | 14                                                                        | 15                                     | _                                 | 17                                  | 18                                                                                | 19                                                                        | 20                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           |                                              | 18 19                                                                                     | _                                                 |                                                                                | 21                                                                        | 22                                     | 23                                | 24                                  | 25                                                                                | 26                                                                        | 27                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           | 24                                           | 25 26                                                                                     | 27                                                | 28 29                                                                          | 28                                                                        | 29                                     | 30                                | 31                                  |                                                                                   |                                                                           |                                                                           |                                             |
|                                                                                                                                                                                                        | 30                                                        |                                              |                                                                                           | ļ                                                 |                                                                                | J L                                                                       |                                        |                                   |                                     |                                                                                   |                                                                           |                                                                           |                                             |
|                                                                                                                                                                                                        |                                                           | No                                           | vemb                                                                                      | er 20                                             |                                                                                |                                                                           | D                                      | ecer                              | nbe                                 | r 20 <sup>°</sup>                                                                 | 18                                                                        |                                                                           |                                             |
| NOVEMBER                                                                                                                                                                                               | S                                                         | M                                            | T W                                                                                       | _                                                 | F S                                                                            | S                                                                         | М                                      | Т                                 | W                                   | Т                                                                                 | F                                                                         | S                                                                         | DECEMBER                                    |
|                                                                                                                                                                                                        |                                                           | _                                            |                                                                                           | 1                                                 | 2 3                                                                            | ┨┝                                                                        | _                                      | <u>.</u>                          | <u> </u>                            |                                                                                   |                                                                           | 1                                                                         |                                             |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | _                                                         | 5                                            | 6 7                                                                                       | 8                                                 | 9 10                                                                           | 2                                                                         | 3                                      | 4                                 | 5                                   | 6                                                                                 | 7                                                                         | 8                                                                         | 21, 24 - Winter Break UNPAID DAYS OFF       |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                                                                                                   |                                                           |                                              | 13 14                                                                                     |                                                   |                                                                                | 9                                                                         | 10                                     | 11                                | 12                                  | 13                                                                                | 14                                                                        | 15                                                                        | 25 - Winter Break PAID DAY OFF              |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 |                                                           | _                                            | 20 21                                                                                     | _                                                 |                                                                                | 16                                                                        | 17                                     | 18                                | 19                                  | 20                                                                                | 21                                                                        | 22                                                                        | 26-28, 31 - Winter Break UNPAID DAYS OFF    |
|                                                                                                                                                                                                        | 25 2                                                      | 26                                           | 27 28                                                                                     | 29                                                | 30                                                                             | 23                                                                        | 24                                     | 25                                | 26                                  | 27                                                                                | 28                                                                        | 29                                                                        |                                             |
|                                                                                                                                                                                                        |                                                           |                                              |                                                                                           |                                                   |                                                                                | 30                                                                        | 31                                     |                                   |                                     |                                                                                   |                                                                           |                                                                           |                                             |
|                                                                                                                                                                                                        |                                                           |                                              |                                                                                           | . 201                                             | 10                                                                             |                                                                           | F                                      | ebru                              | ıarv                                | 201                                                                               | 9                                                                         |                                                                           |                                             |
|                                                                                                                                                                                                        |                                                           |                                              | anuary                                                                                    |                                                   |                                                                                |                                                                           |                                        |                                   | _                                   |                                                                                   |                                                                           | _                                                                         |                                             |
| JANUARY                                                                                                                                                                                                | S                                                         | M                                            | T W                                                                                       | Т                                                 | F S                                                                            | S                                                                         | M                                      | T                                 | W                                   | T                                                                                 | F                                                                         | S                                                                         | FEBRUARY                                    |
|                                                                                                                                                                                                        |                                                           | M                                            | T W                                                                                       | T<br>3                                            | F S 4 5                                                                        |                                                                           | М                                      | Т                                 | W                                   | Т                                                                                 | F<br>1                                                                    | 2                                                                         |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6                                                         | M<br>7                                       | T W<br>1 2<br>8 9                                                                         | T<br>3<br>10                                      | F S<br>4 5<br>11 12                                                            | 3                                                                         | M<br>4                                 | T<br>5                            | W<br>6                              | T<br>7                                                                            | F<br>1<br>8                                                               | 2<br>9                                                                    | FEBRUARY  18 - Presidents' Day PAID DAY OFF |
|                                                                                                                                                                                                        | 6<br>13                                                   | M<br>7<br>14                                 | T W 1 2 8 9 15 16                                                                         | T<br>3<br>10<br>3 17                              | F S<br>4 5<br>11 12<br>18 19                                                   | 3<br>10                                                                   | M<br>4<br>11                           | T<br>5<br>12                      | W<br>6<br>13                        | T<br>7<br>14                                                                      | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                             | 7<br>14<br>21                                | T W 1 2 8 9 15 16 22 23                                                                   | T 3 10 17 24 24                                   | F S<br>4 5<br>11 12<br>18 19                                                   | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                     | T<br>5<br>12<br>19                | W<br>6<br>13<br>20                  | 7<br>14<br>21                                                                     | F<br>1<br>8                                                               | 2<br>9                                                                    |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                             | 7<br>14<br>21                                | T W 1 2 8 9 15 16                                                                         | T 3 10 17 24 24                                   | F S<br>4 5<br>11 12<br>18 19                                                   | 3<br>10                                                                   | M<br>4<br>11                           | T<br>5<br>12                      | W<br>6<br>13                        | T<br>7<br>14                                                                      | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                             | 7<br>14<br>21<br>28                          | T W 1 2 8 9 15 16 22 23 29 30                                                             | T<br>3<br>10<br>3 17<br>3 24<br>0 31              | F S 4 5 11 12 18 19 25 26                                                      | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                     | 5<br>12<br>19<br>26               | W 6 13 20 27                        | 7<br>14<br>21<br>28                                                               | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27<br>27                                 | 7<br>14<br>21<br>28                          | T W 1 2 8 9 15 16 22 23 29 30  March                                                      | T<br>3<br>10<br>3<br>17<br>3 24<br>0 31           | F S 4 5 11 12 18 19 25 26                                                      | 3<br>10<br>17<br>24                                                       | M<br>4<br>11<br>18<br>25               | 5<br>12<br>19<br>26               | W 6 13 20 27                        | 7<br>14<br>21<br>28                                                               | F<br>1<br>8<br>15<br>22                                                   | 9<br>16<br>23                                                             | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20<br>27<br>27                                 | 7<br>14<br>21<br>28                          | T W 1 2 8 9 15 16 22 23 29 30                                                             | T<br>3<br>10<br>3<br>17<br>3 24<br>0 31           | F S 4 5 11 12 18 19 25 26 F S                                                  | 3<br>10<br>17<br>24                                                       | M 4 11 18 25 M                         | T 5 12 19 26 Ap                   | W 6 13 20 27 W                      | T<br>7<br>14<br>21<br>28<br><b>019</b><br>T                                       | F<br>1<br>8<br>15<br>22<br>F                                              | 9<br>16<br>23<br>S                                                        |                                             |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>27<br>5                            | 7<br>14<br>21<br>28<br>M                     | T W 1 2 8 9 15 16 22 23 29 30  March T W                                                  | T 3 10 10 31 31 31 31 31 31 31 31 31 31 31 31 31  | F S 4 5 11 12 18 19 25 26                                                      | 3<br>10<br>17<br>24                                                       | M 4 11 18 25 M 1                       | T 5 12 19 26 <b>Ap</b> T 2        | W 6 13 20 27 ril 20 W 3             | 7<br>14<br>21<br>28<br><b>019</b><br>T                                            | F<br>1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27<br>27<br>3                            | 7<br>14<br>21<br>28<br>M                     | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6                                              | T<br>3<br>10<br>6 17<br>8 24<br>0 31<br>2019<br>T | F S 11 12 25 26 F S 1 2 8 9                                                    | 3<br>10<br>17<br>24<br>S                                                  | M 4 11 18 25 M 1 8                     | T 5 12 19 26 T 2 9                | W 6 13 20 27 W 3 10                 | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4                                       | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6 13 20 27 27 2 S S 3 10 2                                | 7<br>14<br>21<br>28<br>M<br>M                | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13                                        | T 3 10 6 17 8 24 0 31 2019 T 7 8 14               | F S 4 5 11 12 25 26 P S 5 1 2 8 9 15 16                                        | 3<br>10<br>17<br>24<br>S<br>S                                             | M 11 18 25 M 1 1 8 15                  | T 5 12 19 26 T 2 9 16             | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                 | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6 13 20 2 27 2 S S 3 10 17 17 1                           | M 7 114 221 228 M M 4 11 18                  | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20                                  | T 3 10 6 17 8 24 0 31 T 7 8 14 0 21               | F S 4 5 11 12 25 26                                                            | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                            | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23          | W 6 13 20 27 W 3 10                 | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4                                       | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6 13 20 2 27 2 S S 3 10 17 17 1                           | M 7 114 221 228 M M 4 11 18                  | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13                                        | T 3 10 6 17 8 24 0 31 T 7 8 14 0 21               | F S 4 5 11 12 25 26                                                            | 3<br>10<br>17<br>24<br>S<br>S                                             | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16             | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                 | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6 13 20 2 27 2 S S 10 17 24 2                             | M 7 14 221 28 M M 4 11 18 225                | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27                            | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 4 5 11 12 25 26                                                            | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                            | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23 30       | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>27<br>3<br>10<br>17<br>24<br>31    | M 7 14 221 228 M M 4 111 18 225 M            | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27                            | T 3 3 100 100 100 100 100 100 100 100 100         | F S 4 5 11 12 25 26 26                                                         | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28                      | M 4 11 18 25 M 1 1 8 15 22 29          | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                           | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                                 | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>27<br>3<br>10<br>17<br>24<br>31    | M 7 14 221 28 M M 4 11 18 225                | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27                            | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 4 5 11 12 18 19 25 26 26 29 30 F S 5 1 6 22 23 6 29 30 F S                 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                            | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23 30       | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | S<br>3<br>10<br>17<br>24<br>31<br>S                       | M 7 14 221 28 M M 4 11 18 18 M M M           | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27  May 2 T W                 | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 1 1 2 8 9 15 16 22 23 29 30 F S 3 4                                        | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28                      | M 4 11 18 25 M 1 1 8 15 22 29          | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                           | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | S<br>3<br>10<br>17<br>24<br>31<br>S<br>5                  | M 7 14 221 228 M M 4 11 18 225 M M 6 6       | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27  May 2 T W 1               | T 3 3 100 100 100 100 100 100 100 100 100         | F S 1 2 8 9 15 16 22 23 30 F S 3 4 10 11                                       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                           | M 1 18 25 M 1 1 8 15 22 29 M           | T 5 12 19 26 T 2 9 16 23 30 T T 4 | W 6 13 20 27 W 3 10 17 24 W         | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                      | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY 27 - Memorial Day UNPAID DAY OFF                                             | S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12            | M 7 14 221 228 M M 4 11 18 225 M M 6 13      | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27  May 2 T W 1 1 7 8         | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 1 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 15 17 18                         | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26 T 2 9 16 23 30 T T 4 | W 6 13 20 27 W 3 10 17 24 W 5       | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7                 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  27 - Memorial Day UNPAID DAY OFF 28 - Last Day of Employment - No Snow Days | S<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M 7 14 221 228 M M 4 111 18 225 M M 6 13 220 | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27  May 2 T W 1 1 7 8 14 15   | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 1 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 15 17 18                         | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 15 22 29 M 10 17        | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24 W 5 12    | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  27 - Memorial Day UNPAID DAY OFF 28 - Last Day of Employment - No Snow Days | S<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M 7 14 221 228 M M 4 111 18 225 M M 6 13 220 | T W 1 2 8 9 15 16 22 23 29 30  March T W 5 6 12 13 19 20 26 27  May 2 T W 7 8 14 15 21 22 | T 3 3 10 10 10 10 10 10 10 10 10 10 10 10 10      | F S 1 1 2 8 9 15 16 22 23 30 F S 3 4 10 11 12 17 18 15 16 17 18 17 18 12 24 25 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9<br>16 | M 4 11 18 25 M 15 22 29 M 10 17        | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21     | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APRIL    |



#### 225 Days 225 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                      |                                                                                  |                                                                            | Jul                                             | ly 20                                               | <b>)18</b>                                                 |                                                                                 |                                                                           |                                     | Aug                                              | ust 2                                              | 2018                                                                                        | }                                                                     |                                                                           |                                                |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------|--------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------|
| JULY                                                                                                                 | S                                                                                | М                                                                          | Τ                                               | W                                                   | Τ                                                          | F S                                                                             | S                                                                         | М                                   | Τ                                                | W                                                  | Τ                                                                                           | F                                                                     | S                                                                         | AUGUS                                          |
|                                                                                                                      | 1                                                                                | 2                                                                          | 3                                               | 4                                                   | 5                                                          | 6 7                                                                             |                                                                           |                                     |                                                  | 1                                                  | 2                                                                                           | 3                                                                     | 4                                                                         |                                                |
| 5 - First Day of Employment                                                                                          | 8                                                                                | 9                                                                          | 10                                              | 11                                                  | 12                                                         | 13 14                                                                           | 5                                                                         | 6                                   | 7                                                | 8                                                  | 9                                                                                           | 10                                                                    | 11                                                                        |                                                |
|                                                                                                                      | 15                                                                               | 16                                                                         | 17                                              | 18                                                  |                                                            | 20 21                                                                           | 12                                                                        | _                                   | _                                                | 15                                                 | 16                                                                                          | 17                                                                    | 18                                                                        |                                                |
|                                                                                                                      | -                                                                                | 23                                                                         | 24                                              | 25                                                  | 26                                                         | 27 28                                                                           | 19                                                                        | _                                   | 21                                               | 22                                                 | 23                                                                                          | 24                                                                    | 25                                                                        |                                                |
|                                                                                                                      | 29                                                                               | 30                                                                         | 31                                              |                                                     |                                                            |                                                                                 | 26                                                                        | 27                                  | 28                                               | 29                                                 | 30                                                                                          | 31                                                                    |                                                                           |                                                |
|                                                                                                                      |                                                                                  |                                                                            |                                                 |                                                     |                                                            |                                                                                 |                                                                           |                                     |                                                  |                                                    |                                                                                             |                                                                       |                                                                           |                                                |
| [                                                                                                                    |                                                                                  |                                                                            | pte                                             |                                                     |                                                            |                                                                                 |                                                                           |                                     | Octo                                             |                                                    |                                                                                             |                                                                       |                                                                           |                                                |
| SEPTEMBER                                                                                                            | S                                                                                | М                                                                          | Т                                               | W                                                   | <u> </u>                                                   | F S                                                                             | S                                                                         | M                                   | <u> </u>                                         | W                                                  | T                                                                                           | F                                                                     | S                                                                         | OCTOBE                                         |
| 2. Lohos Dov. HNDAID DAY OFF                                                                                         | 2                                                                                | 2                                                                          | 4                                               | _                                                   | 6                                                          | 7 0                                                                             | 7                                                                         | 1                                   | 2                                                | 3                                                  | 4                                                                                           | 5                                                                     | 6                                                                         |                                                |
| 3 - Labor Day UNPAID DAY OFF                                                                                         | 2                                                                                | 3<br>10                                                                    | 4<br>11                                         | 5                                                   | 6                                                          | 7 8<br>14 15                                                                    | 7                                                                         | 8                                   | 9<br>16                                          | 10                                                 | 11<br>18                                                                                    | 12<br>19                                                              | 13<br>20                                                                  |                                                |
|                                                                                                                      | 9                                                                                | 17                                                                         | 18                                              | 12                                                  | 13                                                         |                                                                                 | 14                                                                        | _                                   | 23                                               | 17                                                 | 25                                                                                          | 26                                                                    | 27                                                                        |                                                |
|                                                                                                                      | 16                                                                               | 24                                                                         | 25                                              | 19<br>26                                            |                                                            | 21 22<br>28 29                                                                  | 21<br>28                                                                  | _                                   | 30                                               | 24<br>31                                           | 25                                                                                          | 20                                                                    | 21                                                                        |                                                |
|                                                                                                                      | 23<br>30                                                                         | 24                                                                         | 23                                              | 20                                                  | 21                                                         | 20 29                                                                           | 20                                                                        | 29                                  | 30                                               | 31                                                 |                                                                                             |                                                                       |                                                                           |                                                |
|                                                                                                                      | 1301                                                                             |                                                                            |                                                 |                                                     | <u> </u>                                                   |                                                                                 | <u> </u>                                                                  | !                                   | _                                                |                                                    |                                                                                             |                                                                       |                                                                           |                                                |
|                                                                                                                      |                                                                                  |                                                                            | over                                            |                                                     |                                                            |                                                                                 |                                                                           |                                     | ecer                                             |                                                    |                                                                                             |                                                                       | _                                                                         |                                                |
| NOVEMBER                                                                                                             | S                                                                                | М                                                                          | Т                                               | W                                                   | T                                                          | F S                                                                             | S                                                                         | M                                   | $^{T}$                                           | W                                                  | Т                                                                                           | F                                                                     | S                                                                         | DECEMBE                                        |
| 24 T                                                                                                                 |                                                                                  | _                                                                          |                                                 | _                                                   | 1                                                          | 2 3                                                                             |                                                                           | _                                   | <del>                                     </del> | _                                                  |                                                                                             | 7                                                                     | 1                                                                         | 04 04 W/ 4 B 4 INDAD BAYO 055                  |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                               | 4                                                                                | 5                                                                          | 6                                               | 7                                                   | 8                                                          | 9 10                                                                            | 2                                                                         | 3                                   | 4                                                | 5                                                  | 6                                                                                           | 7                                                                     | 8                                                                         | 21, 24 - Winter Break UNPAID DAYS OFF          |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                 | 11                                                                               | 12                                                                         | 13                                              | 14                                                  | _                                                          | 16 17                                                                           | 9                                                                         | 10                                  | _                                                | 12                                                 | 13                                                                                          | 14                                                                    | 15                                                                        | 25 - Winter Break PAID DAY OFF                 |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                               | 18                                                                               | 19                                                                         | 20<br>27                                        | 21<br>28                                            | 22<br>29                                                   | 23 24                                                                           | 16                                                                        | _                                   | 18                                               | 19                                                 | 20                                                                                          | 21<br>28                                                              | 22                                                                        | 26-28, 31 - Winter Break UNPAID DAYS OFF       |
|                                                                                                                      | 25                                                                               | 26                                                                         | 21                                              | 20                                                  | 29                                                         | 30                                                                              | 23<br>30                                                                  |                                     | 25                                               | 26                                                 | 27                                                                                          | 20                                                                    | 29                                                                        |                                                |
|                                                                                                                      |                                                                                  |                                                                            |                                                 |                                                     |                                                            |                                                                                 | 30                                                                        | 31                                  |                                                  |                                                    |                                                                                             |                                                                       |                                                                           |                                                |
|                                                                                                                      |                                                                                  | _                                                                          |                                                 |                                                     |                                                            |                                                                                 |                                                                           | _                                   |                                                  |                                                    |                                                                                             | _                                                                     |                                                                           |                                                |
| LANUARY                                                                                                              | <u> </u>                                                                         |                                                                            | lanu                                            |                                                     |                                                            |                                                                                 |                                                                           |                                     | ebru                                             |                                                    |                                                                                             |                                                                       | 0                                                                         | FERRUAR                                        |
| JANUARY                                                                                                              | S                                                                                | M                                                                          | Т                                               | W                                                   | Τ                                                          | F S                                                                             | S                                                                         | M                                   | ebru<br>T                                        | wary<br>W                                          | <b>201</b>                                                                                  | F                                                                     | S                                                                         | FEBRUAR                                        |
|                                                                                                                      | П                                                                                | М                                                                          | T<br>1                                          | W<br>2                                              | T<br>3                                                     | F S 4 5                                                                         |                                                                           | М                                   | T                                                | W                                                  | T                                                                                           | F<br>1                                                                | 2                                                                         |                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6                                                                                | M<br>7                                                                     | T<br>1<br>8                                     | W<br>2<br>9                                         | T<br>3<br>10                                               | F S<br>4 5<br>11 12                                                             | 3                                                                         | M<br>4                              | T<br>5                                           | W<br>6                                             | T<br>7                                                                                      | F<br>1<br>8                                                           | 2<br>9                                                                    | FEBRUAR  18 - Presidents' Day PAID DAY OFF     |
|                                                                                                                      | 6<br>13                                                                          | 7<br>14                                                                    | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                                   | T<br>3<br>10<br>17                                         | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                                   | M<br>4<br>11                        | T<br>5<br>12                                     | W<br>6<br>13                                       | 7<br>14                                                                                     | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13<br>20                                                                    | 7<br>14<br>21                                                              | T<br>1<br>8<br>15<br>22                         | W<br>2<br>9<br>16<br>23                             | T<br>3<br>10<br>17<br>24                                   | F S<br>4 5<br>11 12                                                             | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                  | T<br>5<br>12<br>19                               | W<br>6<br>13<br>20                                 | 7<br>14<br>21                                                                               | F<br>1<br>8                                                           | 2<br>9                                                                    |                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13                                                                          | 7<br>14                                                                    | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                                   | T<br>3<br>10<br>17<br>24                                   | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                                   | M<br>4<br>11<br>18                  | T<br>5<br>12                                     | W<br>6<br>13                                       | 7<br>14                                                                                     | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13<br>20                                                                    | 7<br>14<br>21<br>28                                                        | T<br>8<br>15<br>22<br>29                        | 9<br>16<br>23<br>30                                 | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                  | 5<br>12<br>19<br>26                              | 6<br>13<br>20<br>27                                | 7<br>14<br>21<br>28                                                                         | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                                |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | 6<br>13<br>20<br>27                                                              | 7<br>14<br>21<br>28                                                        | T<br>1<br>8<br>15<br>22<br>29                   | W 2 9 16 23 30 ch 2                                 | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17<br>24                                                       | M 4 11 18 25                        | T 5 12 19 26 Ap                                  | W<br>6<br>13<br>20<br>27                           | 7<br>14<br>21<br>28                                                                         | F<br>1<br>8<br>15<br>22                                               | 9<br>16<br>23                                                             |                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13<br>20                                                                    | 7<br>14<br>21<br>28                                                        | T<br>8<br>15<br>22<br>29                        | W 2 9 16 23 30 ch 2                                 | T<br>3<br>10<br>17<br>24<br>31                             | F S 4 5 11 12 18 19 25 26  F S                                                  | 3<br>10<br>17<br>24                                                       | M<br>4<br>11<br>18                  | T 5 12 19 26 T                                   | W<br>6<br>13<br>20<br>27<br>ril 20                 | 7<br>14<br>21<br>28<br><b>D19</b><br>T                                                      | F<br>1<br>8<br>15<br>22<br>F                                          | 9<br>16<br>23<br>S                                                        | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | 6<br>13<br>20<br>27                                                              | M 7 14 21 28 M                                                             | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | 9<br>16<br>23<br>30<br><b>ch</b> 2                  | T<br>3<br>10<br>17<br>24<br>31                             | F S 11 12 18 19 25 26  F S 1 2                                                  | 3<br>10<br>17<br>24                                                       | M 4 11 18 25 M 1                    | T 5 12 19 26 <b>Ap</b> T 2                       | 6<br>13<br>20<br>27<br>ril 20<br>W                 | 7<br>14<br>21<br>28<br><b>D19</b><br>T                                                      | F<br>1<br>8<br>15<br>22<br>F<br>5                                     | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S                                                         | M 7 14 21 28 M                                                             | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | W 2 9 16 23 30 Ch 2 W                               | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7                   | F S 11 12 18 19 25 26  F S 1 2 8 9                                              | 3<br>10<br>17<br>24<br>S                                                  | M 4 11 18 25 M 1 1 8                | T 5 12 19 26 T 2 9                               | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                           | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                               | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S                                                         | M 7 14 21 28 M 4 11                                                        | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13                               | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14             | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16                                        | 3<br>10<br>17<br>24<br>S                                                  | M 4 11 18 25 M 1 1 8 15             | T 5 12 19 26 T 2 9 16                            | W 6 13 20 27 W 3 10 17                             | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18                                     | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17                                   | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18                             | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W<br>2<br>9<br>16<br>23<br>30<br>W<br>6<br>13<br>20 | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21       | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 4 11 18 25 M 1 1 8 15 22          | T 5 12 19 26 T 2 9                               | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                           | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                               | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17                                   | M 7 14 21 28 M 4 11                                                        | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13                               | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14             | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16                                        | 3<br>10<br>17<br>24<br>S                                                  | M 4 11 18 25 M 1 1 8 15 22          | T 5 12 19 26 T 2 9 16 23                         | W 6 13 20 27 W 3 10 17                             | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18                                     | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24                             | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18                             | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20 27                         | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 4 11 18 25 M 1 1 8 15 22          | T 5 12 19 26 T 2 9 16 23 30                      | W 6 13 20 27 W 3 10 17 24                          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                               | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24                             | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18                             | T 1 8 15 22 29 Mar T 5 12 19 26                 | W<br>2<br>9<br>16<br>23<br>30<br>W<br>6<br>13<br>20 | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 4 11 18 25 M 1 1 8 15 22          | T 5 12 19 26 T 2 9 16 23 30                      | W 6 13 20 27 W 3 10 17                             | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                               | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF              |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                            | M 21 28 M 4 11 18 25 M                                                     | T 1 8 15 22 29                                  | W 2 9 16 23 30 W 6 13 20 27 W 1                     | T 3 10 17 24 31  T 7 14 21 28  D19 T 2                     | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                           | M 4 11 18 25 M 1 1 8 15 22 29 M     | T 5 12 19 26                                     | W 6 13 20 27 W 3 10 17 24 W                        | 7<br>14<br>21<br>28<br>7<br>4<br>11<br>18<br>25<br>019<br>T                                 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1                  | 18 - Presidents' Day PAID DAY OFF  APRI        |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>8<br>3<br>10<br>17<br>24<br>31                            | M 21 28 M 4 11 18 25 M 6                                                   | T 1 8 15 22 29                                  | W 2 9 16 23 30 W 6 13 20 27 W 1 8                   | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9                   | F S 11 12 18 19 25 26                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 | T 5 12 19 26                                     | W 6 13 20 27 W 3 10 17 24 W 5                      | 7<br>14<br>21<br>28<br>7<br>4<br>11<br>18<br>25<br>7<br>7<br>6                              | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | JUN  7 - Last Day of Employment - No Snow Days |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12            | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18<br>25<br>M<br>6<br>13       | T 1 8 15 22 29 Mar T 19 26 T 7 14               | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15                | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16                | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 15 22 29 M M 3 10    | T 5 12 19 26                                     | W 6 13 20 27 W 3 10 17 24 W 5 12                   | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25<br><b>D19</b><br>T<br>6<br>13 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7         | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 18 - Presidents' Day PAID DAY OFF  APRI        |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18<br>25<br>M<br>6<br>13<br>20 | T 1 8 15 22 29 Mar T 5 12 19 26 Ma 7 14 21      | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22             | T 3 10 17 24 31  7 14 21 28  7 14 21 28  16 23             | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18 24 25 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9<br>16 | M 4 11 18 25 M 15 22 29 M 10 17     | T 5 12 19 26                                     | W 6 13 20 27 W 3 10 17 24 W 5 12 19                | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25<br>T<br>T<br>6<br>13<br>20    | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | JUN  7 - Last Day of Employment - No Snow Days |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12            | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18<br>25<br>M<br>6<br>13<br>20 | T 1 8 15 22 29 Mar T 19 26 T 7 14               | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22             | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16                | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18 24 25 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 15 22 29 M 17 24     | T 5 12 19 26                                     | W 6 13 20 27 W 3 10 17 24 W 5 12                   | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25<br>T<br>T<br>6<br>13<br>20    | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | JUN  7 - Last Day of Employment - No Snow Days |



#### School Psychologist/Psychological Examiner 190 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                        | July 2018                                                                                                                                                                                  | August 2018                                                                                                                                                                                                                                                                                                                                                                     |                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| JULY                                                                                                                                                                                                   | SMTWTFS                                                                                                                                                                                    | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                         | AUGUST                                      |
|                                                                                                                                                                                                        | 1 2 3 4 5 6 7                                                                                                                                                                              | 1 2 3 4                                                                                                                                                                                                                                                                                                                                                                         |                                             |
|                                                                                                                                                                                                        | 8 9 10 11 12 13 14                                                                                                                                                                         | 5 6 7 8 9 10 11                                                                                                                                                                                                                                                                                                                                                                 | 6 - First Day of Employment                 |
|                                                                                                                                                                                                        | 15 16 17 18 19 20 21                                                                                                                                                                       | 12 13 14 15 16 17 18                                                                                                                                                                                                                                                                                                                                                            |                                             |
|                                                                                                                                                                                                        | 22 23 24 25 26 27 28                                                                                                                                                                       | 19 20 21 22 23 24 25                                                                                                                                                                                                                                                                                                                                                            |                                             |
|                                                                                                                                                                                                        | 29 30 31                                                                                                                                                                                   | 26 27 28 29 30 31                                                                                                                                                                                                                                                                                                                                                               |                                             |
|                                                                                                                                                                                                        |                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
|                                                                                                                                                                                                        | September 2018                                                                                                                                                                             | October 2018                                                                                                                                                                                                                                                                                                                                                                    |                                             |
| SEPTEMBER                                                                                                                                                                                              | S M T W T F S                                                                                                                                                                              | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                         | OCTOBER                                     |
|                                                                                                                                                                                                        |                                                                                                                                                                                            | 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                                     |                                             |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                           | 2 3 4 5 6 7 8                                                                                                                                                                              | 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                                                                               |                                             |
|                                                                                                                                                                                                        | 9 10 11 12 13 14 15                                                                                                                                                                        | 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                                                                            |                                             |
|                                                                                                                                                                                                        | 16 17 18 19 20 21 22                                                                                                                                                                       | 21 22 23 24 25 26 27                                                                                                                                                                                                                                                                                                                                                            |                                             |
|                                                                                                                                                                                                        | 23 24 25 26 27 28 29                                                                                                                                                                       | 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                     |                                             |
|                                                                                                                                                                                                        | 30                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
|                                                                                                                                                                                                        | November 2018                                                                                                                                                                              | December 2018                                                                                                                                                                                                                                                                                                                                                                   |                                             |
| NOVEMBER                                                                                                                                                                                               | S M T W T F S                                                                                                                                                                              | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                         | DECEMBER                                    |
|                                                                                                                                                                                                        | 1 2 3                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                               | 4 5 6 7 8 9 10                                                                                                                                                                             | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                                                                                                   | 21, 24 - Winter Break UNPAID DAYS OFF       |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 11 12 13 14 15 16 17                                                                                                                                                                       | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                                                                                                             | 25 - Winter Break PAID DAY OFF              |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                                                                                                   | 18 19 20 21 22 23 24                                                                                                                                                                       | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                                                                                                            | 26-28, 31 - Winter Break UNPAID DAYS OFF    |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 25 26 27 28 29 30                                                                                                                                                                          | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                                                                            |                                             |
|                                                                                                                                                                                                        |                                                                                                                                                                                            | 30 31                                                                                                                                                                                                                                                                                                                                                                           |                                             |
|                                                                                                                                                                                                        | January 2019                                                                                                                                                                               | Fobruary 2010                                                                                                                                                                                                                                                                                                                                                                   |                                             |
|                                                                                                                                                                                                        | January 2019                                                                                                                                                                               | February 2019                                                                                                                                                                                                                                                                                                                                                                   |                                             |
| JANUARY                                                                                                                                                                                                | S M T W T F S                                                                                                                                                                              | S M T W T F S                                                                                                                                                                                                                                                                                                                                                                   | FEBRUARY                                    |
| JANUARY                                                                                                                                                                                                |                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                 | FEBRUARY                                    |
| JANUARY  1 - Winter Break UNPAID DAY OFF                                                                                                                                                               | SMTWTFS                                                                                                                                                                                    | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                         | FEBRUARY  18 - Presidents' Day PAID DAY OFF |
|                                                                                                                                                                                                        | S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12                                                                                                                                                   | S M T W T F S 1 2 3 4 5 6 7 8 9                                                                                                                                                                                                                                                                                                                                                 |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 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                                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                                                |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | S     M     T     W     T     F     S       6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26 | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                                                                         |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 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                                                                                                                           | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                                                |                                             |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | S M T W T F S 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       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                                                                                                                                                    |                                             |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | S M T W T F S                                                                                                                                                                              | S M T W T F S 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  April 2019                                                                                                                                                                                                                                                                                | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | S M T W T F S 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  March 2019  S M T W T F S                                                                         | S M T W T F S 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  April 2019  S M T W T F S                                                                                                                                                                                                                                                                 | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S 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    March 2019                                                                                      | S M T W T F S 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  April 2019 S M T W T F S 1 2 3 4 5 6                                                                                                                                                                                                                                                      | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | S M T W T F S 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    March 2019                                                                                      | S M T W T F S 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  April 2019  S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13                                                                                                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S 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    March 2019                                                                                      | S M T W T F S  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  April 2019  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                                                                                                                                                                                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S 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    March 2019                                                                                      | S M T W T F S 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 4 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                                                                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S 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  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  April 2019  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                                                                                                                                                                                                       | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S                                                                                                                                                                              | S M T W T F S 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                                                                                                                                                                                            | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | S M T W T F S                                                                                                                                                                              | S M T W T F S 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 4 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  June 2019                                                                                                                                                                               | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M T W T F S                                                                                                                                                                              | S M T W T F S 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                                                                                                                                                                                            | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | S M T W T F S                                                                                                                                                                              | S M T W T F S 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                                                                                                                                                                                            | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days                                  | S M T W T F S                                                                                                                                                                              | S M T W T F S  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  S M T W T F S  21 22 23 24 25 26 27  28 29 30  S M T W T F S  21 22 3 4 5 6 7 8                                                                                                  | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days 27 - Memorial Day UNPAID DAY OFF | S M T W T F S                                                                                                                                                                              | S M T W T F S  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  S M T W T F S  1 1                                                                                                                                                               | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY 21 - Last Day of Employment - No Snow Days                                   | S M T W T F S                                                                                                                                                                              | S M T W T F S  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  S M T W T F S  1 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 | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days 27 - Memorial Day UNPAID DAY OFF | S M T W T F S                                                                                                                                                                              | S M T W T F S  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  S M T W T F S  1 1                                                                                                                                                               |                                             |



#### **Process Coordinator I**

210 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                      |                                                                             |                                                                            | Jul                                             | y 20                                    | 018                                                  |                                                                                 |                                                                |                                        | Aug                                                                | ust 2                                         | 2018                                                                                     | }                                                                         |                                                                           |                                                                                           |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| JULY                                                                                                                 | S                                                                           | М                                                                          | Τ                                               | W                                       | <u>T</u>                                             | F S                                                                             | S                                                              | М                                      |                                                                    | W                                             | Т                                                                                        | F                                                                         | S                                                                         | AUGUST                                                                                    |
|                                                                                                                      | 1                                                                           | 2                                                                          | 3                                               | 4                                       | 5                                                    | 6 7                                                                             | <u>                                    </u>                    |                                        |                                                                    | 1                                             | 2                                                                                        | 3                                                                         | 4                                                                         |                                                                                           |
| 23 - First Day of Employment                                                                                         | 8                                                                           | 9                                                                          | 10                                              | 11                                      | 12                                                   | 13 14                                                                           | 5                                                              | 6                                      | 7                                                                  | 8                                             | 9                                                                                        | 10                                                                        | 11                                                                        |                                                                                           |
|                                                                                                                      | 15                                                                          | 16                                                                         | 17                                              | 18                                      |                                                      | 20 21                                                                           | 12                                                             |                                        |                                                                    | 15                                            | 16                                                                                       | 17                                                                        | 18                                                                        |                                                                                           |
|                                                                                                                      | 22                                                                          | 23                                                                         | 24                                              | 25                                      | 26                                                   | 27 28                                                                           | 19                                                             | _                                      | 21                                                                 | 22                                            | 23                                                                                       |                                                                           | 25                                                                        |                                                                                           |
|                                                                                                                      | 29                                                                          | 30                                                                         | 31                                              |                                         |                                                      |                                                                                 | 26                                                             | 27                                     | 28                                                                 | 29                                            | 30                                                                                       | 31                                                                        |                                                                           |                                                                                           |
|                                                                                                                      |                                                                             |                                                                            |                                                 |                                         |                                                      |                                                                                 |                                                                |                                        |                                                                    |                                               |                                                                                          |                                                                           |                                                                           |                                                                                           |
| r                                                                                                                    |                                                                             |                                                                            | pte                                             |                                         |                                                      |                                                                                 |                                                                |                                        | Octo                                                               |                                               |                                                                                          |                                                                           |                                                                           |                                                                                           |
| SEPTEMBER                                                                                                            | S                                                                           | <u> M</u>                                                                  | Т                                               | W                                       | <u>T</u>                                             | F S                                                                             | <u> </u>                                                       | M                                      | T                                                                  | W                                             | T                                                                                        | F                                                                         | S                                                                         | OCTOBER                                                                                   |
| a L L B UNBUBBAYOFF                                                                                                  |                                                                             | _                                                                          | 4                                               | _                                       |                                                      | 7 0                                                                             | -                                                              | 1                                      | 2                                                                  | 3                                             | 4                                                                                        | 5                                                                         | 6                                                                         |                                                                                           |
| 3 - Labor Day UNPAID DAY OFF                                                                                         | 2                                                                           | 3                                                                          | 4                                               | 5                                       | 6                                                    | 7 8                                                                             | 7                                                              | 8                                      | 9                                                                  | 10                                            | 11                                                                                       | 12                                                                        | 13                                                                        |                                                                                           |
|                                                                                                                      | 9<br>16                                                                     | 10                                                                         | 11                                              | 12                                      | _                                                    | 14 15<br>21 22                                                                  | 14                                                             | 22                                     | 16<br>23                                                           | 17                                            | 18<br>25                                                                                 |                                                                           | 20<br>27                                                                  |                                                                                           |
|                                                                                                                      | 23                                                                          | 17<br>24                                                                   | 18<br>25                                        | 19<br>26                                | _                                                    | 28 29                                                                           | 21<br>28                                                       | _                                      | 30                                                                 | 24<br>31                                      | 25                                                                                       | 20                                                                        | 21                                                                        |                                                                                           |
|                                                                                                                      | 30                                                                          | 24                                                                         | 23                                              | 20                                      | 21                                                   | 20 29                                                                           | 20                                                             | 29                                     | 30                                                                 | 31                                            |                                                                                          |                                                                           |                                                                           |                                                                                           |
|                                                                                                                      | 30                                                                          |                                                                            |                                                 |                                         |                                                      |                                                                                 | <u> </u>                                                       |                                        |                                                                    |                                               |                                                                                          |                                                                           |                                                                           |                                                                                           |
|                                                                                                                      |                                                                             |                                                                            | over                                            |                                         | r 20                                                 |                                                                                 |                                                                |                                        | ecer                                                               |                                               | r <b>20</b> ′                                                                            |                                                                           |                                                                           |                                                                                           |
| NOVEMBER                                                                                                             | S                                                                           | M                                                                          | Т                                               | W                                       | T                                                    | F S                                                                             | S                                                              | M                                      | Т                                                                  | W                                             | Т                                                                                        | F                                                                         | S                                                                         | DECEMBER                                                                                  |
|                                                                                                                      |                                                                             | _                                                                          | _                                               | _                                       | 1                                                    | 2 3                                                                             |                                                                |                                        |                                                                    | _                                             |                                                                                          | _                                                                         | 1                                                                         |                                                                                           |
| 6 - School Not In Session UNPAID DAY OFF                                                                             | 4                                                                           | 5                                                                          | 6                                               | 7                                       | 8                                                    | 9 10                                                                            | 2                                                              | 3                                      | 4                                                                  | 5                                             | 6                                                                                        | 7                                                                         | 8<br>1E                                                                   | 21, 24 - Winter Break UNPAID DAYS OFF                                                     |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                               | 11                                                                          | 12                                                                         | 13                                              | 14                                      | 15                                                   | 16 17                                                                           | 9                                                              | 10                                     | 11                                                                 | 12                                            | 13                                                                                       | 14                                                                        | 15                                                                        | 25 - Winter Break PAID DAY OFF                                                            |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                 | 18<br>25                                                                    | 19<br>26                                                                   | 20<br>27                                        | 21<br>28                                | 22<br>29                                             | 23 24<br>30                                                                     | 16<br>23                                                       | 17<br>24                               | 18                                                                 | 19                                            | 20<br>27                                                                                 | 21<br>28                                                                  | 22<br>29                                                                  | 26-28, 31 - Winter Break UNPAID DAYS OFF                                                  |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                               | 25                                                                          | 26                                                                         | 21                                              | 20                                      | 29                                                   | 30                                                                              | 30                                                             | 31                                     | 25                                                                 | 26                                            | 21                                                                                       | 20                                                                        | 29                                                                        |                                                                                           |
|                                                                                                                      |                                                                             |                                                                            |                                                 |                                         |                                                      |                                                                                 | 30                                                             | JI                                     |                                                                    |                                               |                                                                                          |                                                                           |                                                                           |                                                                                           |
|                                                                                                                      |                                                                             |                                                                            | _                                               |                                         |                                                      |                                                                                 |                                                                |                                        |                                                                    |                                               |                                                                                          |                                                                           |                                                                           |                                                                                           |
| LANUARY                                                                                                              | 0                                                                           |                                                                            | Janu<br>T                                       | _                                       |                                                      |                                                                                 |                                                                |                                        | ebru                                                               |                                               |                                                                                          |                                                                           |                                                                           | FERRUARY                                                                                  |
| JANUARY                                                                                                              | S                                                                           | M                                                                          | Τ                                               | W                                       | Т                                                    | F S                                                                             | S                                                              | M                                      | ebru<br>T                                                          | u <mark>ary</mark><br>W                       | <b>201</b>                                                                               | F                                                                         | S                                                                         | FEBRUARY                                                                                  |
|                                                                                                                      |                                                                             | M                                                                          | T<br>1                                          | W<br>2                                  | T<br>3                                               | F S<br>4 5                                                                      |                                                                | M                                      | Τ                                                                  | W                                             | Τ                                                                                        | F<br>1                                                                    | 2                                                                         |                                                                                           |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6                                                                           | M<br>7                                                                     | T<br>1<br>8                                     | W<br>2<br>9                             | T<br>3<br>10                                         | F S<br>4 5<br>11 12                                                             | 3                                                              | M<br>4                                 | T<br>5                                                             | W<br>6                                        | T<br>7                                                                                   | F<br>1<br>8                                                               | 2<br>9                                                                    | FEBRUARY  18 - Presidents' Day PAID DAY OFF                                               |
|                                                                                                                      | 6<br>13                                                                     | M<br>7<br>14                                                               | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17                                   | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                        | M<br>4<br>11                           | T<br>5<br>12                                                       | W<br>6<br>13                                  | T<br>7<br>14                                                                             | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                                                                           |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13<br>20                                                               | M<br>7<br>14<br>21                                                         | T<br>1<br>8<br>15<br>22                         | W<br>2<br>9<br>16<br>23                 | T<br>3<br>10<br>17<br>24                             | F S<br>4 5<br>11 12                                                             | 3<br>10<br>17                                                  | M<br>4<br>11                           | T<br>5<br>12<br>19                                                 | W<br>6<br>13<br>20                            | 7<br>14<br>21                                                                            | F<br>1<br>8                                                               | 2<br>9                                                                    |                                                                                           |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13                                                                     | M<br>7<br>14                                                               | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17<br>24                             | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                        | M<br>4<br>11                           | T<br>5<br>12                                                       | W<br>6<br>13                                  | T<br>7<br>14                                                                             | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                                                                           |
| 1 - Winter Break UNPAID DAY OFF                                                                                      | 6<br>13<br>20                                                               | 7<br>14<br>21<br>28                                                        | T<br>8<br>15<br>22<br>29                        | W<br>2<br>9<br>16<br>23<br>30           | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17                                                  | M<br>4<br>11                           | 5<br>12<br>19<br>26                                                | 6<br>13<br>20<br>27                           | 7<br>14<br>21<br>28                                                                      | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                                                                           |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | 6<br>13<br>20<br>27                                                         | M<br>7<br>14<br>21<br>28                                                   | T<br>1<br>8<br>15<br>22<br>29<br><b>Mar</b>     | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                       | F S 4 5 11 12 18 19 25 26                                                       | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18<br>25               | 5<br>12<br>19<br>26                                                | W 6 13 20 27                                  | 7<br>14<br>21<br>28                                                                      | F<br>1<br>8<br>15<br>22                                                   | 9<br>16<br>23                                                             | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | 6<br>13<br>20                                                               | 7<br>14<br>21<br>28                                                        | T<br>8<br>15<br>22<br>29                        | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                       | F S 4 5 11 12 18 19 25 26  F S                                                  | 3<br>10<br>17<br>24                                            | M 4 11 18 25 M                         | T 5 12 19 26 T                                                     | W<br>6<br>13<br>20<br>27<br>ril 20            | T<br>7<br>14<br>21<br>28<br><b>D19</b><br>T                                              | F<br>1<br>8<br>15<br>22<br>F                                              | 9<br>16<br>23<br>S                                                        | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27                                                         | M 7 14 21 28 M                                                             | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | W 2 9 16 23 30 Ch 2                     | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T          | F S 4 5 11 12 18 19 25 26  F S 1 2                                              | 3<br>10<br>17<br>24<br>S                                       | M 4 11 18 25 M 1                       | T 5 12 19 26 <b>Ap</b>                                             | 6<br>13<br>20<br>27<br>ril 20<br>W            | 7<br>14<br>21<br>28<br><b>D19</b><br>T                                                   | F<br>1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                             | 6<br>13<br>20<br>27<br>S                                                    | M 7 14 21 28 M                                                             | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | W 2 9 16 23 30 Ch 2 W                   | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T          | F S 11 12 18 19 25 26  F S 1 2 8 9                                              | 3<br>10<br>17<br>24<br>S                                       | M 4 11 18 25 M 1 1 8                   | 5<br>12<br>19<br>26<br>T<br>2<br>9                                 | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S                                               | M 7 14 21 28 M 4 11                                                        | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14       | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16                                        | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | M 4 11 18 25 M 1 1 8 15                | T 5 12 19 26 T 2 9 16                                              | W 6 13 20 27 ril 20 W 3 10 17                 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                        | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                                   | M 21 28 M 4 11 18                                                          | T 8 15 22 29 Mar T 5 12 19                      | W 2 9 16 23 30 W 6 13 20                | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21 | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23                                           | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                        | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>S                                               | M 7 14 21 28 M 4 11                                                        | T 8 15 22 29 Mar T 5 12 19                      | W 2 9 16 23 30 W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21 | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16                                              | W 6 13 20 27 ril 20 W 3 10 17                 | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                        | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18                                                          | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20 27             | T 3 10 17 24 31 T 7 14 21 28                         | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30               | W 6 13 20 27 W 3 10 17 24                     | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                                   | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18                                                          | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20                | T 3 10 17 24 31 T 7 14 21 28                         | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23                                  | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30               | W 6 13 20 27 ril 20 W 3 10 17                 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                                   | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF                                                         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                       | M 21 28 M 4 11 18 25                                                       | T 1 8 15 22 29                                  | W 2 9 16 23 30 W 6 13 20 27             | T 3 10 17 24 31 T 7 14 21 28 D 19                    | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M 4 11 18 25 M 1 8 15 22 29 M          | 5<br>12<br>19<br>26<br><b>Apr</b><br>T<br>2<br>9<br>16<br>23<br>30 | W 6 13 20 27 W 3 10 17 24 W                   | 7<br>14<br>21<br>28<br>7<br>4<br>11<br>18<br>25<br>019<br>T                              | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 18 - Presidents' Day PAID DAY OFF  APRIL                                                  |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S                  | M 21 28 M 4 11 18 25 M                                                     | T 1 8 15 22 29 Mar T 19 26 T 7                  | W 2 9 16 23 30 W 6 13 20 27 W 1 8       | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9             | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M 4 11 18 25 M 1 1 8 15 22 29 M M 3    | T 5 12 19 26                                                       | W 6 13 20 27 ril 20 W 3 10 17 24 W            | 7<br>14<br>21<br>28<br>0019<br>T<br>4<br>11<br>18<br>25<br>0019<br>T                     | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                      | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE  5 - Last Day of Employment - No Snow Days |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M 7 14 21 28 M 4 11 18 25 M 6 13                                           | T 1 8 15 22 29 Mar T 19 26 Ma T 7 14            | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15    | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16          | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18       | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26                                                       | W 6 13 20 27 W 3 10 17 24 W 5 12              | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13       | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRIL                                                  |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18<br>25<br>M<br>6<br>13<br>20 | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14 21    | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  T 7 14 21 28  T 2 9 16 23           | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18 24 25 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S<br>S | M 4 11 18 25 M 1 1 8 22 29 M M 1 17    | T 5 12 19 26                                                       | W 6 13 20 27 W 3 10 17 24 W 5 12 19           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13<br>20 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE  5 - Last Day of Employment - No Snow Days |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M<br>7<br>14<br>21<br>28<br>M<br>4<br>11<br>18<br>25<br>M<br>6<br>13<br>20 | T 1 8 15 22 29 Mar T 19 26 Ma T 7 14            | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15    | T 3 10 17 24 31  T 7 14 21 28  T 2 9 16 23           | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18       | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26                                                       | W 6 13 20 27 W 3 10 17 24 W 5 12 19           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13       | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE  5 - Last Day of Employment - No Snow Days |



### Process Coordinator II 200 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                        |                                                                             |                                  | Ju                                              | ly 20                                   | 018                                                        |                                                                                       |                                                                            |                                                                           |                                        | Aug                                  | ust :                                        | 2018                                                                               | 3                                                                         |                                                                           |                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------|--------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------|
| JULY                                                                                                                                                                                                   | S                                                                           | М                                | T                                               | W                                       | <u>T</u>                                                   | F                                                                                     | S                                                                          | S                                                                         | М                                      | Т                                    | W                                            | Т                                                                                  | F                                                                         | S                                                                         | AUGUS                                      |
|                                                                                                                                                                                                        | 1                                                                           | 2                                | 3                                               | 4                                       | 5                                                          | 6                                                                                     | 7                                                                          |                                                                           |                                        |                                      | 1                                            | 2                                                                                  | 3                                                                         | 4                                                                         |                                            |
| 30 - First Day of Employment                                                                                                                                                                           | 8                                                                           | 9                                | 10                                              | 11                                      | 12                                                         | _                                                                                     | 14                                                                         | 5                                                                         | 6                                      | 7                                    | 8                                            | 9                                                                                  | 10                                                                        | 11                                                                        |                                            |
|                                                                                                                                                                                                        | 15                                                                          | 16                               | 17                                              | 18                                      |                                                            |                                                                                       | 21                                                                         | 12                                                                        |                                        |                                      | 15                                           | 16                                                                                 | 17                                                                        | 18                                                                        |                                            |
|                                                                                                                                                                                                        | 22                                                                          | 23                               | 24                                              | 25                                      | 26                                                         | 27                                                                                    | 28                                                                         | 19                                                                        |                                        | 21                                   | 22                                           | 23                                                                                 |                                                                           | 25                                                                        |                                            |
|                                                                                                                                                                                                        | 29                                                                          | 30                               | 31                                              |                                         |                                                            |                                                                                       |                                                                            | 26                                                                        | 27                                     | 28                                   | 29                                           | 30                                                                                 | 31                                                                        |                                                                           |                                            |
|                                                                                                                                                                                                        |                                                                             |                                  |                                                 |                                         |                                                            |                                                                                       |                                                                            |                                                                           |                                        |                                      |                                              |                                                                                    |                                                                           | <u> </u>                                                                  |                                            |
|                                                                                                                                                                                                        |                                                                             |                                  | pte                                             |                                         |                                                            |                                                                                       |                                                                            |                                                                           |                                        | Octo                                 |                                              |                                                                                    |                                                                           |                                                                           |                                            |
| SEPTEMBER                                                                                                                                                                                              | S                                                                           | M                                | Т                                               | W                                       | Т                                                          | F                                                                                     | S                                                                          | <u> </u>                                                                  | M                                      | T                                    | W                                            | T                                                                                  | F                                                                         | S                                                                         | ОСТОВІ                                     |
|                                                                                                                                                                                                        |                                                                             |                                  | 4                                               | _                                       | _                                                          | -                                                                                     | 1                                                                          | -                                                                         | 1                                      | 2                                    | 3                                            | 4                                                                                  | 5                                                                         | 6                                                                         |                                            |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                           | 2                                                                           | 3                                | 4                                               | 5                                       | 6                                                          | 7                                                                                     | 8                                                                          | 7                                                                         | 8                                      | 9                                    | 10                                           | 11                                                                                 |                                                                           | 13                                                                        |                                            |
|                                                                                                                                                                                                        | 9<br>16                                                                     | 10                               | 11                                              | 12                                      |                                                            | _                                                                                     | 15<br>22                                                                   | 14                                                                        | 22                                     | 16<br>23                             | 17                                           | 18<br>25                                                                           |                                                                           | 20<br>27                                                                  |                                            |
|                                                                                                                                                                                                        | 23                                                                          | 17<br>24                         | 18<br>25                                        | 19<br>26                                | _                                                          | _                                                                                     | 29                                                                         | 21<br>28                                                                  | _                                      | 30                                   | 24<br>31                                     | 23                                                                                 | 20                                                                        | 21                                                                        |                                            |
|                                                                                                                                                                                                        | 30                                                                          | 24                               | 23                                              | 20                                      | 21                                                         | 20                                                                                    | 29                                                                         | 20                                                                        | 29                                     | 30                                   | 31                                           |                                                                                    |                                                                           |                                                                           |                                            |
|                                                                                                                                                                                                        | 30                                                                          |                                  |                                                 |                                         |                                                            |                                                                                       |                                                                            | <u> </u>                                                                  |                                        |                                      |                                              |                                                                                    |                                                                           |                                                                           |                                            |
|                                                                                                                                                                                                        |                                                                             |                                  | over                                            |                                         |                                                            |                                                                                       |                                                                            |                                                                           |                                        | ecer                                 |                                              |                                                                                    |                                                                           |                                                                           |                                            |
| NOVEMBER                                                                                                                                                                                               | S                                                                           | M                                | <u> T</u>                                       | W                                       | T                                                          | F                                                                                     | S                                                                          | S                                                                         | M                                      | T                                    | W                                            | Т                                                                                  | F                                                                         | S                                                                         | DECEMBE                                    |
| C. Och cel Net le Occesion UNIDAID DAY OFF                                                                                                                                                             |                                                                             | _                                | _                                               | 7                                       | 1                                                          | 2                                                                                     | 3                                                                          | <u> </u>                                                                  | _                                      | 1                                    | _                                            | _                                                                                  | 7                                                                         | 1                                                                         | Of Of Winter Production DAVO OFF           |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                               | 4                                                                           | 5                                | 6                                               | 7                                       | 8                                                          | 9                                                                                     | 10                                                                         | 2                                                                         | 3                                      | 4                                    | 5                                            | 6                                                                                  | 7                                                                         | 8                                                                         | 21, 24 - Winter Break UNPAID DAYS OFF      |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 11                                                                          | 12                               | 13                                              | 14                                      | 15                                                         |                                                                                       | 17                                                                         | 9                                                                         | 10                                     | 11                                   | 12                                           | 13                                                                                 | 14                                                                        | 15                                                                        | 25 - Winter Break PAID DAY OFF             |
| 22 - Thanksgiving Break, LINDAID DAY OFF                                                                                                                                                               | 18<br>25                                                                    | 19<br>26                         | 20<br>27                                        | 21<br>28                                | 22<br>29                                                   | 23<br>30                                                                              | 24                                                                         | 16<br>23                                                                  | 17<br>24                               | 18<br>25                             | 19<br>26                                     | 20<br>27                                                                           | 21<br>28                                                                  | 22<br>29                                                                  | 26-28, 31 - Winter Break UNPAID DAYS OFF   |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 25                                                                          | 20                               | 21                                              | 20                                      | 29                                                         | 30                                                                                    |                                                                            | 30                                                                        | 31                                     | 25                                   | 20                                           | 21                                                                                 | 20                                                                        | 29                                                                        |                                            |
|                                                                                                                                                                                                        |                                                                             |                                  |                                                 |                                         |                                                            |                                                                                       |                                                                            | 30                                                                        | JI                                     |                                      |                                              |                                                                                    |                                                                           |                                                                           |                                            |
|                                                                                                                                                                                                        |                                                                             |                                  | _                                               |                                         |                                                            |                                                                                       |                                                                            |                                                                           |                                        |                                      |                                              |                                                                                    |                                                                           |                                                                           |                                            |
| LANUARY                                                                                                                                                                                                |                                                                             |                                  | Janu<br>T                                       | _                                       |                                                            |                                                                                       | <u> </u>                                                                   |                                                                           |                                        | ebr                                  |                                              |                                                                                    |                                                                           |                                                                           | FERRUA                                     |
| JANUARY                                                                                                                                                                                                | S                                                                           | M                                | Т                                               | W                                       | Т                                                          | F                                                                                     | S                                                                          | S                                                                         | M                                      | ebru<br>T                            | u <mark>ary</mark><br>W                      | <b>201</b>                                                                         | F                                                                         | S                                                                         | FEBRUA                                     |
|                                                                                                                                                                                                        |                                                                             | М                                | T<br>1                                          | W<br>2                                  | T<br>3                                                     | F<br>4                                                                                | 5                                                                          |                                                                           | М                                      | T                                    | W                                            | Τ                                                                                  | F<br>1                                                                    | 2                                                                         |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6                                                                           | M<br>7                           | T<br>1<br>8                                     | W<br>2<br>9                             | T<br>3<br>10                                               | F<br>4<br>11                                                                          | 5<br>12                                                                    | 3                                                                         | M<br>4                                 | T<br>5                               | W<br>6                                       | T<br>7                                                                             | F<br>1<br>8                                                               | 2<br>9                                                                    | FEBRUAR  18 - Presidents' Day PAID DAY OFF |
|                                                                                                                                                                                                        | 6<br>13                                                                     | M<br>7<br>14                     | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17                                         | F<br>4<br>11<br>18                                                                    | 5<br>12<br>19                                                              | 3<br>10                                                                   | M<br>4<br>11                           | T<br>5<br>12                         | W<br>6<br>13                                 | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                                               | M<br>7<br>14<br>21               | T<br>1<br>8<br>15<br>22                         | W<br>2<br>9<br>16<br>23                 | T<br>3<br>10<br>17<br>24                                   | F<br>4<br>11<br>18                                                                    | 5<br>12                                                                    | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                     | T<br>5<br>12<br>19                   | W<br>6<br>13<br>20                           | 7<br>14<br>21                                                                      | F<br>1<br>8                                                               | 2<br>9                                                                    |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13                                                                     | M<br>7<br>14                     | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17<br>24                                   | F<br>4<br>11<br>18                                                                    | 5<br>12<br>19                                                              | 3<br>10                                                                   | M<br>4<br>11                           | T<br>5<br>12                         | W<br>6<br>13                                 | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                            |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                                               | 7<br>14<br>21<br>28              | T<br>1<br>8<br>15<br>22<br>29                   | W<br>2<br>9<br>16<br>23<br>30           | T<br>3<br>10<br>17<br>24<br>31                             | F<br>4<br>11<br>18<br>25                                                              | 5<br>12<br>19                                                              | 3<br>10<br>17                                                             | M<br>4<br>11<br>18                     | 5<br>12<br>19<br>26                  | 6<br>13<br>20<br>27                          | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                            |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27                                                         | M<br>7<br>14<br>21<br>28         | T<br>1<br>8<br>15<br>22<br>29                   | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                             | F<br>4<br>11<br>18<br>25                                                              | 5<br>12<br>19<br>26                                                        | 3<br>10<br>17<br>24                                                       | M<br>4<br>11<br>18<br>25               | T 5 12 19 26 Ap                      | W 6 13 20 27                                 | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15<br>22                                                   | 9<br>16<br>23                                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20                                                               | 7<br>14<br>21<br>28              | T<br>1<br>8<br>15<br>22<br>29                   | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                             | F<br>4<br>11<br>18<br>25<br>F                                                         | 5<br>12<br>19<br>26<br>S                                                   | 3<br>10<br>17                                                             | M 4 11 18 25 M                         | T 5 12 19 26 <b>Ap</b>               | W 6 13 20 27 W                               | T<br>7<br>14<br>21<br>28<br><b>D19</b><br>T                                        | F<br>1<br>8<br>15<br>22<br>F                                              | 9<br>16<br>23<br>S                                                        | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27                                                         | M 7 14 21 28 M                   | T<br>1<br>8<br>15<br>22<br>29<br>Mar<br>T       | W 2 9 16 23 30 Ch 2                     | T<br>3<br>10<br>17<br>24<br>31<br>2019                     | F<br>11<br>18<br>25<br>F<br>1                                                         | 5<br>12<br>19<br>26<br>S<br>2                                              | 3<br>10<br>17<br>24                                                       | M 4 11 18 25 M 1                       | T 5 12 19 26 T T 2                   | W 6 13 20 27 W 3                             | 7<br>14<br>21<br>28<br><b>D19</b><br>T                                             | F<br>1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27<br>S                                                    | M 7 14 21 28 M                   | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | W 2 9 16 23 30 Ch 2 W                   | T<br>3<br>10<br>17<br>24<br>31<br><b>2019</b><br>T         | F<br>11<br>18<br>25<br>F<br>1<br>8                                                    | 5<br>12<br>19<br>26<br>S<br>2<br>9                                         | 3<br>10<br>17<br>24<br>S                                                  | M 4 11 18 25 M 1 1 8                   | T 5 12 19 26 T 2 9                   | W 6 13 20 27 W 3 10                          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4                                        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>S                                               | M 7 14 21 28 M 4 11              | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14             | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15                                              | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14                                       | M 4 11 18 25 M 1 1 8 15                | T 5 12 19 26 T 2 9 16                | W 6 13 20 27 W 3 10 17                       | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                                   | M 21 28 M 4 11 18                | T 8 15 22 29 Mar T 5 12 19                      | W 2 9 16 23 30 W 6 13 20                | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21       | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22                                        | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 11 18 25 M 1 1 8 15 22               | T 5 12 19 26 T 2 9 16 23             | W 6 13 20 27 W 3 10                          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4                                        | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13                                             | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>S                                               | M 7 14 21 28 M 4 11              | T 8 15 22 29 Mar T 5 12 19                      | W 2 9 16 23 30 W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21       | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22                                        | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 4 11 18 25 M 1 1 8 15                | T 5 12 19 26 T 2 9 16                | W 6 13 20 27 W 3 10 17                       | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18                | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20 27             | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22                                        | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 11 18 25 M 1 1 8 15 22               | T 5 12 19 26 T 2 2 9 16 23 30        | W 6 13 20 27 W 3 10 17 24                    | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                      | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18                | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20                | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22                                        | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                                 | M 11 18 25 M 1 1 8 15 22               | T 5 12 19 26 T 2 2 9 16 23 30        | W 6 13 20 27 W 3 10 17                       | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                      | F<br>18<br>15<br>22<br>F<br>5<br>12                                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 18 - Presidents' Day PAID DAY OFF          |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                       | M 7 14 21 28 M 4 11 18 25        | T 1 8 15 22 29 Mar T 5 12 19 26 Ma              | W 2 9 16 23 30 W 6 13 20 27             | T 3 10 17 24 31  7 14 21 28                                | F<br>11<br>18<br>25<br>F<br>1<br>1<br>8<br>15<br>22<br>29                             | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30                       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                           | M 4 11 18 25 M 1 1 8 15 22 29          | T 5 12 19 26                         | W 6 13 20 27 W 3 10 17 24                    | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                      | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                           | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 18 - Presidents' Day PAID DAY OFF  APR     |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S                  | M 21 28 M 4 11 18 25 M           | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7          | W 2 9 16 23 30 W 6 13 20 27 W 1 8       | T 3 10 17 24 31 T 7 14 21 28 T 2 9                         | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22<br>29<br>F<br>3<br>10                  | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S                      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3    | T 5 12 19 26 T 2 9 16 23 30 T T 4    | W 6 13 20 27 W 3 10 17 24 W 5                | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>T                   | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APR     |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M 7 14 21 28 M 4 11 18 25 M 6 13 | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14       | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15    | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16                | F<br>11<br>18<br>25<br>F<br>1<br>8<br>15<br>22<br>29<br>F<br>3<br>10<br>17            | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11<br>18 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S                 | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26 T 2 9 16 23 30 T T 4 11 | W 6 13 20 27 W 3 10 17 24 W 5 12             | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 18 - Presidents' Day PAID DAY OFF  APR     |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY 27 - Memorial Day UNPAID DAY OFF                                             | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M 21 28 M 4 11 18 25 M 6 13 20   | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14 21    | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  T 7 14 21 28  T 2 9 16 23                 | F<br>11<br>18<br>25<br>F<br>1<br>1<br>8<br>15<br>22<br>29<br>F<br>3<br>10<br>17<br>24 | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11       | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9<br>16 | M 4 11 18 25 M 15 22 29 M 17 17        | T 5 12 19 26                         | W 6 13 20 27  ril 20 W 3 10 17 24  W 5 12 19 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20  | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APR     |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  27 - Memorial Day UNPAID DAY OFF 29 - Last Day of Employment - No Snow Days | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M 21 28 M 4 11 18 25 M 6 13 20   | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14       | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15    | T 3 10 17 24 31  T 7 14 21 28  T 2 9 16 23                 | F<br>11<br>18<br>25<br>F<br>1<br>1<br>8<br>15<br>22<br>29<br>F<br>3<br>10<br>17<br>24 | 5<br>12<br>19<br>26<br>S<br>2<br>9<br>16<br>23<br>30<br>S<br>4<br>11<br>18 | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S                 | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26 T 2 9 16 23 30 T T 4 11 | W 6 13 20 27 W 3 10 17 24 W 5 12             | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 18 - Presidents' Day PAID DAY OFF  APR     |



#### Nurse 187 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                            |                                                                            | July 20                                                                              | 18                                                   |                                                                                 |                                                                | 1                                                                               | Aug                                                                               | ust 2                                              | 2018                                                                               | 3                                                                     |                                                                           |                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                       | S M                                                                        | T W                                                                                  | Τ                                                    | F S                                                                             | S                                                              | М                                                                               | Τ                                                                                 | W                                                  | Τ                                                                                  | F                                                                     | S                                                                         | AUGUST                                                                         |
|                                                                                                                                                                                                                                            | 1 2                                                                        | 3 4                                                                                  | 5                                                    | 6 7                                                                             |                                                                |                                                                                 |                                                                                   | 1                                                  | 2                                                                                  | 3                                                                     | 4                                                                         |                                                                                |
|                                                                                                                                                                                                                                            | 8 9                                                                        | 10 11                                                                                | _                                                    | 13 14                                                                           | 5                                                              | 6                                                                               | 7                                                                                 | 8                                                  | 9                                                                                  | 10                                                                    | 11                                                                        | 2 - First Day of Employment                                                    |
|                                                                                                                                                                                                                                            | 15 16                                                                      |                                                                                      | _                                                    | 20 21                                                                           | 12                                                             | 13                                                                              | 14                                                                                | 15                                                 | 16                                                                                 | 17                                                                    | 18                                                                        |                                                                                |
|                                                                                                                                                                                                                                            | 22 23                                                                      |                                                                                      | 26                                                   | 27 28                                                                           | 19                                                             | 20                                                                              | 21                                                                                | 22                                                 | 23                                                                                 | 24                                                                    | 25                                                                        |                                                                                |
|                                                                                                                                                                                                                                            | 29 30                                                                      | 31                                                                                   |                                                      |                                                                                 | 26                                                             | 27                                                                              | 28                                                                                | 29                                                 | 30                                                                                 | 31                                                                    |                                                                           |                                                                                |
|                                                                                                                                                                                                                                            |                                                                            |                                                                                      |                                                      |                                                                                 |                                                                |                                                                                 |                                                                                   |                                                    |                                                                                    |                                                                       |                                                                           |                                                                                |
|                                                                                                                                                                                                                                            |                                                                            | eptembe                                                                              | r 20′                                                |                                                                                 | _                                                              |                                                                                 |                                                                                   |                                                    | 201                                                                                |                                                                       |                                                                           |                                                                                |
| SEPTEMBER                                                                                                                                                                                                                                  | S M                                                                        | T W                                                                                  | Т                                                    | F S                                                                             | S                                                              | M                                                                               | Τ                                                                                 | W                                                  | Τ                                                                                  | F                                                                     | S                                                                         | OCTOBER                                                                        |
|                                                                                                                                                                                                                                            |                                                                            | 1   -                                                                                | _                                                    | 1                                                                               | <del>-</del>                                                   | 1                                                                               | 2                                                                                 | 3                                                  | 4                                                                                  | 5                                                                     | 6                                                                         |                                                                                |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                                                               | 2 3                                                                        | 4 5                                                                                  | 6                                                    | 7 8                                                                             | 7                                                              | 8                                                                               | 9                                                                                 | 10                                                 | 11                                                                                 | 12                                                                    | 13                                                                        |                                                                                |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                       | 9 10                                                                       |                                                                                      | _                                                    | 14 15                                                                           | 14                                                             | 15                                                                              | 16                                                                                | 17                                                 | 18                                                                                 | 19                                                                    | 20                                                                        |                                                                                |
|                                                                                                                                                                                                                                            | 16 17                                                                      |                                                                                      | _                                                    | 21 22                                                                           | 21                                                             | 22                                                                              | 23                                                                                | 24                                                 | 25                                                                                 | 26                                                                    | 27                                                                        |                                                                                |
|                                                                                                                                                                                                                                            | 23 <b>24</b> 30                                                            | 25 26                                                                                | 27                                                   | 28 29                                                                           | 28                                                             | 29                                                                              | 30                                                                                | 31                                                 |                                                                                    |                                                                       |                                                                           |                                                                                |
|                                                                                                                                                                                                                                            | 30                                                                         |                                                                                      |                                                      |                                                                                 | <u> </u>                                                       |                                                                                 |                                                                                   |                                                    |                                                                                    |                                                                       |                                                                           |                                                                                |
|                                                                                                                                                                                                                                            |                                                                            | lovembe                                                                              |                                                      |                                                                                 |                                                                |                                                                                 |                                                                                   |                                                    | r 20                                                                               |                                                                       |                                                                           |                                                                                |
| NOVEMBER                                                                                                                                                                                                                                   | S M                                                                        | T W                                                                                  | T                                                    | F S                                                                             | S                                                              | M                                                                               | Т                                                                                 | W                                                  | Т                                                                                  | F                                                                     | S                                                                         | DECEMBER                                                                       |
|                                                                                                                                                                                                                                            |                                                                            |                                                                                      | 1                                                    | 2 3                                                                             | <u> </u>                                                       |                                                                                 |                                                                                   | _                                                  |                                                                                    | _                                                                     | 1                                                                         |                                                                                |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 4 5                                                                        | 6 7                                                                                  | 8                                                    | 9 10                                                                            | 2                                                              | 3                                                                               | 4                                                                                 | 5                                                  | 6                                                                                  | 7                                                                     | Ľ                                                                         | 21, 24 - Winter Break UNPAID DAYS OFF                                          |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                   | 11 12                                                                      |                                                                                      |                                                      | 16 17                                                                           | 9                                                              | 10                                                                              | 11                                                                                | 12                                                 | 13                                                                                 | 14                                                                    | 15                                                                        | 25 - Winter Break PAID DAY OFF                                                 |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                     | 18 19<br>25 26                                                             |                                                                                      |                                                      | 23 24                                                                           | 16                                                             | 17                                                                              | 18                                                                                | 19<br>26                                           | 20                                                                                 | 21                                                                    |                                                                           | 26-28, 31 - Winter Break UNPAID DAYS OFF                                       |
| 22 - Thanksgiving Break PAID DAY OFF 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                | 25 26                                                                      | 27 28                                                                                | 29                                                   | 30                                                                              | 30                                                             | 24<br>31                                                                        | 25                                                                                | 20                                                 | 27                                                                                 | 28                                                                    | 29                                                                        |                                                                                |
| 23 - Haliksgivilig bleak UNFAID DAT OFF                                                                                                                                                                                                    |                                                                            |                                                                                      |                                                      |                                                                                 | 30                                                             |                                                                                 |                                                                                   |                                                    |                                                                                    |                                                                       | _                                                                         |                                                                                |
|                                                                                                                                                                                                                                            |                                                                            |                                                                                      |                                                      |                                                                                 |                                                                |                                                                                 | ~ h #:                                                                            |                                                    | . ^^4                                                                              | $\sim$                                                                |                                                                           |                                                                                |
| LANUARY                                                                                                                                                                                                                                    |                                                                            | January :                                                                            |                                                      |                                                                                 |                                                                |                                                                                 |                                                                                   |                                                    | 201                                                                                |                                                                       | -                                                                         | FERRILARY                                                                      |
| JANUARY                                                                                                                                                                                                                                    | S M                                                                        | T W                                                                                  | Т                                                    | F S                                                                             | S                                                              | M                                                                               | T                                                                                 | W                                                  | T                                                                                  | F                                                                     | S                                                                         | FEBRUARY                                                                       |
|                                                                                                                                                                                                                                            | S M                                                                        | T W                                                                                  | T<br>3                                               | F S<br>4 5                                                                      |                                                                | M                                                                               | Τ                                                                                 | W                                                  | Τ                                                                                  | F<br>1                                                                | 2                                                                         |                                                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                                                            | S M<br>6 7                                                                 | T W 1 2 8 9                                                                          | T<br>3<br>10                                         | F S<br>4 5<br>11 12                                                             | 3                                                              | M<br>4                                                                          | T<br>5                                                                            | W<br>6                                             | T<br>7                                                                             | F<br>1<br>8                                                           | 2<br>9                                                                    | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                        | S M<br>6 7<br>13 14                                                        | T W 1 2 8 9 15 16                                                                    | T<br>3<br>10<br>17                                   | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                        | M<br>4<br>11                                                                    | 5<br>12                                                                           | W<br>6<br>13                                       | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                                                            | S M<br>6 7<br>13 14<br>20 21                                               | T W 1 2 8 9 15 16 22 23                                                              | T<br>3<br>10<br>17<br>24                             | F S<br>4 5<br>11 12                                                             | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                              | T<br>5<br>12<br>19                                                                | W<br>6<br>13<br>20                                 | T<br>7<br>14<br>21                                                                 | F<br>1<br>8                                                           | 2<br>9                                                                    | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                        | S M<br>6 7<br>13 14                                                        | T W 1 2 8 9 15 16 22 23                                                              | T<br>3<br>10<br>17                                   | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                                        | M<br>4<br>11                                                                    | 5<br>12                                                                           | W<br>6<br>13                                       | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                        | S M<br>6 7<br>13 14<br>20 21                                               | T W 1 2 8 9 15 16 22 23 29 30                                                        | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                              | 5<br>12<br>19<br>26                                                               | 6<br>13<br>20<br>27                                | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | S M<br>6 7<br>13 14<br>20 21<br>27 28                                      | T W 1 2 8 9 15 16 22 23 29 30 March 2                                                | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18<br>25                                                        | 5<br>12<br>19<br>26                                                               | W 6 13 20 27                                       | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15<br>22                                               | 9<br>16<br>23                                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                        | S M<br>6 7<br>13 14<br>20 21<br>27 28                                      | T W 1 2 8 9 15 16 22 23 29 30                                                        | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>F S                                    | 3<br>10<br>17                                                  | M<br>4<br>11<br>18<br>25                                                        | 5<br>12<br>19<br>26<br><b>Ap</b>                                                  | W<br>6<br>13<br>20<br>27<br>ril 20                 | T<br>7<br>14<br>21<br>28<br><b>019</b><br>T                                        | F<br>1<br>8<br>15<br>22<br>F                                          | 9<br>16<br>23<br>S                                                        | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | S M 6 7 13 14 20 21 27 28 S M                                              | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W                                           | T<br>3<br>10<br>17<br>24<br>31<br>7                  | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                                    | 3<br>10<br>17<br>24                                            | M 4 11 18 25 M 1                                                                | 5<br>12<br>19<br>26<br><b>Ap</b><br>T                                             | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3            | 7<br>14<br>21<br>28<br>019<br>T<br>4                                               | F<br>1<br>8<br>15<br>22<br>F<br>5                                     | 9<br>16<br>23<br>S<br>6                                                   | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| Winter Break UNPAID DAY OFF     Teacher Work Day UNPAID DAY OFF     Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                             | S M 6 7 13 14 20 21 27 28 S M 3 4                                          | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6                                       | T<br>3<br>10<br>17<br>24<br>31<br>7                  | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9                             | 3<br>10<br>17<br>24<br>S                                       | M 4 11 18 25 M 1 1 8                                                            | 5<br>12<br>19<br>26<br>T<br>2                                                     | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10      | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6<br>13                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11                                    | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13                                 | T<br>3<br>10<br>17<br>24<br>31<br>7<br>7<br>14       | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16                    | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                        | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16                                          | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                         | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6                                                   | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                              | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20                           | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21 | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                             | 5<br>12<br>19<br>26<br><b>Apr</b><br>T<br>2<br>9                                  | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10      | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                              | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20                           | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21 | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                        | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23                                    | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                         | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                        | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20 26 27                     | T 3 10 17 24 31 31 7 7 14 21 28                      | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                             | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30                              | W 6 13 20 27 W 3 10 17 24                          | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                        | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20 26 27                              | T 3 10 17 24 31 31 7 7 14 21 28                      | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                             | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30                              | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break UNPAID DAY OFF     2 - Teacher Work Day UNPAID DAY OFF     21 - Martin L. King's Day UNPAID DAY OFF  MARCH     25-29 - Spring Break UNPAID DAYS OFF                                                                       | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31                     | T W 1 2 8 9 15 16 22 23 29 30 T W 5 6 12 13 19 20 26 27                              | T 3 10 17 24 31 T 7 14 21 28 1019                    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16<br>22 23<br>29 30  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30                 | W 6 13 20 27 W 3 10 17 24                          | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>5<br>6<br>13<br>20<br>27<br>S<br>S                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break UNPAID DAY OFF     2 - Teacher Work Day UNPAID DAY OFF     21 - Martin L. King's Day UNPAID DAY OFF  MARCH     25-29 - Spring Break UNPAID DAYS OFF                                                                       | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6             | T W 1 2 8 9 15 16 22 23 29 30  March 2 T W 5 6 12 13 19 20 26 27  May 20 T W 1 1 7 8 | T 3 10 17 24 31 7 7 14 21 28 019 T 2 9               | F S 11 12 18 19 25 26                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30                 | W 6 13 20 27 W 3 10 17 24 W 5                      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13       | T W 1 2 8 9 15 16 22 23 29 30                                                        | T 3 10 17 24 31 31 7 7 14 21 28 7 7 14 21 9 16       | F S 11 12 18 19 25 26                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M             | T 5 12 19 26                                                                      | W 6 13 20 27 W 3 10 17 24 W 5 12                   | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                  | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13 19 20 | T W 1 2 8 9 15 16 22 23 29 30                                                        | T 3 10 17 24 31 T 7 14 21 28 D19 T 2 9 16 23         | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18 24 25 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9 | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M<br>3<br>10<br>17 | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30<br>Jur<br>T<br>4<br>11<br>18 | W 6 13 20 27 W 3 10 17 24 W 5 12 19                | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break UNPAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day UNPAID DAY OFF | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13       | T W 1 2 8 9 15 16 22 23 29 30                                                        | T 3 10 17 24 31 T 7 14 21 28 D19 T 2 9 16 23         | F S 11 12 18 19 25 26                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M             | T 5 12 19 26                                                                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19                | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |



#### Parent Educator 227 Days

|                                          |          |          | Ju        | ly 20    | )18       |                   |                 |          |              | Aug      | ust     | 201      | 8              |          |                                                  |
|------------------------------------------|----------|----------|-----------|----------|-----------|-------------------|-----------------|----------|--------------|----------|---------|----------|----------------|----------|--------------------------------------------------|
| JULY                                     | S        | М        | Τ         | W        | T         | F                 | S               | S        | M            | Т        | W       | T        | F              | S        | AUGUST                                           |
|                                          | 1        | 2        | 3         | 4        | 5         | 6                 | 7               | <u> </u> |              | <u> </u> | 1       | 2        | 3              | 4        |                                                  |
| 2 - First Day of Employment              | 8        | 9        | 10        | 11       | 12        | 13                | 14              | 5        | 6            | 7        | 8       | 9        | 10             | 11       |                                                  |
| 4 - Independence Day PAID DAY OFF        | 15       | 16       | 17        | 18       | _         | 20                | 21              | 12       | _            | _        | _       | 16       | _              | 18       |                                                  |
|                                          | 22<br>29 | 23<br>30 | 24<br>31  | 25       | 26        | 27                | 28              | 19       | _            | 21<br>28 | 22      | 23       | _              | 25       |                                                  |
|                                          | 29       | 30       | <u>ું</u> |          |           |                   | Н               | 26       | 21           | _∠0      | 29      | 30       | 31             |          |                                                  |
|                                          |          |          |           |          |           |                   | ш               |          |              |          |         |          |                |          |                                                  |
|                                          |          |          | epte      |          |           | _                 |                 |          |              | Octo     |         | _        |                |          |                                                  |
| SEPTEMBER                                | S        | M        | Т         | W        | <u> T</u> | F                 | S               | S        | M            | T        | W       | T        | <u> </u>       | S        | OCTOBER                                          |
| a L L B UNBAR BAYOFF                     |          | _        | 4         | _        | _         | 7                 | 1               | <u> </u> | 1            | 2        | 3       | 4        | 5              | 6        |                                                  |
| 3 - Labor Day UNPAID DAY OFF             | 2        | 3        | 4         | 5        | 6         | 7                 | 8<br>1 <i>E</i> | 7        | 8            | 9        | 10      | 11       | _              | 13       |                                                  |
|                                          | 9<br>16  | 10<br>17 | 11<br>18  | 12<br>19 |           | 14<br>21          | 15<br>22        | 14<br>21 | _            | 16<br>23 | _       | 18<br>25 | _              | 20<br>27 |                                                  |
|                                          | 23       | 24       | 25        | 26       | _         | 28                | 29              | 28       |              | _        | _       | 23       | 20             | 21       |                                                  |
|                                          | 30       | 24       | 23        | 20       | 21        | 20                | 23              | 20       | 23           | 130      | 131     |          |                |          |                                                  |
|                                          | 100      |          | _         |          |           |                   |                 |          | <del> </del> |          | _       |          |                |          |                                                  |
|                                          | 10       |          | over      |          | r 20      |                   |                 |          |              | ece      |         | r 20     |                |          |                                                  |
| NOVEMBER                                 | S        | M        | T         | W        | 1         | <u>F</u>          | S<br>3          | S        | M            | 1        | W       | <u> </u> | F              | S<br>1   | DECEMBER                                         |
| 21 - Thanksgiving Break UNPAID DAY OFF   | 4        | 5        | 6         | 7        | 8         | 9                 | 10              | 2        | 3            | 4        | 5       | 6        | 7              | 8        | 21, 24 - Winter Break UNPAID DAYS OFF            |
| 22 - Thanksgiving Break PAID DAY OFF     | 11       | 12       | 13        | 14       | _         | 16                | 17              | 9        | 10           | _        | 12      | 13       |                | 15       | 25 - Winter Break PAID DAY OFF                   |
| 23 - Thanksgiving Break UNPAID DAY OFF   | 18       | 19       | 20        | 21       | 22        | 23                | 24              | 16       |              | 18       | _       | 20       | 21             | 22       | 26-28, 31 - Winter Break UNPAID DAYS OFF         |
|                                          | 25       | 26       | 27        | 28       | 29        | 30                | -               | 23       | _            | _        | 26      | 27       | 28             | 29       |                                                  |
|                                          |          | Ť        |           |          | Ť         |                   |                 | 30       | _            |          |         |          |                |          |                                                  |
|                                          |          | •        | Janu      | ıarv     | 201       | 0                 |                 |          |              | ebr      | uarv    | , 20,    | 10             |          |                                                  |
| JANUARY                                  | S        | M        | T         | W        | <u> </u>  | <del>J</del><br>F | S               | s        | M            | T        | W       | T        | F              | S        | FEBRUARY                                         |
|                                          | ۲        | T        | 1         | 2        | 3         | 4                 | 5               | Ĕ        | T            | ΤĖ       | T       | l .      | <u>.</u><br>11 | 2        |                                                  |
| 1 - Winter Break UNPAID DAY OFF          | 6        | 7        | 8         | 9        | 10        | 11                | 12              | 3        | 4            | 5        | 6       | 7        | 8              | 9        | 18 - Presidents' Day UNPAID DAY OFF              |
| 21 - Martin L. King's Day UNPAID DAY OFF | 13       | 14       | 15        | 16       | 17        | 18                | 19              | 10       | 11           | 12       | 13      | 14       | 15             | 16       |                                                  |
|                                          | 20       | 21       | 22        | 23       | 24        | 25                | 26              | 17       | 18           | 19       | 20      | 21       | 22             | 23       |                                                  |
|                                          | 27       | 28       | 29        | 30       | 31        |                   |                 | 24       | 25           | 26       | 27      | 28       |                |          |                                                  |
|                                          |          |          |           |          |           |                   |                 |          |              |          |         |          |                |          |                                                  |
|                                          |          |          | Mar       | ch 2     | 2019      | )                 |                 |          |              | Ap       | ril 2   | 019      |                |          |                                                  |
| MARCH                                    | S        | M        | Т         | W        | Т         | F                 | S               | S        | М            | Т        | W       | Т        | F              | S        | APRIL                                            |
|                                          |          |          |           |          |           | 1                 | 2               |          | 1            | 2        | 3       | 4        | 5              | 6        |                                                  |
| 25-29 - Spring Break UNPAID DAYS OFF     | 3        | 4        | 5         | 6        | 7         | 8                 | 9               | 7        | 8            | 9        | 10      |          | _              | 13       | 22-26 - UNPAID DAYS OFF                          |
|                                          | 10       | 11       | 12        | 13       |           |                   | _               | 14       | _            | 16       |         |          | _              | _        |                                                  |
|                                          | 17       | 18       | 19        | _        |           | 22                |                 | 21       | _            | _        | _       | 25       | 26             | 27       |                                                  |
|                                          | 24       | 25       | 26        | 27       | 28        | 29                | 30              | 28       | 29           | 30       |         |          |                |          |                                                  |
|                                          | 31       |          |           |          |           |                   |                 |          |              |          |         |          |                |          |                                                  |
|                                          |          |          | Ma        | ay 20    | )19       |                   |                 |          |              | Ju       | ne 2    | 019      |                |          |                                                  |
| MAY                                      | S        | М        | Т         | W        | T         | F                 | S               | S        | М            | Т        | W       | Т        | F              | S        | JUNE                                             |
| O7. Mamarial Day, UNIDAID DAY, OFF       | -        | _        | 7         | 1        | 2         | 3                 | 4               | <u> </u> | 0            | 1        | -       |          | -              | 1        | 2.7 LINDAID DAVE OFF                             |
| 27 - Memorial Day UNPAID DAY OFF         | 5<br>12  | 6<br>13  | 7<br>14   | 8<br>15  | 9<br>16   | 10<br>17          | 11<br>18        | 9        | 3<br>10      | 11       | 5<br>12 | 6<br>13  | 7<br>14        | 8<br>15  | 3-7 - UNPAID DAYS OFF<br>10-14 - UNPAID DAYS OFF |
|                                          | 19       | 20       | 21        | 22       |           |                   | 25              | 16       | _            | 18       | _       |          | _              | 22       | 28 - Last Day of Employment                      |
|                                          | 26       | _        | 28        | 29       |           | 31                | 20              | 23       |              | _        | _       | _        |                | 29       | 20 Last Day of Employment                        |
|                                          | 120      |          | 20        | 23       | 30        | 01                | Н               | 30       | _            | 23       | 120     |          | 20             | 23       |                                                  |
|                                          |          |          |           |          |           |                   |                 |          |              |          |         |          |                |          |                                                  |



#### ADSUP - Salaried

258 Days - "Snow Days" are Scheduled Work Days

|                                                                               | July 2018                                                                                                                                                                                                                                                                                       | August 2018                                                                                                                                                                                                                                                                                                             |                                                |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| JULY                                                                          | SMTWTFS                                                                                                                                                                                                                                                                                         | S M T W T F S                                                                                                                                                                                                                                                                                                           | AUGUST                                         |
|                                                                               | 1 2 3 4 5 6 7                                                                                                                                                                                                                                                                                   | 1 2 3 4                                                                                                                                                                                                                                                                                                                 |                                                |
| 2 - First Day of Employment                                                   | 8 9 10 11 12 13 14                                                                                                                                                                                                                                                                              | 5 6 7 8 9 10 11                                                                                                                                                                                                                                                                                                         |                                                |
| 4 - Independence Day PAID DAY OFF                                             | 15 16 17 18 19 20 21                                                                                                                                                                                                                                                                            | 12 13 14 15 16 17 18                                                                                                                                                                                                                                                                                                    |                                                |
| 20 - UNPAID DAY OFF                                                           | 22 23 24 25 26 27 28                                                                                                                                                                                                                                                                            | 19 20 21 22 23 24 25                                                                                                                                                                                                                                                                                                    |                                                |
| 27 - UNPAID DAY OFF                                                           | 29 30 31                                                                                                                                                                                                                                                                                        | 26 27 28 29 30 31                                                                                                                                                                                                                                                                                                       |                                                |
|                                                                               |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |                                                |
|                                                                               | September 2018                                                                                                                                                                                                                                                                                  | October 2018                                                                                                                                                                                                                                                                                                            |                                                |
| SEPTEMBER                                                                     | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S                                                                                                                                                                                                                                                                                                           | OCTOBER                                        |
|                                                                               | 1                                                                                                                                                                                                                                                                                               | 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                             |                                                |
| 3 - Labor Day PAID DAY OFF                                                    | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                   | 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                       |                                                |
|                                                                               | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                             | 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                    |                                                |
|                                                                               | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                            | 21 22 23 24 25 26 27                                                                                                                                                                                                                                                                                                    |                                                |
|                                                                               | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                            | 28 29 30 31                                                                                                                                                                                                                                                                                                             |                                                |
|                                                                               | 30                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                         |                                                |
|                                                                               | November 2018                                                                                                                                                                                                                                                                                   | December 2018                                                                                                                                                                                                                                                                                                           |                                                |
| NOVEMBER                                                                      | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S                                                                                                                                                                                                                                                                                                           | DECEMBER                                       |
|                                                                               | 1 2 3                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                         |                                                |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                      | 4 5 6 7 8 9 10                                                                                                                                                                                                                                                                                  | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                                           | 24-26 - Winter Break PAID DAYS OFF             |
|                                                                               | 11 12 13 14 15 16 17                                                                                                                                                                                                                                                                            | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                                                     |                                                |
|                                                                               | 18 19 20 21 22 23 24                                                                                                                                                                                                                                                                            | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                                                    |                                                |
|                                                                               | 25 26 27 28 29 30                                                                                                                                                                                                                                                                               | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                    |                                                |
|                                                                               |                                                                                                                                                                                                                                                                                                 | 30 31                                                                                                                                                                                                                                                                                                                   |                                                |
|                                                                               |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |                                                |
|                                                                               | January 2019                                                                                                                                                                                                                                                                                    | February 2019                                                                                                                                                                                                                                                                                                           |                                                |
| JANUARY                                                                       | SMTWTFS                                                                                                                                                                                                                                                                                         | S M T W T F S                                                                                                                                                                                                                                                                                                           | FEBRUARY                                       |
|                                                                               | S M T W T F S 1 2 3 4 5                                                                                                                                                                                                                                                                         | S M T W T F S 1 2                                                                                                                                                                                                                                                                                                       |                                                |
| 1 - New Year's Day PAID DAY OFF                                               | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12                                                                                                                                                                                                                                                  | S M T W T F S 1 2 1 2 3 4 5 6 7 8 9                                                                                                                                                                                                                                                                                     | FEBRUARY  18 - Presidents' Day PAID DAY OFF    |
|                                                                               | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19                                                                                                                                                                                                                          | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                        |                                                |
| 1 - New Year's Day PAID DAY OFF                                               | 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                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                 |                                                |
| 1 - New Year's Day PAID DAY OFF                                               | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19                                                                                                                                                                                                                          | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                        |                                                |
| 1 - New Year's Day PAID DAY OFF                                               | 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                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                 |                                                |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S 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 April 2019                                                                                                                                                                                                                         | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S 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 April 2019 S M T W T F S                                                                                                                                                                                                           | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S 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  April 2019  S M T W T F S 1 2 3 4 5 6                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S 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    March 2019                                                                                                                                                                                           | S M T W T F S 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  April 2019  S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13                                                                                                                                                                           | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S 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    March 2019                                                                                                                                                                                           | S M T W T F S 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 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                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S       M       T       W       T       F       S         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  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                                                                                                                                     | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF                                               | S M T W T F S   S   S   S   S   S   S   S   S   S                                                                                                                                                                                                                                               | S M T W T F S 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 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                                                                                                                                                   |                                                |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S       M       T       W       T       F       S         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  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                                                                                                                                     | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  June 2019                                                                                                                | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF        | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S                                                                                     | 18 - Presidents' Day PAID DAY OFF              |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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                                                                                                                           | 18 - Presidents' Day PAID DAY OFF  APRIL       |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S  3 1 2 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 | 18 - Presidents' Day PAID DAY OFF  APRIL       |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S  7 8 9 10 11 7 18 19 20  21 22 3 24 25 26 27  28 29 30                              | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH | S M T W T F S                                                                                                                                                                                                                                                                                   | 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                                                                                                                                                                                                                        | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE |
| 1 - New Year's Day PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S  7 8 9 10 11 7 18 19 20  21 22 3 24 25 26 27  28 29 30                              | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE |



#### ADSUP - Hourly 260 Days - "Snow Days" are Scheduled Work Days

|                                          | July 2018                                                                                                                                                                                                                                  | August 2018                                                                                                                                                                                                                       |                                    |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| JULY                                     | S M T W T F S                                                                                                                                                                                                                              | S M T W T F S                                                                                                                                                                                                                     | AUGUST                             |
|                                          | 1 2 3 4 5 6 7                                                                                                                                                                                                                              | 1 2 3 4                                                                                                                                                                                                                           |                                    |
| 2 - First Day of Employment              | 8 9 10 11 12 13 14                                                                                                                                                                                                                         | 5 6 7 8 9 10 11                                                                                                                                                                                                                   |                                    |
| 4 - Independence Day PAID DAY OFF        | 15 16 17 18 19 20 21                                                                                                                                                                                                                       | 12 13 14 15 16 17 18                                                                                                                                                                                                              |                                    |
|                                          | 22 23 24 25 26 27 28                                                                                                                                                                                                                       | 19     20     21     22     23     24     25       26     27     28     29     30     31                                                                                                                                          |                                    |
|                                          | 29 30 31                                                                                                                                                                                                                                   | 26 27 28 29 30 31                                                                                                                                                                                                                 |                                    |
|                                          | Contember 2019                                                                                                                                                                                                                             | October 2019                                                                                                                                                                                                                      |                                    |
| SEPTEMBER                                | September 2018 SMTWTFS                                                                                                                                                                                                                     | October 2018 S M T W T F S                                                                                                                                                                                                        | OCTOBER                            |
|                                          |                                                                                                                                                                                                                                            | 1 2 3 4 5 6                                                                                                                                                                                                                       |                                    |
| 3 - Labor Day PAID DAY OFF               | 2 3 4 5 6 7 8                                                                                                                                                                                                                              | 7 8 9 10 11 12 13                                                                                                                                                                                                                 |                                    |
|                                          | 9 10 11 12 13 14 15                                                                                                                                                                                                                        | 14 15 16 17 18 19 20                                                                                                                                                                                                              |                                    |
|                                          | 16 17 18 19 20 21 22                                                                                                                                                                                                                       | 21 22 23 24 25 26 27                                                                                                                                                                                                              |                                    |
|                                          | 23 24 25 26 27 28 29                                                                                                                                                                                                                       | 28 29 30 31                                                                                                                                                                                                                       |                                    |
|                                          | 30                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                   |                                    |
|                                          | November 2018                                                                                                                                                                                                                              | December 2018                                                                                                                                                                                                                     |                                    |
| NOVEMBER                                 | S M T W T F S                                                                                                                                                                                                                              | S M T W T F S                                                                                                                                                                                                                     | DECEMBER                           |
|                                          | 1 2 3                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                   |                                    |
| 22-23 - Thanksgiving Break PAID DAYS OFF | 4 5 6 7 8 9 10                                                                                                                                                                                                                             | 2 3 4 5 6 7 8                                                                                                                                                                                                                     | 24-26 - Winter Break PAID DAYS OFF |
|                                          | 11 12 13 14 15 16 17<br>18 19 20 21 22 23 24                                                                                                                                                                                               | 9 10 11 12 13 14 15<br>16 17 18 19 20 21 22                                                                                                                                                                                       |                                    |
|                                          | 25 26 27 28 29 30                                                                                                                                                                                                                          | 23 24 25 26 27 28 29                                                                                                                                                                                                              |                                    |
|                                          | 20 20 27 20 20 00                                                                                                                                                                                                                          | 30 31                                                                                                                                                                                                                             |                                    |
|                                          | January 2019                                                                                                                                                                                                                               | February 2019                                                                                                                                                                                                                     |                                    |
| JANUARY                                  | SMTWTFS                                                                                                                                                                                                                                    | S M T W T F S                                                                                                                                                                                                                     | FEBRUARY                           |
|                                          | 1 2 3 4 5                                                                                                                                                                                                                                  | 1 2                                                                                                                                                                                                                               |                                    |
| 1 - New Year's Day PAID DAY OFF          | 6 7 8 9 10 11 12                                                                                                                                                                                                                           | 3 4 5 6 7 8 9                                                                                                                                                                                                                     | 18- Presidents' Day PAID DAY OFF   |
| 21 - Martin L. King's Day PAID DAY OFF   | 13 14 15 16 17 18 19                                                                                                                                                                                                                       | 10 11 12 13 14 15 16                                                                                                                                                                                                              |                                    |
|                                          | 20 21 22 23 24 25 26                                                                                                                                                                                                                       | 17 18 19 20 21 22 23                                                                                                                                                                                                              |                                    |
|                                          | 27 28 29 30 31                                                                                                                                                                                                                             | 24 25 26 27 28                                                                                                                                                                                                                    |                                    |
|                                          |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                   |                                    |
| MARCH                                    |                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                   |                                    |
|                                          | March 2019                                                                                                                                                                                                                                 | April 2019                                                                                                                                                                                                                        | ADDII                              |
| IMAKUN                                   | S M T W T F S                                                                                                                                                                                                                              | S M T W T F S                                                                                                                                                                                                                     | APRIL                              |
| IMARUT                                   | S M T W T F S 1 2                                                                                                                                                                                                                          | S M T W T F S 1 2 3 4 5 6                                                                                                                                                                                                         | APRIL                              |
| IMARUT                                   | S M T W T F S<br>1 2 3 4 5 6 7 8 9                                                                                                                                                                                                         | S M T W T F S<br>1 2 3 4 5 6<br>7 8 9 10 11 12 13                                                                                                                                                                                 | APRIL                              |
| IMARUT                                   | S M T W T F S  1 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                    | 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                                                    | APRIL                              |
| IMAKUT                                   | S M T W T F S<br>1 2 3 4 5 6 7 8 9                                                                                                                                                                                                         | S M T W T F S<br>1 2 3 4 5 6<br>7 8 9 10 11 12 13                                                                                                                                                                                 | APRIL                              |
| IMAKUT                                   | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                    | 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 | APRIL                              |
| IMAKUT                                   | S     M     T     W     T     F     S       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 | APRIL                              |
| MAY                                      | S M T W T F S 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                                                                                                                                    | JUNE                               |
| MAY                                      | S M T W T F S 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                                                                                                                                    | JUNE                               |
|                                          | S M T W T F S 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                                                                                                                                    |                                    |
| MAY                                      | S M T W T F S 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                                                                                                                                    | JUNE                               |
| MAY                                      | S M T W T F S 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                                                                                                                                    | JUNE                               |



#### Student Health Secretary 190 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                          | July 2018                                                                                                                                                                                                           | August 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                                                     | SMTWTFS                                                                                                                                                                                                             | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | AUGUST                                                                         |
|                                                                                                                                                                                                                                                                          | 1 2 3 4 5 6 7                                                                                                                                                                                                       | 1 2 3 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                |
|                                                                                                                                                                                                                                                                          | 8 9 10 11 12 13 14                                                                                                                                                                                                  | 5 6 7 8 9 10 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 6 - First Day of Employment                                                    |
|                                                                                                                                                                                                                                                                          | 15 16 17 18 19 20 21                                                                                                                                                                                                | 12 13 14 15 16 17 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |
|                                                                                                                                                                                                                                                                          | 22 23 24 25 26 27 28                                                                                                                                                                                                | 19 20 21 22 23 24 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |
|                                                                                                                                                                                                                                                                          | 29 30 31                                                                                                                                                                                                            | 26 27 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                |
|                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |
|                                                                                                                                                                                                                                                                          | September 2018                                                                                                                                                                                                      | October 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                |
| SEPTEMBER                                                                                                                                                                                                                                                                | S M T W T F S                                                                                                                                                                                                       | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | OCTOBER                                                                        |
|                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                     | 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                               | 2 3 4 5 6 7 8                                                                                                                                                                                                       | 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 9 10 11 12 13 14 15                                                                                                                                                                                                 | 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |
|                                                                                                                                                                                                                                                                          | 16 17 18 19 20 21 22                                                                                                                                                                                                | 21 22 23 24 25 26 27                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |
|                                                                                                                                                                                                                                                                          | 23 24 25 26 27 28 29                                                                                                                                                                                                | 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                |
|                                                                                                                                                                                                                                                                          | 30                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |
|                                                                                                                                                                                                                                                                          | November 2018                                                                                                                                                                                                       | December 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                |
| NOVEMBER                                                                                                                                                                                                                                                                 | SMTWTFS                                                                                                                                                                                                             | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | DECEMBER                                                                       |
|                                                                                                                                                                                                                                                                          | 1 2 3                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                      | 4 5 6 7 8 9 10                                                                                                                                                                                                      | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 21 - Winter Break UNPAID DAY OFF                                               |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                                                 | 11 12 13 14 15 16 17                                                                                                                                                                                                | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 24-26 - Winter Break PAID DAYS OFF                                             |
| 16 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 18 19 20 21 22 23 24                                                                                                                                                                                                | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 27-28, 31 - Winter Break UNPAID DAYS OFF                                       |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                                                   | 25 26 27 28 29 30                                                                                                                                                                                                   | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                                                                 |                                                                                                                                                                                                                     | 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                |
|                                                                                                                                                                                                                                                                          | January 2019                                                                                                                                                                                                        | February 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                |
|                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |
| JANUARY                                                                                                                                                                                                                                                                  | S M T W T F S                                                                                                                                                                                                       | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | FEBRUARY                                                                       |
| JANUARY                                                                                                                                                                                                                                                                  | S M T W T F S 1 2 3 4 5                                                                                                                                                                                             | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | FEBRUARY                                                                       |
| JANUARY  1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                   |                                                                                                                                                                                                                     | SMTWTFS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | FEBRUARY  15 - Teacher Work Day UNPAID DAY OFF                                 |
|                                                                                                                                                                                                                                                                          | 1 2 3 4 5                                                                                                                                                                                                           | S M T W T F S 1 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 1         2         3         4         5           6         7         8         9         10         11         12                                                                                                | S M T W T F S<br>1 2<br>3 4 5 6 7 8 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6     7     8     9     10     11     12       13     14     15     16     17     18     19                                                                                                                         | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                                                                                                                                                                                                                         | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                                                                                                                                                                                                                         | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 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       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                                                                                                                                                                                                                                                                                                    | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 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 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  April 2019  S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 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 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  April 2019 S M T W T F S 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                                                                      | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 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 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 4 1 2 3 4 5 6 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                                                                                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 1                                                                                                                                                                                                                   | S M T W T F S 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  April 2019  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                                                                                                                                                                                                                                                                                                                                                              | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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 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 4 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                                                                                                                                                                                                                                                                                                                                                   | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 1                                                                                                                                                                                                                   | S M T W T F S 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  April 2019  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                                                                                                                                                                                                                                                                                                                                                              | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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 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                                                                                                                                                                                                                                                                                                                                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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 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 4 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                                                                                                                                                                                                                                                                                                                                                   | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 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 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 4 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  June 2019                                                                                                                                                                                                                                                                                                                               | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | Name                                                                                                                                                                                                                | S M T W T F S  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  S M T W T F S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S  1 T S S S  1 T S S S  1 T S S S  1 T S S S  1 T S S S  1 T S S | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | Name                                                                                                                                                                                                                | S M T W T F S 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 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  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 3 4 5 6 7 8                                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                | Name                                                                                                                                                                                                                | S M T W T F S 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  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 3 1 1 2 13 14 15                                                                                                                                                                     | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | Name                                                                                                                                                                                                                | S M T W T F S 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  S M T W T F S 1 2 2 23 24 25 26 27 28 29 30  S M T W T F S 1 1 2 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27                                                                                                                                                                                                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | Name                                                                                                                                                                                                                | S M T W T F S 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  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 21 22 23 24 25 26 27 28 29 30  S M T W T F S 3 1 1 2 13 14 15                                                                                                                                                                     | 15 - Teacher Work Day UNPAID DAY OFF                                           |



#### Elementary Principal Secretary 216 Days - "Snow Days" are Unpaid Days Off

| July 2018 August 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| JULY S M T W T F S S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | AUGUST             |
| 1 2 3 4 5 6 7 1 2 3 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    |
| 16 - First Day of Employment 8 9 10 11 12 13 14 5 6 7 8 9 10 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |
| 15 16 17 18 19 20 21 12 13 14 15 16 17 18 13 13 14 15 16 17 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |
| 22 23 24 25 26 27 28 19 20 21 22 23 24 25 29 30 31 26 27 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |
| 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |
| September 2018 October 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |
| SEPTEMBER S M T W T F S S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | OCTOBER            |
| 1 1 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |
| 3 - Labor Day PAID DAY OFF 2 3 4 5 6 7 8 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    |
| 9 10 11 12 13 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |
| 16 17 18 19 20 21 22 21 22 23 24 25 26 27                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |
| 23 24 25 26 27 28 29 28 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |
| 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |
| November 2018 December 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |
| NOVEMBER S M T W T F S S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | DECEMBER           |
| 1 2 3 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
| 21 - Thanksgiving Break UNPAID DAY OFF 4 5 6 7 8 9 10 2 3 4 5 6 7 8 21 - Winter Break UNP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |
| 22-23 - Thanksgiving Break PAID DAYS OFF 11 12 13 14 15 16 17 9 10 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 10 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 11 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Break PAID DAYS OFF 12 13 14 15 24-26 - Winter Brea |                    |
| 18 19 20 21 22 23 24 16 17 18 19 20 21 22 27-28, 31 - Winter Brea 25 26 27 28 29 30 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | IK UNPAID DAYS OFF |
| 25 26 27 28 29 30 23 24 25 26 27 28 29 30 30 31 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |
| Lancard 2040 Falancard 2040                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |
| January 2019 February 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | FERRITARY          |
| JANUARY S M T W T F S S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | FEBRUARY           |
| JANUARY S M T W T F S S M T W T F S 1 2 3 4 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F    |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S S M T W T F S S S S M T W T W T F S S S M T W T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T F S S M T W T W T T T T W T T T T W T T T T T                                                                                                                                                                                                                                                                                                                                                                                                |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F    |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T T W T T T T T T T T T T T T T T T T                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S   S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T T T T T T T T T T T T T T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S M T W T F S   S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T F S M T W T T F S M T W T T F S M T W T T F S M T W T T F S M T W T T F S M T W T T T T T T T T T T T T T T T T T                                                                                                                                                                                                                                                                                |                    |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F    | AID DAY OFF        |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T W T W T W T W T W T W T W T                                                                                                                                                                                              | AID DAY OFF        |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T T F S   S M T W T W T T F S   S M T W T W T T F S   S M T W T W T T T W T T T W T T T W T T T T T T T T T T T T T T T T T T T T                                                  | AID DAY OFF        |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S M S S M T W T F S M S S M T W T F S M S S M T W T F S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S M S S    | AID DAY OFF        |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T W T F S   S M T W T T F S   S M T W T W T T F S   S M T W T W T T F S   S M T W T T F S   S M T W T W T T F S   S M T W T W T T F S   S M T W T W T T F S   S M T W T W T T T T W T T T T W T T T T T                                                                                | AID DAY OFF        |
| S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | AID DAY OFF        |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S S   S M T W T F S S   S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S S M T W T W T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T F S S S M T W T W T T T T T T T T T T T T T T T                                                                                                                                                | APRIL              |
| S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S   S M T W T F S S   S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T F S S S M T W T W T F S S S M T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S M T W T T F S S M T W T W T F S S M T W T W T F S S M T W T W T F S S    | AID DAY OFF        |
| S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | APRIL JUNE         |
| S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | APRIL JUNE         |
| S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | APRIL JUNE         |
| S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | APRIL JUNE         |



#### Secretary 9

190 Days - "Snow Days" are Unpaid Days Off

|                                                                           |                                |                    | July                  | 2018                              |                          |                    |                         | 1                  | Aug                             | ust         | 2018                | 3                  |                         |                                                                         |
|---------------------------------------------------------------------------|--------------------------------|--------------------|-----------------------|-----------------------------------|--------------------------|--------------------|-------------------------|--------------------|---------------------------------|-------------|---------------------|--------------------|-------------------------|-------------------------------------------------------------------------|
| JULY                                                                      | S                              | М                  | T V                   | V T                               | F                        | S                  | S                       | М                  | Τ                               | W           | Τ                   | F                  | S                       | AUGUST                                                                  |
|                                                                           | 1                              | 2                  |                       | 1 5                               | 6                        | 7                  |                         |                    |                                 | 1           | 2                   | 3                  | 4                       |                                                                         |
|                                                                           | 8                              | 9                  | 10 1                  | _                                 |                          | 14                 | 5                       | 6                  | 7                               | 8           | 9                   | 10                 |                         | 8 - First Day of Employment                                             |
|                                                                           | 15                             | _                  |                       | 8 19                              |                          | 21                 | 12                      | 13                 | 14                              | 15          | 16                  | 17                 | 18                      |                                                                         |
|                                                                           | 22                             | 23                 |                       | 5 26                              | 27                       | 28                 | 19                      | 20                 | 21                              | 22          | 23                  | 24                 | 25                      |                                                                         |
|                                                                           | 29                             | 30                 | 31                    |                                   |                          |                    | 26                      | 27                 | 28                              | 29          | 30                  | 31                 |                         |                                                                         |
|                                                                           |                                |                    |                       |                                   |                          |                    |                         |                    |                                 |             |                     |                    |                         |                                                                         |
|                                                                           |                                | Se                 | eptem                 | oer 2                             | 018                      |                    |                         | (                  | Octo                            | ber         | 201                 | 8                  |                         |                                                                         |
| SEPTEMBER                                                                 | S                              | М                  | T V                   | V T                               | F                        | S                  | S                       | М                  | Τ                               | W           | Τ                   | F                  | S                       | OCTOBER                                                                 |
|                                                                           |                                |                    |                       |                                   |                          | 1                  |                         | 1                  | 2                               | 3           | 4                   | 5                  | 6                       |                                                                         |
| 3 - Labor Day PAID DAY OFF                                                | 2                              | 3                  |                       | 6                                 | 7                        | 8                  | 7                       | 8                  | 9                               | 10          | 11                  | 12                 | 13                      |                                                                         |
| 24 - Teacher Work Day UNPAID DAY OFF                                      | 9                              | 10                 |                       | 2 13                              |                          | 15                 | 14                      | 15                 | 16                              | 17          | 18                  | 19                 | 20                      |                                                                         |
|                                                                           | 16                             | 17                 | 18 1                  | _                                 |                          | 22                 | 21                      | 22                 | 23                              | 24          | 25                  | 26                 | 27                      |                                                                         |
|                                                                           | 23                             | 24                 | 25 2                  | 6 27                              | 28                       | 29                 | 28                      | 29                 | 30                              | 31          |                     |                    |                         |                                                                         |
|                                                                           | 30                             |                    |                       |                                   |                          |                    | <u> </u>                |                    |                                 |             |                     |                    |                         |                                                                         |
|                                                                           |                                | No                 | oveml                 | er 20                             | )18                      |                    |                         | D                  | ecer                            | nbe         | r 20                | 18                 |                         |                                                                         |
| NOVEMBER                                                                  | S                              | М                  | T V                   | _                                 | F                        | S                  | S                       | М                  | Τ                               | W           | Τ                   | F                  | S                       | DECEMBER                                                                |
|                                                                           | <u> </u>                       |                    |                       | 1                                 | 2                        | 3                  | -                       |                    | _                               |             |                     |                    | 1                       |                                                                         |
| 5 - Teacher Work Day UNPAID DAY OFF                                       | 4                              | 5                  |                       | 7 8                               |                          | 10                 | 2                       | 3                  | 4                               | 5           | 6                   | 7                  | 8                       | 21 - Winter Break UNPAID DAY OFF                                        |
| 6 - School Not In Session UNPAID DAY OFF                                  | 11                             | 12                 |                       | 4 15                              |                          | 17                 | 9                       | 10                 | 11                              | 12          | 13                  | 14                 | 15                      | 24-26 - Winter Break PAID DAYS OFF                                      |
| 21 - Thanksgiving Break UNPAID DAY OFF                                    | 18                             | 19                 | 20 2                  |                                   |                          | 24                 | 16                      | 17                 | 18                              |             | 20                  | 21                 |                         | 27-28, 31 - Winter Break UNPAID DAYS OFF                                |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                  | 25                             | 26                 | 27 2                  | 8 29                              | 30                       | -                  | 23                      | 24                 | 25                              | 26          | 27                  | 28                 | 29                      |                                                                         |
|                                                                           |                                |                    |                       |                                   |                          |                    | 30                      | 31                 |                                 |             |                     |                    |                         |                                                                         |
|                                                                           |                                |                    | Janua                 | •                                 |                          |                    |                         |                    | ebru                            |             | 201                 |                    |                         |                                                                         |
| JANUARY                                                                   | S                              | M                  | T V                   |                                   | F                        | S                  | S                       | M                  |                                 | W           | Т                   | F                  | S                       | FEBRUARY                                                                |
| A. Water Breek, BAID DAY OFF                                              | _                              | 7                  |                       | 3                                 | 4                        | 5                  |                         | 4                  | _                               | _           | 7                   | 1                  | 2                       | 45. Teacher West Day UNDAID DAY OFF                                     |
| Winter Break PAID DAY OFF      Teacher Work Day UNPAID DAY OFF            | 6<br>13                        |                    | 8 9<br>15 1           | ) 10<br>6 17                      |                          | 12<br>19           | 3                       | 4                  | 5<br>12                         | 6<br>13     | 7<br>14             | 8<br>15            | 9                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |
| 21 - Martin L. King's Day PAID DAY OFF                                    | 20                             | 14<br>21           | 22 2                  | _                                 |                          | 26                 | 10<br>17                | 11<br>18           |                                 |             | 21                  | 22                 | 16<br>23                | 10 - Flesidents Day FAID DAT OFF                                        |
| 21 - Martin E. Ring's Day 1 Alb DAT OFF                                   | 27                             | 28                 |                       | 0 31                              | 23                       | 20                 | 24                      | 25                 | 26                              | _           | 28                  |                    | 23                      |                                                                         |
|                                                                           | 121                            | 20                 | 23 3                  | 0   3                             | 1 1                      |                    | 27                      | 20                 | 20                              | 21          | 20                  |                    |                         |                                                                         |
|                                                                           |                                |                    |                       | 004                               |                          |                    |                         |                    | _                               |             | 040                 |                    |                         |                                                                         |
| MARCH                                                                     | S                              | M                  | March                 |                                   | F                        | S                  | S                       | М                  | Ap                              | ril 20<br>W |                     | _                  | S                       | APRIL                                                                   |
| MARCH                                                                     | 13                             | IVI                | <u> </u>              | <u>V T</u>                        | <u> </u>                 | 2                  | 3                       | 1                  | 2                               | 3           | T<br>4              | 5                  | 6                       | AFRIL                                                                   |
| 25-29 - Spring Break UNPAID DAYS OFF                                      | 3                              | 4                  | 5 (                   | 3 7                               | 8                        | 9                  | 7                       | 8                  | 9                               | 10          | 11                  | 12                 | 13                      |                                                                         |
| 25-25 - Opining Dream ONI AID DATO OFF                                    | 10                             |                    |                       | 3 14                              |                          | 16                 | 14                      | 15                 |                                 | 17          | 18                  | 19                 | 20                      |                                                                         |
|                                                                           |                                | _                  |                       | _                                 |                          | 23                 | 21                      | 22                 | 23                              | 24          | 25                  |                    | 27                      |                                                                         |
|                                                                           | 117                            | I 18               | 11917                 | ハエク1                              | エククエ                     |                    |                         |                    |                                 |             |                     | ı /n               |                         |                                                                         |
|                                                                           | 17<br>24                       | 18<br>25           |                       |                                   |                          | _                  |                         | _                  |                                 |             | 23                  | 26                 | 21                      |                                                                         |
|                                                                           | 17<br>24<br>31                 |                    | 19 2<br>26 2          |                                   |                          | 30                 | 28                      | 29                 | 30                              | <b>4</b> -1 | 20                  | 26                 | 21                      |                                                                         |
|                                                                           | 24                             | _                  | 26 2                  | 7 28                              |                          | _                  |                         | _                  | 30                              |             |                     | 20                 | 21                      |                                                                         |
| MAY                                                                       | 24<br>31                       | 25                 | 26 2<br>May           | 7 28<br>2019                      | 29                       | 30                 |                         | _                  | 30                              | ne 2        |                     | F                  |                         | JUNE                                                                    |
| MAY                                                                       | 24                             | _                  | 26 2<br>May<br>T V    | 7 28<br>2019<br>V T               | 29<br>F                  | _                  | 28                      | 29                 | 30<br>Jur                       |             | 019                 |                    | S 1                     | JUNE                                                                    |
| MAY  20 - Last Day of Employment - No Snow Days                           | 24<br>31                       | 25                 | 26 2<br>May<br>T V    | 7 28<br>2019<br>V T               | F 3                      | 30<br>S            | 28                      | 29                 | 30<br>Jur                       | ne 2        | 019                 |                    | S                       | JUNE                                                                    |
|                                                                           | 24<br>31<br>S                  | M<br>6             | 26 2<br>May<br>T V    | 7 28<br>2019<br>V T<br>1 2<br>3 9 | F<br>3<br>10             | 30<br>S<br>4       | 28<br>S                 | 29<br>M            | Jur<br>T                        | ne 2<br>W   | 019<br>T            | F 7                | S<br>1                  | JUNE                                                                    |
| 20 - Last Day of Employment - No Snow Days                                | 24<br>31<br>S<br>5             | M<br>6<br>13       | May<br>T V            | 7 28 2019 V T 1 2 3 9 5 16        | F<br>3<br>10<br>17       | 30<br>S<br>4<br>11 | 28<br>S<br>2            | M<br>3             | 30<br><b>Jur</b><br>T<br>4      | ne 2<br>W   | 019<br>T<br>6<br>13 | F 7                | S<br>1<br>8             | JUNE                                                                    |
| 20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 24<br>31<br>S<br>5<br>12       | M<br>6<br>13<br>20 | May T V 7 8 14 1      | 7 28 2019 V T 2 2 3 9 5 16 2 23   | F<br>3<br>10<br>17<br>24 | S<br>4<br>11<br>18 | 28<br>S<br>2<br>9       | M<br>3<br>10       | 30<br>Jur<br>T<br>4<br>11<br>18 | W 5 12 19   | 019<br>T<br>6<br>13 | F<br>7<br>14       | S<br>1<br>8<br>15       | JUNE                                                                    |
| 20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 24<br>31<br>S<br>5<br>12<br>19 | M<br>6<br>13<br>20 | May T V 7 8 14 1 21 2 | 7 28 2019 V T 2 2 3 9 5 16 2 23   | F<br>3<br>10<br>17<br>24 | S<br>4<br>11<br>18 | 28<br>S<br>2<br>9<br>16 | M<br>3<br>10<br>17 | Jur<br>T<br>4<br>11<br>18       | W 5 12 19   | 019<br>T<br>6<br>13 | F<br>7<br>14<br>21 | S<br>1<br>8<br>15<br>22 | JUNE                                                                    |



#### Secretary 10 205 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             | July 2018                                                                                                         |                                                                                |                                                                           | Aug                                                                            | ust 2                               | 2018                                         |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | S M                                                                         | T W T                                                                                                             | F S                                                                            | SI                                                                        | M T                                                                            | W                                   |                                              | F S                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1 2                                                                         | 3 4 5                                                                                                             | 6 7                                                                            |                                                                           |                                                                                | 1                                   |                                              | 3 4                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 30 - First Day of Employment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8 9                                                                         |                                                                                                                   | 13 14                                                                          |                                                                           | 6 7                                                                            | 8                                   | _                                            | 0 1                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15 16                                                                       |                                                                                                                   | 20 21                                                                          |                                                                           | 3 14                                                                           | _                                   |                                              | 7 1                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 22 23                                                                       |                                                                                                                   | 27 28                                                                          |                                                                           | 0 21                                                                           | 22                                  | 23 2                                         | _                                                                                       | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 29 30                                                                       | 31                                                                                                                |                                                                                | 26 2                                                                      | 7 28                                                                           | 29                                  | 30 3                                         | 31                                                                                      | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             |                                                                                                                   |                                                                                |                                                                           |                                                                                |                                     |                                              |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| OFFITTION OF THE PROPERTY OF T |                                                                             | eptember 201                                                                                                      |                                                                                |                                                                           |                                                                                |                                     | <u>2018</u>                                  |                                                                                         | 2070050                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SEPTEMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | S M                                                                         | T W T                                                                                                             | F S 1                                                                          |                                                                           | <u> </u>                                                                       | W                                   |                                              | F 5                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2 3                                                                         | 4 5 6                                                                                                             | 7 8                                                                            |                                                                           | 1 <u>2</u><br>8 9                                                              | 3<br>10                             |                                              | 5 6<br>2 1                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3 - Laboi Day FAID DAT OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2 3<br>9 10                                                                 |                                                                                                                   | 14 15                                                                          |                                                                           | 5 16                                                                           | 17                                  | 18 '                                         | _                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 16 17                                                                       |                                                                                                                   | 21 22                                                                          |                                                                           | 2 23                                                                           | _                                   | 25 2                                         | _                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 23 24                                                                       |                                                                                                                   | 28 29                                                                          |                                                                           | 9 30                                                                           | 31                                  | 23 2                                         | .0   2                                                                                  | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 30                                                                          | 25 20 21                                                                                                          | 20 23                                                                          | 20 2                                                                      | .3 30                                                                          | 31                                  |                                              | +                                                                                       | <del>- </del>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             |                                                                                                                   |                                                                                |                                                                           |                                                                                |                                     |                                              |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| NOVEMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                             | ovember 201                                                                                                       | -                                                                              |                                                                           | Decei                                                                          |                                     |                                              |                                                                                         | DECEMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| NOVEMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | S M                                                                         | T W T                                                                                                             | F S 2 3                                                                        | SI                                                                        | <u> </u>                                                                       | W                                   | <u> </u>                                     | F 5                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4 5                                                                         | 6 7 8                                                                                                             | 9 10                                                                           | 2 :                                                                       | 3 4                                                                            | 5                                   | 6                                            | 7 8                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 11 12                                                                       |                                                                                                                   | 16 17                                                                          |                                                                           | 0 11                                                                           | 12                                  |                                              | 4 1                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 22-23 - Mankagiving bleak 1 Alb DATO OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 18 19                                                                       |                                                                                                                   | 23 24                                                                          |                                                                           | 7 18                                                                           | -                                   |                                              | 1 2                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 25 26                                                                       |                                                                                                                   | 30                                                                             |                                                                           | 4 25                                                                           | 26                                  |                                              | 8 2                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 20 20                                                                       | 20 25                                                                                                             | <del>50</del>                                                                  |                                                                           | 31                                                                             | 20                                  | 21 2                                         | 0 2                                                                                     | <u> </u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             | 1                                                                                                                 |                                                                                | 00   0                                                                    |                                                                                |                                     | 2040                                         |                                                                                         | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             |                                                                                                                   |                                                                                |                                                                           |                                                                                |                                     |                                              |                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| JANUARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                             | lanuary 2019                                                                                                      |                                                                                | S                                                                         | Febr                                                                           |                                     |                                              | F 9                                                                                     | FEBRUARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| JANUARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | S M                                                                         | T W T                                                                                                             | F S                                                                            | S                                                                         | M T                                                                            | W                                   | Т                                            | F 5                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| JANUARY  1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | S M                                                                         | T W T 1 2 3                                                                                                       | F S<br>4 5                                                                     |                                                                           | M T                                                                            | W                                   | T                                            | 1 2                                                                                     | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | S M<br>6 7                                                                  | T W T 1 2 3 8 9 10                                                                                                | F S<br>4 5<br>11 12                                                            | 3 4                                                                       | M T  4 5                                                                       | W<br>6                              | T 7                                          | 1 2<br>8 9                                                                              | 18 - Presidents' Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | S M                                                                         | T W T 1 2 3 8 9 10 15 16 17                                                                                       | F S<br>4 5<br>11 12<br>18 19                                                   | 3 4<br>10 1                                                               | M T                                                                            | W<br>6<br>13                        | T 7 14 1                                     | 1 2<br>8 9<br>5 1                                                                       | 18 - Presidents' Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | S M<br>6 7<br>13 14                                                         | T W T 1 2 3 8 9 10 15 16 17                                                                                       | F S<br>4 5<br>11 12<br>18 19                                                   | 3 4<br>10 1<br>17 1                                                       | M T  4 5 1 12                                                                  | W<br>6<br>13<br>20                  | T 7 14 1                                     | 1 2<br>8 9<br>5 1                                                                       | 18 - Presidents' Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | S M<br>6 7<br>13 14<br>20 21                                                | T W T  1 2 3 8 9 10 15 16 17 22 23 24                                                                             | F S<br>4 5<br>11 12<br>18 19                                                   | 3 4<br>10 1<br>17 1                                                       | M T 4 5 1 12 8 19                                                              | W<br>6<br>13<br>20                  | T 7 14 21 2                                  | 1 2<br>8 9<br>5 1                                                                       | 18 - Presidents' Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | S M<br>6 7<br>13 14<br>20 21<br>27 28                                       | T W T  1 2 3 8 9 10 15 16 17 22 23 24                                                                             | F S<br>4 5<br>11 12<br>18 19                                                   | 3 4<br>10 1<br>17 1                                                       | M T 4 5 1 12 8 19 25 26                                                        | W<br>6<br>13<br>20                  | 7<br>14<br>21<br>28                          | 1 2<br>8 9<br>5 1                                                                       | 18 - Presidents' Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | S M<br>6 7<br>13 14<br>20 21<br>27 28                                       | T W T  1 2 3  8 9 10  15 16 17  22 23 24  29 30 31                                                                | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>F S                                   | 3 4<br>10 1<br>17 1<br>24 2                                               | M T 4 5 1 12 8 19 25 26  Ap                                                    | W 6 13 20 27 ril 20                 | 7 14 7 21 2 28 T                             | 1 2<br>8 9<br>5 1<br>22 2                                                               | 18 - Presidents' Day PAID DAY OFF  6 3 APRIL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M<br>6 7<br>13 14<br>20 21<br>27 28<br>S M                                | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31  March 2019 T W T                                                  | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                                   | 3 4<br>10 1<br>17 1<br>24 2                                               | M T 4 5 1 12 8 19 5 26  App M T 1 2                                            | W 6 13 20 27 ril 20 W 3             | 7 14 7 21 2 28 D19 T 4                       | 1 2<br>8 9<br>5 1<br>22 2<br>F 8<br>5 6                                                 | 2 18 - Presidents' Day PAID DAY OFF 6 3 APRIL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | S M 6 7 13 14 20 21 27 28 S M 3 4                                           | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31  March 2019 T W T 5 6 7                                            | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9                            | 3 7<br>10 1<br>17 1<br>24 2<br>S N                                        | M T 4 5 1 12 8 19 5 26  Ap M T 1 2 8 9                                         | W 6 13 20 27 W 3 10                 | 7 14 2 28 28 7 4 11 7                        | 1 2<br>8 9<br>5 1<br>22 2<br>F 9<br>5 6<br>2 1                                          | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11                                     | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31  March 2019 T W T  5 6 7 12 13 14                                  | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16                   | 3 7<br>10 1<br>17 1<br>24 2<br>S 7<br>7 3                                 | M T 4 5 1 12 8 19 5 26  Ap M T 1 2 8 9 5 16                                    | W 6 13 20 27 W 3 10 17              | 7 14 221 228 D19 T 4 11 2 18 2               | 1 2<br>8 9<br>5 1<br>22 2<br>F 9 2                                                      | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                               | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16<br>22 23          | 3 4<br>10 1<br>17 1<br>24 2<br>S N<br>7 8<br>14 1<br>21 2                 | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23                             | W 6 13 20 27 W 3 10 17              | 7 14 221 228 D19 T 4 11 2 18 2               | 1 2<br>8 9<br>5 1<br>22 2<br>F 9<br>5 6<br>2 1                                          | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                         | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16                   | 3 7<br>10 1<br>17 1<br>24 2<br>S 7<br>7 3                                 | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23                             | W 6 13 20 27 W 3 10 17              | 7 14 221 228 D19 T 4 11 2 18 2               | 1 2<br>8 9<br>5 1<br>22 2<br>F 9 2                                                      | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18                               | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16<br>22 23          | 3 4<br>10 1<br>17 1<br>24 2<br>S N<br>7 8<br>14 1<br>21 2                 | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23                             | W 6 13 20 27 W 3 10 17              | 7 14 221 228 D19 T 4 11 2 18 2               | 1 2<br>8 9<br>5 1<br>22 2<br>F 9 2                                                      | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31                      | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31  March 2019 T W T 5 6 7 12 13 14 19 20 21 26 27 28  May 2019       | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16<br>22 23<br>29 30 | 3 4<br>10 1<br>17 1<br>24 2<br>8 1<br>7 3<br>14 1<br>21 2<br>28 2         | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23 9 30                        | W 6 13 20 27 W 3 10 17 24           | 7 14 21 2 28 28 2 28 2 2 2 2 2 2 2 2 2 2 2 2 | F & 55 & 62 1 9 2 2 166 2                                                               | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 3 0 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25                         | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31  March 2019 T W T 5 6 7 12 13 14 19 20 21 26 27 28  May 2019 T W T | F S 1 2 8 9 15 16 22 23 29 30 F S                                              | 3 4<br>10 1<br>17 1<br>24 2<br>S 1<br>7 3<br>14 1<br>21 2<br>28 2         | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23                             | W 6 13 20 27 W 3 10 17 24           | 7 14 21 2 28 28 2 28 2 2 2 2 2 2 2 2 2 2 2 2 | F S 122 2 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1                                               | 18 - Presidents' Day PAID DAY OFF  6 3  APRIL 6 7  JUNE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M                  | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4                                          | 3                                                                         | M T  4 5 1 12 8 19 5 26  App M T 1 2 8 9 5 16 22 23 29 30  July M T            | W 6 13 20 27 W 3 10 17 24 W         | 7 14 21 2 28 28 2 28 2 2 2 2 2 2 2 2 2 2 2 2 | F S 12 2 1 9 2 6 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1                                    | 2 18 - Presidents' Day PAID DAY OFF 6 3 APRIL 6 3 APRIL 6 5 APRIL 6 5 APRIL 6 5 APRIL 6 5 APRIL 6 6 APRIL 6 6 APRIL 6 7 APRIL 6 6 APRIL |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  23 - Last Day of Employment - No Snow Days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M S M              | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11                                    | 3                                                                         | M T  4 5 1 12 8 19 25 26  App M T 1 2 8 9 5 16 22 23 29 30  Jul M T 3 4        | W 6 13 20 27 W 3 10 17 24 W 5 5     | 7 14 21 2 28 2 28 2 2 2 2 2 2 2 2 2 2 2 2 2  | F S 12 2 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1                                                | 18 - Presidents' Day PAID DAY OFF  APRIL  APRIL  300 77  JUNE  3 - Built in Snow Day                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  23 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13        | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18                              | 3 4<br>10 1<br>17 1<br>24 2<br>8 7<br>14 1<br>21 2<br>28 2<br>8 2<br>9 1  | M T  4 5 1 12 8 19 25 26  Ap  M T  1 2 8 9 5 16 2 23 9 30  Jul  M T  3 4 0 11  | W 6 13 20 27 W 3 10 17 24 W 5 12    | 7                                            | F S 12 2 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1                                                | 18 - Presidents' Day PAID DAY OFF  APRIL  APRIL  3  JUNE  3  - Built in Snow Day                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  23 - Last Day of Employment - No Snow Days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31  S M 5 6 12 13 19 20 | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18 24 25                        | 3 4<br>10 1<br>17 1<br>24 2<br>8 7<br>14 1<br>21 2<br>28 2<br>9 1<br>16 1 | M T 4 5 1 12 8 19 25 26  Ap M T 1 2 8 9 5 16 22 23 9 30  Jul M T 3 4 0 11 7 18 | W 6 13 20 27 W 3 10 17 24 W 5 12 19 | 7                                            | F S 122 2 1 1 2 2 2 1 2 2 2 1 2 2 2 1 2 2 2 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 | 18 - Presidents' Day PAID DAY OFF  6 3  6 3  6 3  7 4  7 5  8 3 - Built in Snow Day  5 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  23 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | S M 6 7 13 14 20 21 27 28 S M 3 4 10 11 17 18 24 25 31 S M 5 6 12 13        | T W T  1 2 3 8 9 10 15 16 17 22 23 24 29 30 31                                                                    | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18 24 25                        | 3 4<br>10 1<br>17 1<br>24 2<br>8 7<br>14 1<br>21 2<br>28 2<br>9 1<br>16 1 | M T  4 5 1 12 8 19 25 26  Ap  M T  1 2 8 9 5 16 2 23 9 30  Jul  M T  3 4 0 11  | W 6 13 20 27 W 3 10 17 24 W 5 12 19 | 7                                            | F S 122 2 1 1 2 2 2 1 2 2 2 1 2 2 2 1 2 2 2 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 | 18 - Presidents' Day PAID DAY OFF  6 3  6 3  6 3  6 3  7 4  7 5  8 3 - Built in Snow Day  5 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



#### Secretary 11 222 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                  | July 2018                                                                                                                                                                                                                                                                                       | August 2018                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| JULY                                                                                                             | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S                                                                                                                                                                                                                                                                                                                                               | AUGUST                                                                                     |
|                                                                                                                  | 1 2 3 4 5 6 7                                                                                                                                                                                                                                                                                   | 1 2 3 4                                                                                                                                                                                                                                                                                                                                                     |                                                                                            |
|                                                                                                                  | 8 9 10 11 12 13 14                                                                                                                                                                                                                                                                              | 5 6 7 8 9 10 11                                                                                                                                                                                                                                                                                                                                             | 1 - First Day of Employment                                                                |
|                                                                                                                  | 15 16 17 18 19 20 21                                                                                                                                                                                                                                                                            | 12 13 14 15 16 17 18                                                                                                                                                                                                                                                                                                                                        |                                                                                            |
|                                                                                                                  | 22 23 24 25 26 27 28                                                                                                                                                                                                                                                                            | 19 20 21 22 23 24 25<br>26 27 28 29 30 31                                                                                                                                                                                                                                                                                                                   |                                                                                            |
|                                                                                                                  | 29 30 31                                                                                                                                                                                                                                                                                        | 26 27 28 29 30 31                                                                                                                                                                                                                                                                                                                                           |                                                                                            |
|                                                                                                                  | Contombox 2019                                                                                                                                                                                                                                                                                  | October 2018                                                                                                                                                                                                                                                                                                                                                |                                                                                            |
| SEPTEMBER                                                                                                        | September 2018 S M T W T F S                                                                                                                                                                                                                                                                    | S M T W T F S                                                                                                                                                                                                                                                                                                                                               | OCTOBER                                                                                    |
|                                                                                                                  |                                                                                                                                                                                                                                                                                                 | 1 2 3 4 5 6                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |
| 3 - Labor Day PAID DAY OFF                                                                                       | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                   | 7 8 9 10 11 12 13                                                                                                                                                                                                                                                                                                                                           |                                                                                            |
|                                                                                                                  | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                             | 14 15 16 17 18 19 20                                                                                                                                                                                                                                                                                                                                        |                                                                                            |
|                                                                                                                  | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                            | 21 22 23 24 25 26 27                                                                                                                                                                                                                                                                                                                                        |                                                                                            |
|                                                                                                                  | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                            | 28 29 30 31                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |
|                                                                                                                  | 30                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                             |                                                                                            |
|                                                                                                                  | November 2018                                                                                                                                                                                                                                                                                   | December 2018                                                                                                                                                                                                                                                                                                                                               |                                                                                            |
| NOVEMBER                                                                                                         | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S                                                                                                                                                                                                                                                                                                                                               | DECEMBER                                                                                   |
|                                                                                                                  | 1 2 3                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                             |                                                                                            |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                           | 4 5 6 7 8 9 10                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                             | 21 - Winter Break UNPAID DAY OFF                                                           |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                                         | 11 12 13 14 15 16 17                                                                                                                                                                                                                                                                            | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                                                                                         | 24-26 - Winter Break PAID DAYS OFF                                                         |
|                                                                                                                  | 18 19 20 21 22 23 24                                                                                                                                                                                                                                                                            | 10 11 10 10 20 21 22                                                                                                                                                                                                                                                                                                                                        | 27-28, 31 - Winter Break UNPAID DAYS OFF                                                   |
|                                                                                                                  | 25 26 27 28 29 30                                                                                                                                                                                                                                                                               | 23 24 25 26 27 28 29<br>30 31                                                                                                                                                                                                                                                                                                                               |                                                                                            |
|                                                                                                                  |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                             |                                                                                            |
|                                                                                                                  | January 2019                                                                                                                                                                                                                                                                                    | Echrusey 2010                                                                                                                                                                                                                                                                                                                                               |                                                                                            |
| LANUARY                                                                                                          |                                                                                                                                                                                                                                                                                                 | February 2019                                                                                                                                                                                                                                                                                                                                               | FEDRUARY                                                                                   |
| JANUARY                                                                                                          | SMTWTFS                                                                                                                                                                                                                                                                                         | SMTWTFS                                                                                                                                                                                                                                                                                                                                                     | FEBRUARY                                                                                   |
|                                                                                                                  | S M T W T F S 1 2 3 4 5                                                                                                                                                                                                                                                                         | S M T W T F S 1 2                                                                                                                                                                                                                                                                                                                                           |                                                                                            |
| 1 - Winter Break PAID DAY OFF                                                                                    | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12                                                                                                                                                                                                                                                  | S M T W T F S                                                                                                                                                                                                                                                                                                                                               | FEBRUARY  18 - Presidents' Day PAID DAY OFF                                                |
|                                                                                                                  | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19                                                                                                                                                                                                                          | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                            |                                                                                            |
| 1 - Winter Break PAID DAY OFF                                                                                    | S     M     T     W     T     F     S       6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26                                                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                                                     |                                                                                            |
| 1 - Winter Break PAID DAY OFF                                                                                    | S M T W T F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19                                                                                                                                                                                                                          | S M T W T F S 3 4 5 6 7 8 9 10 11 12 13 14 15 16                                                                                                                                                                                                                                                                                                            | FEBRUARY  18 - Presidents' Day PAID DAY OFF                                                |
| 1 - Winter Break PAID DAY OFF                                                                                    | S     M     T     W     T     F     S       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 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                                                                                                                                                                                                                                                                        |                                                                                            |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                             | S     M     T     W     T     F     S       6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26                                                                                                      | S     M     T     W     T     F     S       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                                                                                                                                                     | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                             | S M T W T F S 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 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 April 2019                                                                                                                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                             | S M T W T F S 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    March 2019                                                                                                                                                                                           | S M T W T F S 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  April 2019  S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13                                                                                                                                                                                                               | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                      | S       M       T       W       T       F       S         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  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  April 2019  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                                                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                      | S       M       T       W       T       F       S         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  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  April 2019  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                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                      | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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                                                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                      | S       M       T       W       T       F       S         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  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  April 2019  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                                                                                                                                                             | 18 - Presidents' Day PAID DAY OFF                                                          |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019                                                                                                                                        | 18 - Presidents' Day PAID DAY OFF  APRIL                                                   |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                      | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S                                                                                                                         | 18 - Presidents' Day PAID DAY OFF  APRIL                                                   |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF  APRIL                                                   |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S   1 2   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                                                                                                                                                                                                                                                        | 18 - Presidents' Day PAID DAY OFF  APRIL                                                   |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S  2 3 4 5 6 7 8                                                                                                          | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE  20 - Last Day of Employment - No Snow Days |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF | S M T W T F S                                                                                                                                                                                                                                                                                   | S M T W T F S  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  April 2019  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  June 2019  S M T W T F S  7 8 9 10 11 7 18 19 20  21 22 23 24 25 26 27  28 29 30  June 2019  S M T W T F S  1 2 3 4 5 6 7 8  9 10 11 12 13 14 15 | 18 - Presidents' Day PAID DAY OFF  APRIL  JUNE  20 - Last Day of Employment - No Snow Days |



#### Secretary 12 250 Days - "Snow Days" are Scheduled Work Days

|                                                  | July 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | August 2018                                                                                                                                                                       |                                          |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| JULY                                             | SMTWTF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                   | AUGUST                                   |
|                                                  | 1 2 3 4 5 6 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1 2 3 4                                                                                                                                                                           |                                          |
| 2 - First Day of Employment                      | 8 9 10 11 12 13 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5 6 7 8 9 10 11                                                                                                                                                                   |                                          |
| 4 - Independence Day PAID DAY OFF                | 15 16 17 18 19 20 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
|                                                  | 22 23 24 25 26 27 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
|                                                  | 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 26 27 28 29 30 31                                                                                                                                                                 |                                          |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   |                                          |
|                                                  | September 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | October 2018                                                                                                                                                                      |                                          |
| SEPTEMBER                                        | SMTWTF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SMTWTFS                                                                                                                                                                           | OCTOBER                                  |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   |                                          |
| 3 - Labor Day PAID DAY OFF                       | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                   |                                          |
| •                                                | 9 10 11 12 13 14 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                   |                                          |
|                                                  | 16 17 18 19 20 21 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
|                                                  | 23 24 25 26 27 28 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
|                                                  | 30 24 25 26 27 26 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 20 29 30 31                                                                                                                                                                       |                                          |
|                                                  | November 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | December 2018                                                                                                                                                                     | <del>-</del>                             |
| NOVEMBER                                         | S M T W T F                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                   | DECEMBER                                 |
| NO VEINBER                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   | DEGLIMBER                                |
| 21 - Thanksgiving Break UNPAID DAY OFF           | 4 5 6 7 8 9 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | - <del> </del>                                                                                                                                                                    | 21 - Winter Break UNPAID DAY OFF         |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   |                                          |
| 22-23 - Thanksgiving Break PAID DAYS OFF         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   | 24-26 - Winter Break PAID DAYS OFF       |
|                                                  | 18 19 20 21 22 23 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   | 27-28, 31 - Winter Break UNPAID DAYS OFF |
|                                                  | 25 26 27 28 29 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 23 24 25 26 27 28 29                                                                                                                                                              |                                          |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 30 31                                                                                                                                                                             |                                          |
| JANUARY                                          | January 2019 S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | February 2019 S M T W T F S                                                                                                                                                       | FEBRUARY                                 |
| JANUARI I                                        | 1 2 3 4 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                   | LEKOAKI                                  |
| 1 - Winter Break PAID DAY OFF                    | 6 7 8 9 10 11 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   | 18 - Presidents' Day PAID DAY OFF        |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   | 10 - Fresidents Day FAID DAT OFF         |
|                                                  | 13   14   15   16   17   18   1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   |                                          |
| 21 - Martin L. King's Day PAID DAY OFF           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                   |                                          |
| 21 - Martin L. King's Day PAID DAY OFF           | 20 21 22 23 24 25 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
| 21 - Martin L. Aing's Day PAID DAY OFF           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 24 25 26 27 28                                                                                                                                                                    |                                          |
| 21 - Martin L. Ning's Day PAID DAY OFF           | 20 21 22 23 24 25 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   |                                          |
|                                                  | 20 21 22 23 24 25 2<br>27 28 29 30 31 March 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 24 25 26 27 28 April 2019                                                                                                                                                         |                                          |
| MARCH                                            | 20 21 22 23 24 25 2<br>27 28 29 30 31 SMarch 2019<br>S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 24 25 26 27 28 April 2019 S M T W T F S                                                                                                                                           | APRIL                                    |
|                                                  | 20 21 22 23 24 25 2 27 28 29 30 31 STATE S | 24 25 26 27 28 April 2019 S M T W T F S 1 2 3 4 5 6                                                                                                                               | APRIL                                    |
|                                                  | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  S M T W T F S  1 2 3 4 5 6  7 8 9 10 11 12 13                                                                                                                         | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                                                   | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                             | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                             | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                             | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                             | APRIL                                    |
| MARCH                                            | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                   | APRIL                                    |
| MARCH 25-29 - Spring Break UNPAID DAYS OFF       | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                   |                                          |
| MARCH  25-29 - Spring Break UNPAID DAYS OFF      | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                   |                                          |
| MARCH  25-29 - Spring Break UNPAID DAYS OFF  MAY | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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                                                                   | JUNE                                     |
| MARCH  25-29 - Spring Break UNPAID DAYS OFF  MAY | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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  June 2019  S M T W T F S  0 1 2 3 4 5 6 7 8  9 10 11 12 13 14 15 | JUNE                                     |
| MARCH  25-29 - Spring Break UNPAID DAYS OFF  MAY | 20   21   22   23   24   25   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | April 2019  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                                                                   | JUNE                                     |
| MARCH  25-29 - Spring Break UNPAID DAYS OFF  MAY | 20   21   22   23   24   25   2   27   28   29   30   31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | April 2019  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  June 2019  S M T W T F S  0 1 2 3 4 5 6 7 8  9 10 11 12 13 14 15 | JUNE                                     |



#### Middle/Senior High School Media Clerk 190 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                          |                                                                | July 2                                                                                                                      | 018                                               |                                                                                |                                                                | 4                                                                                    | 4ug                                                                     | ust 2                                   | 2018                                                                               | 3                                                                     |                                                                           |                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                                                     | S N                                                            | 1 T W                                                                                                                       | Т                                                 | F S                                                                            | S                                                              | М                                                                                    | Τ                                                                       | W                                       | Τ                                                                                  | F                                                                     | S                                                                         | AUGUS                                                                        |
|                                                                                                                                                                                                                                                                          | 1 2                                                            |                                                                                                                             | 5                                                 | 6 7                                                                            |                                                                |                                                                                      |                                                                         | 1                                       | 2                                                                                  | 3                                                                     | 4                                                                         |                                                                              |
|                                                                                                                                                                                                                                                                          | 8 9                                                            |                                                                                                                             | _                                                 | 13 14                                                                          | 5                                                              | 6                                                                                    | 7                                                                       | 8                                       | 9                                                                                  | 10                                                                    | 11                                                                        | 7 - First Day of Employment                                                  |
|                                                                                                                                                                                                                                                                          | 15 16                                                          |                                                                                                                             |                                                   | 20 21                                                                          | 12                                                             | 13                                                                                   | 14                                                                      | 15                                      | 16                                                                                 | 17                                                                    | 18                                                                        |                                                                              |
|                                                                                                                                                                                                                                                                          | 22 23                                                          |                                                                                                                             | 26                                                | 27 28                                                                          | 19                                                             | 20                                                                                   | 21                                                                      | 22                                      | 23                                                                                 | 24                                                                    | 25                                                                        |                                                                              |
|                                                                                                                                                                                                                                                                          | 29 30                                                          | 0 31                                                                                                                        | _                                                 |                                                                                | 26                                                             | 27                                                                                   | 28                                                                      | 29                                      | 30                                                                                 | 31                                                                    |                                                                           |                                                                              |
|                                                                                                                                                                                                                                                                          |                                                                |                                                                                                                             |                                                   |                                                                                |                                                                |                                                                                      |                                                                         |                                         |                                                                                    |                                                                       |                                                                           |                                                                              |
|                                                                                                                                                                                                                                                                          | 5                                                              | Septemb                                                                                                                     | er 20                                             |                                                                                |                                                                | (                                                                                    | Octo                                                                    | ber                                     | 201                                                                                | 8                                                                     |                                                                           |                                                                              |
| SEPTEMBER                                                                                                                                                                                                                                                                | S M                                                            | <u> 1 T W</u>                                                                                                               | <u> T</u>                                         | F S                                                                            | S                                                              | М                                                                                    | Т                                                                       | W                                       | Τ                                                                                  | F                                                                     | S                                                                         | ОСТОВЕ                                                                       |
|                                                                                                                                                                                                                                                                          |                                                                |                                                                                                                             | 1                                                 | 1                                                                              | <u> </u>                                                       | 1                                                                                    | 2                                                                       | 3                                       | 4                                                                                  | 5                                                                     | 6                                                                         |                                                                              |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                               | 2 3                                                            |                                                                                                                             | 6                                                 | 7 8                                                                            | 7                                                              | 8                                                                                    | 9                                                                       | 10                                      | 11                                                                                 | 12                                                                    | 13                                                                        |                                                                              |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 9 10                                                           |                                                                                                                             | _                                                 | 14 15                                                                          | 14                                                             | 15                                                                                   | 16                                                                      | 17                                      | 18                                                                                 | 19                                                                    | 20                                                                        |                                                                              |
|                                                                                                                                                                                                                                                                          | 16 17                                                          |                                                                                                                             | _                                                 | 21 22                                                                          | 21                                                             | 22                                                                                   | 23                                                                      | 24                                      | 25                                                                                 | 26                                                                    | 27                                                                        |                                                                              |
|                                                                                                                                                                                                                                                                          | 23 24                                                          | 4 25 26                                                                                                                     | 27                                                | 28 29                                                                          | 28                                                             | 29                                                                                   | 30                                                                      | 31                                      |                                                                                    |                                                                       |                                                                           |                                                                              |
|                                                                                                                                                                                                                                                                          | 30                                                             |                                                                                                                             | ļ                                                 |                                                                                | <u> </u>                                                       |                                                                                      |                                                                         |                                         |                                                                                    |                                                                       |                                                                           |                                                                              |
|                                                                                                                                                                                                                                                                          |                                                                | Novembe                                                                                                                     |                                                   |                                                                                |                                                                |                                                                                      | ecer                                                                    |                                         | r 20                                                                               |                                                                       |                                                                           |                                                                              |
| NOVEMBER                                                                                                                                                                                                                                                                 | S M                                                            | <u>1 T W</u>                                                                                                                |                                                   | F S                                                                            | S                                                              | M                                                                                    | Τ                                                                       | W                                       | Т                                                                                  | F                                                                     | S                                                                         | DECEMBE                                                                      |
|                                                                                                                                                                                                                                                                          |                                                                |                                                                                                                             | 1                                                 | 2 3                                                                            | <u> </u>                                                       |                                                                                      | _                                                                       | _                                       |                                                                                    | _                                                                     | 1                                                                         |                                                                              |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                      | 4 5                                                            |                                                                                                                             | 8                                                 | 9 10                                                                           | 2                                                              | 3                                                                                    | 4                                                                       | 5                                       | 6                                                                                  | 7                                                                     | 8                                                                         | 21 - Winter Break UNPAID DAY OFF                                             |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                                                 | 11 12                                                          |                                                                                                                             | _                                                 | 16 17                                                                          | 9                                                              | 10                                                                                   | 11                                                                      | 12                                      | 13                                                                                 | 14                                                                    | 15                                                                        | 24-26 - Winter Break PAID DAYS OFF                                           |
| 16 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 18 19<br>25 20                                                 |                                                                                                                             | _                                                 | 23 24                                                                          | 16                                                             | 17                                                                                   | 18                                                                      | 19                                      | 20<br>27                                                                           | 21<br>28                                                              | 22<br>29                                                                  | 27-28, 31 - Winter Break UNPAID DAYS OFF                                     |
| 21 - Thanksgiving Break UNPAID DAY OFF  22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                         | 25 20                                                          | 0 21 20                                                                                                                     | 29                                                | 30                                                                             | 23<br>30                                                       | 24<br>31                                                                             | 25                                                                      | 26                                      | 21                                                                                 | 20                                                                    | 29                                                                        |                                                                              |
| 22-20 - Hidrikogiving break 1 Alb DATO OTT                                                                                                                                                                                                                               |                                                                |                                                                                                                             | -                                                 | ш                                                                              | 30                                                             | •                                                                                    |                                                                         |                                         |                                                                                    |                                                                       |                                                                           |                                                                              |
|                                                                                                                                                                                                                                                                          |                                                                |                                                                                                                             |                                                   |                                                                                |                                                                |                                                                                      | ehri                                                                    | uary                                    | ່ 201                                                                              | a                                                                     |                                                                           |                                                                              |
| LANUARY                                                                                                                                                                                                                                                                  |                                                                | January                                                                                                                     | 201                                               |                                                                                |                                                                |                                                                                      | <del>-</del>                                                            |                                         |                                                                                    |                                                                       | _                                                                         | FERRUAE                                                                      |
| JANUARY                                                                                                                                                                                                                                                                  | S M                                                            | 1 T W                                                                                                                       | Т                                                 | F S                                                                            | S                                                              | M                                                                                    | T                                                                       | W                                       | T                                                                                  | F                                                                     | S                                                                         | FEBRUAF                                                                      |
|                                                                                                                                                                                                                                                                          |                                                                | 1 T W                                                                                                                       | T<br>3                                            | F S 4 5                                                                        |                                                                | М                                                                                    | Τ                                                                       | W                                       | Т                                                                                  | F<br>1                                                                | 2                                                                         |                                                                              |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6 7                                                            | 1 T W 1 2 7 8 9                                                                                                             | T<br>3<br>10                                      | F S<br>4 5<br>11 12                                                            | 3                                                              | M<br>4                                                                               | T<br>5                                                                  | W<br>6                                  | T<br>7                                                                             | F<br>1<br>8                                                           | 9                                                                         | 15 - Teacher Work Day UNPAID DAY OFF                                         |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6 7<br>13 14                                                   | 1 T W 1 2 7 8 9 4 15 16                                                                                                     | T<br>3<br>10<br>17                                | F S<br>4 5<br>11 12<br>18 19                                                   | 3<br>10                                                        | M<br>4<br>11                                                                         | T<br>5<br>12                                                            | W<br>6<br>13                            | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                                                              |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6 7<br>13 1<br>20 2                                            | T W 1 2 7 8 9 4 15 16 1 22 23                                                                                               | T<br>3<br>10<br>17<br>24                          | F S<br>4 5<br>11 12                                                            | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                                   | 5<br>12<br>19                                                           | W<br>6<br>13<br>20                      | 7<br>14<br>21                                                                      | F<br>1<br>8                                                           | 9                                                                         | 15 - Teacher Work Day UNPAID DAY OFF                                         |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6 7<br>13 14                                                   | T W 1 2 7 8 9 4 15 16 1 22 23                                                                                               | T<br>3<br>10<br>17<br>24                          | F S<br>4 5<br>11 12<br>18 19                                                   | 3<br>10                                                        | M<br>4<br>11                                                                         | T<br>5<br>12                                                            | W<br>6<br>13<br>20                      | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                         |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6 7<br>13 1<br>20 2                                            | 1 T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30                                                                                     | T<br>3<br>10<br>17<br>24<br>31                    | F S<br>4 5<br>11 12<br>18 19<br>25 26                                          | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                                   | 5<br>12<br>19<br>26                                                     | 6<br>13<br>20<br>27                     | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                         |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6 7<br>13 14<br>20 2<br>27 28                                  | 1 T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March                                                                              | T<br>3<br>10<br>17<br>24<br>31                    | F S<br>4 5<br>11 12<br>18 19<br>25 26                                          | 3<br>10<br>17                                                  | M<br>4<br>11<br>18<br>25                                                             | 5<br>12<br>19<br>26                                                     | W 6 13 20 27                            | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15<br>22                                               | 9<br>16<br>23                                                             | 15 - Teacher Work Day UNPAID DAY OFF                                         |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 6 7<br>13 14<br>20 2<br>27 28                                  | 1 T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30                                                                                     | T<br>3<br>10<br>17<br>24<br>31                    | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>1 1                                   | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18                                                                   | 5<br>12<br>19<br>26                                                     | W 6 13 20 27                            | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15<br>22                                               | 9<br>16<br>23                                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 6 7<br>13 14<br>20 2<br>27 28                                  | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March M T W                                                                        | T<br>3<br>10<br>17<br>24<br>31                    | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>— — — — — — — — — — — — — — — — — — — | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18<br>25                                                             | 5<br>12<br>19<br>26<br><b>Ap</b>                                        | W<br>6<br>13<br>20<br>27<br>ril 20      | T<br>7<br>14<br>21<br>28<br><b>019</b><br>T                                        | F<br>1<br>8<br>15<br>22<br>F                                          | 9<br>16<br>23<br>S                                                        | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 6 7<br>13 14<br>20 2<br>27 28<br>S M                           | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March M T W                                                                        | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T       | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                                   | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18<br>25<br>M<br>1                                                   | 5<br>12<br>19<br>26<br><b>Ap</b><br>T                                   | 6<br>13<br>20<br>27<br>ril 20<br>W      | 7<br>14<br>21<br>28<br><b>019</b><br>T                                             | F<br>1<br>8<br>15<br>22<br>F<br>5                                     | 9<br>16<br>23<br>S<br>6                                                   | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6 7<br>13 14<br>20 2<br>27 28<br>S M                           | M T W                                                                                                                       | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T       | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9                            | 3<br>10<br>17<br>24<br>S                                       | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8                                              | 5<br>12<br>19<br>26<br><b>Apr</b><br>T<br>2                             | W 6 13 20 27 W 3 10                     | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4                                        | F<br>1 8<br>15<br>22<br>F<br>5 12<br>19                               | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6 7<br>13 14<br>20 2<br>27 28<br>S M<br>3 4<br>10 1            | M T W                                                                                                                       | T 3 10 17 24 31  2019 T 7 14 21                   | F S<br>11 12<br>18 19<br>25 26                                                 | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                             | 5<br>12<br>19<br>26<br><b>Apr</b><br>T<br>2<br>9                        | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6 7<br>13 14<br>20 2<br>27 28<br>S M<br>3 4<br>10 1<br>17 18   | M T W                                                                                                                       | T 3 10 17 24 31  2019 T 7 14 21                   | F S<br>11 12<br>18 19<br>25 26                                                 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                                  | T 5 12 19 26 T 2 9 16 23                                                | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | S M 3 4 10 1 17 18 24 28                                       | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March M T W 4 5 6 1 12 13 8 19 20 5 26 27                                          | T 3 10 17 24 31  2019 T 7 14 21 28                | F S<br>11 12<br>18 19<br>25 26                                                 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                                  | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30                    | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | S M 3 4 10 1 17 18 24 28                                       | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March 1 T W 5 6 1 12 13 8 19 20 5 26 27                                            | T 3 10 17 24 31 7 14 21 21 28                     | F S<br>11 12<br>18 19<br>25 26<br>                                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                                  | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30                    | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | S M  3 4 10 1: 17 18 24 29 31                                  | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30  March 7 T W 5 6 1 12 13 8 19 20 5 26 27  May 2 7 T W 1 T W                         | T 3 10 17 24 31 T 7 14 21 28 019 T 2              | F S<br>11 12<br>18 19<br>25 26<br>                                             | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                            | 5<br>12<br>19<br>26<br>Apr<br>7<br>2<br>9<br>16<br>23<br>30<br>Jur<br>T | W 6 13 20 27 W 3 10 17 24 W             | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APR |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days                                | S M 3 4 10 1 17 18 24 29 31 S M                                | M T W                                                                                                                       | T 3 10 17 24 31  T 7 14 21 22 9                   | F S 11 12 18 19 25 26                                                          | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M                       | T 5 12 19 26                                                            | W 6 13 20 27 ril 20 W 3 10 17 24 W      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7                   | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APR |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | S M<br>3 4<br>10 1<br>17 18<br>24 28<br>31 S M<br>5 6<br>12 13 | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30      March     T W 4 5 6 1 12 13 8 19 20 5 26 27      May 2     M T W 5 7 8 3 14 15 | T 3 10 17 24 31  T 7 14 21 28 019 T 29 16         | F S 11 12 18 19 25 26                                                          | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M                  | T 5 12 19 26                                                            | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APR |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days                                | S N  3 4 10 1 17 18 24 28 31  S N  5 6 12 13 19 20             | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30      March     T W                                                                  | T 3 10 17 24 31  2019 T 7 14 21 28 019 T 29 16 23 | F S 11 12 18 19 25 26                                                          | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9 | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M<br>3<br>10<br>17 | T 5 12 19 26                                                            | W 6 13 20 27 W 3 10 17 24 W 5 12 19     | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20  | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APR |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  21 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | S M<br>3 4<br>10 1<br>17 18<br>24 28<br>31 S M<br>5 6<br>12 13 | M T W 1 2 7 8 9 4 15 16 1 22 23 8 29 30      March     T W                                                                  | T 3 10 17 24 31  2019 T 7 14 21 28 019 T 29 16 23 | F S 11 12 18 19 25 26                                                          | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M                  | T 5 12 19 26                                                            | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20  | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APR |



#### Elementary School Media Clerk 185 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                          | July 2018                                                                                                                                                                                                                                                                                                                                                                                                             | August 2018                                                                                                                                                                      |                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                                                     | S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                         | SMTWTFS                                                                                                                                                                          | AUGUST                                                                         |
|                                                                                                                                                                                                                                                                          | 1 2 3 4 5 6 7                                                                                                                                                                                                                                                                                                                                                                                                         | 1 2 3 4                                                                                                                                                                          |                                                                                |
|                                                                                                                                                                                                                                                                          | 8 9 10 11 12 13 14                                                                                                                                                                                                                                                                                                                                                                                                    | 5 6 7 8 9 10 11                                                                                                                                                                  | 13 - First Day of Employment                                                   |
|                                                                                                                                                                                                                                                                          | 15 16 17 18 19 20 21                                                                                                                                                                                                                                                                                                                                                                                                  | 12 <mark>13</mark> 14 15 16 17 18                                                                                                                                                |                                                                                |
|                                                                                                                                                                                                                                                                          | 22 23 24 25 26 27 28                                                                                                                                                                                                                                                                                                                                                                                                  | 19 20 21 22 23 24 25                                                                                                                                                             |                                                                                |
|                                                                                                                                                                                                                                                                          | 29 30 31                                                                                                                                                                                                                                                                                                                                                                                                              | 26 27 28 29 30 31                                                                                                                                                                |                                                                                |
|                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                  |                                                                                |
|                                                                                                                                                                                                                                                                          | September 2018                                                                                                                                                                                                                                                                                                                                                                                                        | October 2018                                                                                                                                                                     |                                                                                |
| SEPTEMBER                                                                                                                                                                                                                                                                | S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                         | S M T W T F S                                                                                                                                                                    | OCTOBER                                                                        |
|                                                                                                                                                                                                                                                                          | 1                                                                                                                                                                                                                                                                                                                                                                                                                     | 1 2 3 4 5 6                                                                                                                                                                      |                                                                                |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                               | 2 3 4 5 6 7 8                                                                                                                                                                                                                                                                                                                                                                                                         | 7 8 9 10 11 12 13                                                                                                                                                                |                                                                                |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 9 10 11 12 13 14 15                                                                                                                                                                                                                                                                                                                                                                                                   | 14 15 16 17 18 19 20                                                                                                                                                             |                                                                                |
|                                                                                                                                                                                                                                                                          | 16 17 18 19 20 21 22                                                                                                                                                                                                                                                                                                                                                                                                  | 21 22 23 24 25 26 27                                                                                                                                                             |                                                                                |
|                                                                                                                                                                                                                                                                          | 23 24 25 26 27 28 29                                                                                                                                                                                                                                                                                                                                                                                                  | 28 29 30 31                                                                                                                                                                      |                                                                                |
|                                                                                                                                                                                                                                                                          | 30                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                  |                                                                                |
|                                                                                                                                                                                                                                                                          | November 2018                                                                                                                                                                                                                                                                                                                                                                                                         | December 2018                                                                                                                                                                    |                                                                                |
| NOVEMBER                                                                                                                                                                                                                                                                 | S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                         | S M T W T F S                                                                                                                                                                    | DECEMBER                                                                       |
|                                                                                                                                                                                                                                                                          | 1 2 3                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                  |                                                                                |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                      | 4 5 6 7 8 9 10                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                  | 21 - Winter Break UNPAID DAY OFF                                               |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                                                 | 11 12 13 14 15 16 17                                                                                                                                                                                                                                                                                                                                                                                                  | 9 10 11 12 13 14 15                                                                                                                                                              | 24-26 - Winter Break PAID DAYS OFF                                             |
| 16 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 18 19 20 21 22 23 24                                                                                                                                                                                                                                                                                                                                                                                                  | 10 11 10 10 10 1                                                                                                                                                                 | 27-28, 31 - Winter Break UNPAID DAYS OFF                                       |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                                                   | 25 26 27 28 29 30                                                                                                                                                                                                                                                                                                                                                                                                     | 23 24 25 26 27 28 29                                                                                                                                                             |                                                                                |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                       | 30 31                                                                                                                                                                            |                                                                                |
|                                                                                                                                                                                                                                                                          | January 2019                                                                                                                                                                                                                                                                                                                                                                                                          | February 2019                                                                                                                                                                    |                                                                                |
|                                                                                                                                                                                                                                                                          | 0 14 7 14 7 5 0                                                                                                                                                                                                                                                                                                                                                                                                       | 0 14 7 14 7 5 0                                                                                                                                                                  |                                                                                |
| JANUARY                                                                                                                                                                                                                                                                  | S M T W T F S                                                                                                                                                                                                                                                                                                                                                                                                         | S M T W T F S                                                                                                                                                                    | FEBRUARY                                                                       |
|                                                                                                                                                                                                                                                                          | 1 2 3 4 5                                                                                                                                                                                                                                                                                                                                                                                                             | 1 2                                                                                                                                                                              |                                                                                |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 1         2         3         4         5           6         7         8         9         10         11         12                                                                                                                                                                                                                                                                                                  | 3 4 5 6 7 8 9                                                                                                                                                                    | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6     7     8     9     10     11     12       13     14     15     16     17     18     19                                                                                                                                                                                                                                                                                                                           | 3     4     5     6     7     8     9       10     11     12     13     14     15     16                                                                                         |                                                                                |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 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                                                                                                                                                                                                                                        | 3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23                                      | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6     7     8     9     10     11     12       13     14     15     16     17     18     19                                                                                                                                                                                                                                                                                                                           | 3     4     5     6     7     8     9       10     11     12     13     14     15     16                                                                                         | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 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                                                                                                                                                                                                   | 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 | 15 - Teacher Work Day UNPAID DAY OFF                                           |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19<br>20 21 22 23 24 25 26<br>27 28 29 30 31 March 2019                                                                                                                                                                                                                                                                                                            | 3 4 5 6 7 8 9<br>10 11 12 13 14 15 16<br>17 18 19 20 21 22 23<br>24 25 26 27 28 April 2019                                                                                       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 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                                                                                                                                                                                                                                                                                                                           | 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  April 2019  S M T W T F S                                                                                | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 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                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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                                                                                                                                                                                                                                                               |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 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                                                                                                                                                                                                                                                                       |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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                                                                                                                                                                                                                                                                       |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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                                                                                                                                                                                                                                                                       |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 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                                                                                                                                                                                                                                                               |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 1 2 3 4 5                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 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     10   11   12   13   14   15   16     17   18   19   20   21   22   23     24   25   26   27   28   29   30     31                     May 2019                           S   M   T   W   T   F   S                    |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 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     S   M   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      May 2019   S   M   T   W   T   F   S |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | 1                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                | 1                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 1                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                  |                                                                                |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 1                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  APRIL |



### LPN 189 Days - "Snow Days" are Unpaid Days Off

|                                                                            |          |          | Jul      | y 20      | )18             |          |          |                                                | ı        | Aug      | ust       | 2018            | 3        |          |                                          |
|----------------------------------------------------------------------------|----------|----------|----------|-----------|-----------------|----------|----------|------------------------------------------------|----------|----------|-----------|-----------------|----------|----------|------------------------------------------|
| JULY                                                                       | S        | М        | Т        | W         | Т               | F        | S        | S                                              | М        | Т        | W         | Т               | F        | S        | AUGUST                                   |
|                                                                            | 1        | 2        | 3        | 4         | 5               | 6        | 7        |                                                |          |          | 1         | 2               | 3        | 4        |                                          |
|                                                                            | 8        | 9        | 10       | 11        | 12              | 13       | _        | 5                                              | 6        | 7        | 8         | 9               | 10       | 11       | 7 - First Day of Employment              |
|                                                                            | 15       | 16       | 17       | 18        | 19              | 20       | 21       | 12                                             | 13       | _        | 15        | 16              | 17       | 18       |                                          |
|                                                                            | 22       | 23       | 24       | 25        | 26              | 27       | 28       | 19                                             | 20       | _        | 22        | 23              | 24       | 25       |                                          |
|                                                                            | 29       | 30       | 31       |           |                 |          | $\vdash$ | 26                                             | 27       | 28       | 29        | 30              | 31       |          |                                          |
|                                                                            |          |          |          |           |                 | <u> </u> | ш        |                                                |          |          |           |                 |          |          |                                          |
|                                                                            |          | Se       | epter    |           | r 20            | 18       |          |                                                | (        | Octo     | ber       | 201             | 8        |          |                                          |
| SEPTEMBER                                                                  | S        | М        | T        | W         | Т               | F        | S        | S                                              | М        | Т        | W         | Т               | F        | S        | OCTOBER                                  |
|                                                                            |          |          |          |           |                 |          | 1        |                                                | 1        | 2        | 3         | 4               | 5        | 6        |                                          |
| 3 - Labor Day PAID DAY OFF                                                 | 2        | 3        | 4        | 5         | 6               | 7        | 8        | 7                                              | 8        | 9        | 10        | 11              | 12       | 13       |                                          |
| 24 - Teacher Work Day UNPAID DAY OFF                                       | 9        | 10       | 11       | 12        | 13              | 14       | _        | 14                                             | 15       |          | 17        | 18              | 19       | 20       |                                          |
|                                                                            | 16       | 17       |          | 19        | 20              | 21       | 22       | 21                                             | 22       | 23       | 24        | 25              | 26       | 27       |                                          |
|                                                                            | 23       | 24       | 25       | 26        | 27              | 28       | 29       | 28                                             | 29       | 30       | 31        |                 |          |          |                                          |
|                                                                            | 30       |          |          |           |                 |          | Ļ        |                                                |          |          |           |                 |          |          | <u>L</u>                                 |
|                                                                            |          | N        | oven     | nbe       | r 20            | 18       |          |                                                | D        | ecer     | mbe       | r 20            | 18       |          |                                          |
| NOVEMBER                                                                   | S        | M        | Т.       | W         | T               | F        | S        | S                                              | M        | <u>T</u> | W         | <u>T</u>        | F        | S        | DECEMBER                                 |
|                                                                            |          | _        |          |           | 1               | 2        | 3        | _                                              | <u> </u> | <u> </u> | <u> </u>  | _               |          | 1        |                                          |
| 5 - Teacher Work Day UNPAID DAY OFF                                        | 4        | 5        | 6        | 7         | 8               | 9        | 10       | 2                                              | 3        | 4        | 5         | 6               | 7        | 8        | 21 - Winter Break UNPAID DAY OFF         |
| 6 - School Not In Session UNPAID DAY OFF                                   | 11       | 12       | 13       | 14        | 15              | 16       |          | 9                                              | 10       |          | 12        | 13              | 14       | 15       | 24-26 - Winter Break PAID DAYS OFF       |
| 16 - Teacher Work Day UNPAID DAY OFF                                       | 18       | 19       | 20       | 21        | 22              | 23       | 24       | 16                                             | 17       | 18       | _         | 20              | 21       |          | 27-28, 31 - Winter Break UNPAID DAYS OFF |
| 21 - Thanksgiving Break UNPAID DAY OFF                                     | 25       | 26       | 27       | 28        | 29              | 30       | $\vdash$ | 23                                             | 24       | 25       | 26        | 27              | 28       | 29       |                                          |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                   |          |          |          |           |                 |          | Ш        | 30                                             | 31       |          |           |                 |          |          |                                          |
|                                                                            |          |          | Janu     | _         | 201             |          |          |                                                |          | ebru     | uary      | 201             |          |          |                                          |
| JANUARY                                                                    | S        | M        |          | W         | <u> </u>        | F        | S        | S                                              | M        |          | W         |                 | F        | S        | FEBRUARY                                 |
| A Mistar Book BAID DAY OFF                                                 |          | -        | 0        | 2         | 3               | 4        | 5        |                                                | 4        | -        |           | 7               | 1        | 2        | 45. Tanahar Wada Day UNDAID DAY OFF      |
| 1 - Winter Break PAID DAY OFF                                              | 6<br>13  | 7        | 8        | 9         | 10              | 11       | 12       | 3                                              | 4        | 5<br>12  | 6         | 7               | 8<br>15  | 9        | 15 - Teacher Work Day UNPAID DAY OFF     |
| 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF | 20       | 14<br>21 | 15<br>22 | 16<br>23  | 17<br>24        | 18<br>25 |          | 10<br>17                                       | 11<br>18 | 19       | 13<br>20  | 14<br>21        | 15<br>22 | 16<br>23 | 18 - Presidents' Day PAID DAY OFF        |
| 21 - Maruit E. King's Day FAID DAT OFF                                     | 27       | 28       |          | 30        | 31              | 23       | 20       | 24                                             | 25       |          | _         | 28              |          | 23       |                                          |
|                                                                            | 121      | 20       | 23       | 30        | 31              |          | $\vdash$ | 24                                             | 23       | 20       | 21        | 20              |          |          |                                          |
|                                                                            | _        |          |          |           |                 |          | —        |                                                | _        | _        |           |                 |          |          |                                          |
|                                                                            |          | N 4      | Mar      |           |                 |          |          |                                                | N 4      |          | ril 2     |                 | _        |          |                                          |
| MARCH                                                                      | S        | M        | T        | W         | T               | F        | S        | S                                              | M        | T        | W         | T               | F        | S        | APRIL                                    |
| A. Tarakas Wark Day UNDAID DAY OFF                                         | 1        | 1        | _        | ^         | 7               | 1        | 2        | <del>-</del>                                   | 1        | 2        | 3         | 4               | 5        | 6        |                                          |
| Teacher Work Day UNPAID DAY OFF      Spring Break UNPAID DAYS OFF          | 3<br>10  | 4<br>11  | 5<br>12  | 6<br>13   | 7<br>14         | 8<br>15  | 9<br>16  | 7<br>14                                        | 8<br>15  | 9<br>16  | 10<br>17  | 11<br>18        | 12<br>19 | 13<br>20 |                                          |
| 25-29 - Spillig Bleak UNFAID DATS OFF                                      | 17       | 18       | -        | 20        | 21              | 22       |          | 21                                             | 22       |          | _         | 25              | _        | _        |                                          |
|                                                                            | 24       | 25       |          | 27        | 28              | 29       | _        | 28                                             | 29       |          | 24        | 25              | 20       | 21       |                                          |
|                                                                            | 31       | 20       | 20       | 21        | 20              | 23       | 30       | 20                                             | 23       | 30       |           |                 |          |          |                                          |
|                                                                            |          |          | Ma       | 20        | 140             |          |          |                                                |          | Len      |           | 040             |          |          |                                          |
| MAY                                                                        | S        | M        | T T      | y 20<br>W | <u>719</u><br>⊤ | F        | S        | s                                              | M        | Jur<br>T | ne 2<br>W | <u>019</u><br>⊤ | F        | S        | JUNE                                     |
|                                                                            | $\vdash$ | 101      |          | 1         | 2               | 3        | 4        | <del>                                   </del> | IVI      | <u> </u> | V V       |                 |          | 1        | JUNE                                     |
| 20 - Last Day of Employment - No Snow Days                                 | 5        | 6        | 7        | 8         | 9               | 10       |          | 2                                              | 3        | 4        | 5         | 6               | 7        | 8        |                                          |
| 27 - Memorial Day PAID DAY OFF                                             |          | _        | _        | 15        | 16              | 17       | 18       | 9                                              | 10       |          | 12        | 13              |          | 15       | 1                                        |
| 21 - Memorial Day PAID DAT OFF                                             | 12       | 113      | 14       | 1:)       |                 |          |          |                                                |          |          |           | ר.וו            | 14       |          | <b>1</b>                                 |
|                                                                            | 12<br>19 | _        |          |           |                 |          |          |                                                |          | _        | _         |                 |          | _        |                                          |
| 21-24, 28-29 - Built in Snow Days                                          | 19       | 20       | 21       | 22        | 23              | 24       |          | 16                                             | 17       | 18       | 19        | 20              | 21       | 22       |                                          |
|                                                                            |          | 20       | 21       |           |                 | 24       |          |                                                |          | 18       | 19        |                 |          | _        |                                          |



### Instructional Aide 189 Days - "Snow Days" are Unpaid Days Off

|                                                                             |                | July 20        | 018           |                |          |          | Aug      | ust      | 2018              | 3        |          |                                          |
|-----------------------------------------------------------------------------|----------------|----------------|---------------|----------------|----------|----------|----------|----------|-------------------|----------|----------|------------------------------------------|
| JULY                                                                        | S M            | T W            | T             | F S            | S        | M        | T        | W        | <u>T</u>          | F        | S        | AUGUST                                   |
|                                                                             | 1 2            | 3 4            | 5             | 6 7            |          |          |          | 1        | 2                 | 3        | 4        |                                          |
|                                                                             | 8 9            | 10 11          |               | 13 14          | 5        | 6        | 7        | 8        | 9                 | 10       | 11       | 9 - First Day of Employment              |
|                                                                             | 15 16          | 17 18          |               | 20 21          | 12       | 13       |          | 15       | 16                | 17       | 18       |                                          |
|                                                                             | 22 23          | 24 25          | 26            | 27 28          | 19       | 20       | 21       | 22       | 23                | 24       | 25       |                                          |
|                                                                             | 29 30          | 31             |               |                | 26       | 27       | 28       | 29       | 30                | 31       |          |                                          |
|                                                                             |                |                |               |                |          |          |          |          |                   |          |          |                                          |
|                                                                             | Se             | ptembe         | r 20          | 18             |          | (        | Octo     | ber      | 201               | 8        |          |                                          |
| SEPTEMBER                                                                   | S M            | T W            | Т             | F S            | S        | М        | Τ        | W        | Τ                 | F        | S        | OCTOBER                                  |
|                                                                             |                |                |               | 1              |          | 1        | 2        | 3        | 4                 | 5        | 6        |                                          |
| 3 - Labor Day PAID DAY OFF                                                  | 2 3            | 4 5            | 6             | 7 8            | 7        | 8        | 9        | 10       | 11                | 12       | 13       |                                          |
| 24 - Professional Development Day                                           | 9 10           | 11 12          |               | 14 15          | 14       | 15       |          | 17       | 18                | 19       | 20       |                                          |
|                                                                             | 16 17          | 18 19          | _             | 21 22          | 21       | 22       | 23       | 24       | 25                | 26       | 27       |                                          |
|                                                                             | 23 24          | 25 26          | 27            | 28 29          | 28       | 29       | 30       | 31       |                   |          |          |                                          |
|                                                                             | 30             | ļ              |               |                | <u> </u> |          |          |          |                   |          |          |                                          |
|                                                                             | No             | vembe          | r <b>20</b> 1 | 18             |          | D        | ecer     | mbe      | r 20 <sup>-</sup> | 18       |          |                                          |
| NOVEMBER                                                                    | S M            | T W            | Τ_            | F S            | S        | М        | Τ        | W        | Τ                 | F        | S        | DECEMBER                                 |
|                                                                             |                |                | 1             | 2 3            | <u> </u> |          |          |          |                   |          | 1        |                                          |
| 5 - Teacher Work Day UNPAID DAY OFF                                         | 4 5            | 6 7            | 8             | 9 10           | 2        | 3        | 4        | 5        | 6                 | 7        | 8        | 21 - Winter Break UNPAID DAY OFF         |
| 6 - School Not In Session UNPAID DAY OFF                                    | 11 12          | 13 14          |               | 16 17          | 9        | 10       |          | 12       | 13                | 14       | 15       | 24-26 - Winter Break PAID DAYS OFF       |
| 16 - Teacher Work Day UNPAID DAY OFF                                        | 18 19          | 20 21          | 22            | 23 24          | 16       | 17       | 18       | _        | 20                | 21       |          | 27-28, 31 - Winter Break UNPAID DAYS OFF |
| 21 - Thanksgiving Break UNPAID DAY OFF                                      | 25 26          | 27 28          | 29            | 30             | 23       | 24       | 25       | 26       | 27                | 28       | 29       |                                          |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                    |                | ļ              |               |                | 30       | 31       |          |          |                   |          |          |                                          |
|                                                                             |                | anuary         | 2019          |                |          | F        | ebru     | uary     | 201               | 9        |          |                                          |
| JANUARY                                                                     | S M            | T W            | T             | F S            | S        | M        | T        | W        | Т                 | F        | S        | FEBRUARY                                 |
| A WELL BUILDING                                                             | 0 7            | 1 2            | 3             | 4 5            | <u> </u> | 4        | _        | _        | _                 | 1        | 2        |                                          |
| 1 - Winter Break PAID DAY OFF                                               | 6 7            | 8 9            | -             | 11 12          | 3        | 4        | 5        | 6        | 7                 | 8        | 9        | 15 - Professional Development Day        |
| 2 - Teacher Work Day UNPAID DAY OFF  21 - Martin L. King's Day PAID DAY OFF | 13 14<br>20 21 | 15 16<br>22 23 | _             | 18 19<br>25 26 | 10<br>17 | 11<br>18 | 12<br>19 | 13<br>20 | 14<br>21          | 15<br>22 | 16<br>23 | 18 - Presidents' Day PAID DAY OFF        |
| 21 - Martin L. King's Day FAID DAT OFF                                      | 27 28          | 29 30          | 31            | 23 20          | 24       | 25       |          | _        | 28                | 22       | 23       |                                          |
|                                                                             | 21   20        | 29 30          | 31            |                | 24       | 23       | 20       | 21       | 20                |          |          |                                          |
|                                                                             |                |                |               |                | _        | <u> </u> |          |          |                   | <u> </u> |          |                                          |
|                                                                             |                | March 2        |               | - 0            |          |          |          | ril 2    |                   |          |          |                                          |
| MARCH                                                                       | S M            | T W            | <u>T</u>      | F S            | S        | <u>M</u> | T<br>I o | W        | T<br>I a          | F        | S        | APRIL                                    |
| 1 - Teacher Work Day UNPAID DAY OFF                                         | 2 1            | 5 G            | 7             | 1 2<br>8 9     | 7        | 1        | 2        | 3        | 4                 | 5        | 6<br>13  |                                          |
| 25-29 - Spring Break UNPAID DAYS OFF                                        | 3 4<br>10 11   | 5 6<br>12 13   | 7<br>14       | 8 9<br>15 16   | 7<br>14  | 8<br>15  | 9<br>16  | 10<br>17 | 11<br>18          | 12<br>19 | -        |                                          |
| 20 20 Opining Disak Off Alb DATO OFF                                        | 17 18          | 19 20          |               | 22 23          | 21       | 22       |          | _        | 25                | _        | -        |                                          |
|                                                                             | 24 25          | 26 27          | _             | 29 30          | 28       | 29       |          |          | 20                | 20       | ۲,       |                                          |
|                                                                             | 31             | 20 21          | 20            | 20 00          | 20       | 20       | 00       |          |                   |          |          |                                          |
|                                                                             | 1,             | O.             | 240           |                |          |          |          | ^        | 040               |          |          |                                          |
| MAY                                                                         | S M            | May 20         |               | F S            |          | Ν./      | Jur<br>T | ne 2     | <u>019</u><br>⊤   | F        | S        | JUNE                                     |
| IMA T                                                                       | S M            | 1 1            | T<br>2        | 3 4            | S        | M        | <u> </u> | W        | <u> </u>          | Г        | 1        | JUNE                                     |
| 20 - Last Day of Employment - No Snow Days                                  | 5 6            | 7 8            |               | 10 11          | 2        | 3        | 4        | 5        | 6                 | 7        | 8        |                                          |
| 27 - Memorial Day PAID DAY OFF                                              | 12 13          | 14 15          | -             | 17 18          | 9        | 10       |          | 12       | 13                |          | 15       |                                          |
| 21-24, 28-29 - Built in Snow Days                                           | 19 20          | 21 22          |               | 24 25          | 16       | 17       | 18       | _        | 20                | 21       | 22       |                                          |
|                                                                             | 26 27          | 28 29          |               | 31             | 23       | 24       |          |          |                   | 28       |          |                                          |
| ĺ                                                                           |                |                |               |                |          | I        |          |          | I                 | I        |          |                                          |
|                                                                             |                |                |               |                | 30       |          |          |          |                   |          |          |                                          |



#### Classroom Aide 186 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                          |                                                                       |                                | Jul                              | y 20                                                           | )18                                                        |                                                                                 |                                                      |                                       | Aug                                                               | ust                                     | 2018                                                                               | 3                                                         |                                                                |                                                                         |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------|----------------------------------|----------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------|-------|
| JULY                                                                                                                                                                                                                                                                     | S                                                                     | М                              | Т                                | W                                                              | Τ                                                          | F S                                                                             | S                                                    | М                                     | Τ                                                                 | W                                       | Τ                                                                                  | F                                                         | S                                                              | AU                                                                      | GUST  |
|                                                                                                                                                                                                                                                                          | 1                                                                     | 2                              | 3                                | 4                                                              | 5                                                          | 6 7                                                                             |                                                      |                                       |                                                                   | 1                                       | 2                                                                                  | 3                                                         | 4                                                              |                                                                         |       |
|                                                                                                                                                                                                                                                                          | 8                                                                     | 9                              | _                                | 11                                                             | 12                                                         | 13 14                                                                           | 5                                                    | 6                                     | 7                                                                 | 8                                       | 9                                                                                  | 10                                                        | 11                                                             | 8 - Professional Development Day                                        |       |
|                                                                                                                                                                                                                                                                          | 15                                                                    | 16                             |                                  | 18                                                             | 19                                                         | 20 21                                                                           | 12                                                   | 13                                    | _                                                                 | 15                                      | 16                                                                                 | 17                                                        | _                                                              | 9-10 - Non Work Days                                                    |       |
|                                                                                                                                                                                                                                                                          | 22                                                                    | 23                             |                                  | 25                                                             | 26                                                         | 27 28                                                                           | 19                                                   | 20                                    | 21                                                                | 22                                      | 23                                                                                 | 24                                                        | 25                                                             | 13 - Professional Development Day                                       |       |
|                                                                                                                                                                                                                                                                          | 29                                                                    | 30                             | 31                               |                                                                |                                                            |                                                                                 | 26                                                   | 27                                    | 28                                                                | 29                                      | 30                                                                                 | 31                                                        |                                                                | 14 - First Day of Employment                                            |       |
|                                                                                                                                                                                                                                                                          |                                                                       |                                |                                  |                                                                |                                                            |                                                                                 |                                                      |                                       |                                                                   |                                         |                                                                                    |                                                           |                                                                |                                                                         |       |
|                                                                                                                                                                                                                                                                          |                                                                       | Se                             | pter                             | nbe                                                            | r 20                                                       | 18                                                                              |                                                      | (                                     | Octo                                                              | ber                                     | 201                                                                                | 8                                                         |                                                                |                                                                         |       |
| SEPTEMBER                                                                                                                                                                                                                                                                | S                                                                     | М                              | Т                                | W                                                              | Т                                                          | F S                                                                             | S                                                    | М                                     | Τ                                                                 | W                                       | Т                                                                                  | F                                                         | S                                                              | ост                                                                     | OBER  |
|                                                                                                                                                                                                                                                                          |                                                                       |                                |                                  |                                                                |                                                            | 1                                                                               |                                                      | 1                                     | 2                                                                 | 3                                       | 4                                                                                  | 5                                                         | 6                                                              |                                                                         |       |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                               | 2                                                                     | 3                              | 4                                | 5                                                              | 6                                                          | 7 8                                                                             | 7                                                    | 8                                     | 9                                                                 | 10                                      | 11                                                                                 | 12                                                        | 13                                                             |                                                                         |       |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 9                                                                     | 10                             | 11                               | 12                                                             | 13                                                         | 14 15                                                                           | 14                                                   | 15                                    | 16                                                                | 17                                      | 18                                                                                 | 19                                                        | 20                                                             |                                                                         |       |
|                                                                                                                                                                                                                                                                          | 16                                                                    | 17                             | _                                | 19                                                             | 20                                                         | 21 22                                                                           | 21                                                   | 22                                    | 23                                                                | 24                                      | 25                                                                                 | 26                                                        | 27                                                             |                                                                         |       |
|                                                                                                                                                                                                                                                                          | 23                                                                    | 24                             | 25                               | 26                                                             | 27                                                         | 28 29                                                                           | 28                                                   | 29                                    | 30                                                                | 31                                      |                                                                                    |                                                           |                                                                |                                                                         |       |
|                                                                                                                                                                                                                                                                          | 30                                                                    |                                |                                  |                                                                |                                                            |                                                                                 |                                                      |                                       |                                                                   |                                         |                                                                                    |                                                           |                                                                |                                                                         |       |
|                                                                                                                                                                                                                                                                          |                                                                       | No                             | oven                             | nbe                                                            | r 20                                                       |                                                                                 |                                                      | D                                     | ecer                                                              | nbe                                     | r 20                                                                               | 18                                                        |                                                                |                                                                         |       |
| NOVEMBER                                                                                                                                                                                                                                                                 | S                                                                     | М                              | T                                | W                                                              | Τ                                                          | F S                                                                             | S                                                    | М                                     | T                                                                 | W                                       | Τ                                                                                  | F                                                         | ω                                                              | DECE                                                                    | MBER  |
|                                                                                                                                                                                                                                                                          | <u> </u>                                                              |                                |                                  |                                                                | 1                                                          | 2 3                                                                             |                                                      |                                       | _                                                                 |                                         |                                                                                    |                                                           | 1                                                              |                                                                         |       |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                      | 4                                                                     | 5                              | 6                                | 7                                                              | 8                                                          | 9 10                                                                            | 2                                                    | 3                                     | 4                                                                 | 5                                       | 6                                                                                  | 7                                                         | 8                                                              | 21 - Winter Break UNPAID DAY OFF                                        |       |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                                                 | 11                                                                    | 12                             |                                  | 14                                                             | 15                                                         | 16 17                                                                           | 9                                                    | 10                                    | 11                                                                | 12                                      | 13                                                                                 | 14                                                        | 15                                                             | 24-26 - Winter Break PAID DAYS OFF                                      |       |
| 16 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 18                                                                    | 19                             |                                  | 21                                                             | 22                                                         | 23 24                                                                           | 16                                                   | 17                                    | 18                                                                | 19                                      | 20                                                                                 | 21                                                        | 22                                                             | 27-28, 31 - Winter Break UNPAID DAYS OFF                                |       |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                                                   | 25                                                                    | 26                             | 27                               | 28                                                             | 29                                                         | 30                                                                              | 23                                                   | 24                                    | 25                                                                | 26                                      | 27                                                                                 | 28                                                        | 29                                                             |                                                                         |       |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                                                                 |                                                                       |                                |                                  |                                                                |                                                            |                                                                                 | 30                                                   | 31                                    |                                                                   |                                         |                                                                                    |                                                           |                                                                |                                                                         |       |
|                                                                                                                                                                                                                                                                          |                                                                       |                                |                                  |                                                                |                                                            |                                                                                 |                                                      |                                       |                                                                   |                                         |                                                                                    |                                                           |                                                                |                                                                         |       |
| I                                                                                                                                                                                                                                                                        |                                                                       |                                | anu                              | _                                                              | 201                                                        |                                                                                 |                                                      |                                       | ebru                                                              |                                         | 201                                                                                |                                                           |                                                                |                                                                         |       |
| JANUARY                                                                                                                                                                                                                                                                  | S                                                                     | M                              | T                                | W                                                              | Т                                                          | F S                                                                             | S                                                    | M                                     | ebru<br>T                                                         | u <mark>ary</mark><br>W                 | <b>201</b>                                                                         | F                                                         | S                                                              | FEBR                                                                    | UARY  |
|                                                                                                                                                                                                                                                                          |                                                                       | М                              | T<br>1                           | W<br>2                                                         | T<br>3                                                     | F S<br>4 5                                                                      |                                                      | M                                     | Τ                                                                 | W                                       | Т                                                                                  | F<br>1                                                    | 2                                                              |                                                                         | UARY  |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6                                                                     | M<br>7                         | T<br>1<br>8                      | W<br>2<br>9                                                    | T<br>3<br>10                                               | F S<br>4 5<br>11 12                                                             | 3                                                    | M<br>4                                | T<br>5                                                            | W<br>6                                  | T<br>7                                                                             | F<br>1<br>8                                               | 9                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                    | UARY  |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13                                                               | M<br>7<br>14                   | T<br>1<br>8<br>15                | W<br>2<br>9<br>16                                              | T<br>3<br>10<br>17                                         | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                              | M<br>4<br>11                          | T<br>5<br>12                                                      | W<br>6<br>13                            | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   |                                                                         | UARY  |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6<br>13<br>20                                                         | M<br>7<br>14<br>21             | T<br>1<br>8<br>15<br>22          | W<br>2<br>9<br>16<br>23                                        | T<br>3<br>10<br>17<br>24                                   | F S<br>4 5<br>11 12                                                             | 3<br>10<br>17                                        | M<br>4<br>11<br>18                    | T<br>5<br>12<br>19                                                | W<br>6<br>13<br>20                      | 7<br>14<br>21                                                                      | F<br>1<br>8                                               | 9                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                    | UARY  |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13                                                               | M<br>7<br>14                   | T<br>1<br>8<br>15<br>22          | W<br>2<br>9<br>16                                              | T<br>3<br>10<br>17                                         | F S<br>4 5<br>11 12<br>18 19                                                    | 3<br>10                                              | M<br>4<br>11                          | T<br>5<br>12                                                      | W<br>6<br>13<br>20                      | T<br>7<br>14                                                                       | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   | 15 - Teacher Work Day UNPAID DAY OFF                                    | UARY  |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13<br>20                                                         | 7<br>14<br>21<br>28            | T<br>8<br>15<br>22<br>29         | 9<br>16<br>23<br>30                                            | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17                                        | M<br>4<br>11<br>18                    | 5<br>12<br>19<br>26                                               | 6<br>13<br>20<br>27                     | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   | 15 - Teacher Work Day UNPAID DAY OFF                                    | UARY  |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 6<br>13<br>20<br>27                                                   | 7<br>14<br>21<br>28            | T<br>1<br>8<br>15<br>22          | W 2 9 16 23 30 ch 2                                            | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17<br>24                                  | M 4 11 18 25                          | 5<br>12<br>19<br>26                                               | W<br>6<br>13<br>20<br>27                | 7<br>14<br>21<br>28                                                                | F<br>1<br>8<br>15<br>22                                   | 9<br>16<br>23                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13<br>20                                                         | 7<br>14<br>21<br>28            | T<br>8<br>15<br>22<br>29         | 9<br>16<br>23<br>30                                            | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                                           | 3<br>10<br>17                                        | M 4 11 18 25 M                        | 5<br>12<br>19<br>26<br><b>Ap</b>                                  | W 6 13 20 27 W                          | 7<br>14<br>21<br>28<br><b>019</b><br>T                                             | F<br>1<br>8<br>15<br>22                                   | 9<br>16<br>23<br>S                                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 6<br>13<br>20<br>27                                                   | M 7 14 21 28 M                 | T<br>8<br>15<br>22<br>29<br>Marc | 9<br>16<br>23<br>30<br><b>ch 2</b>                             | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T                | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                                    | 3<br>10<br>17<br>24                                  | M 4 11 18 25 M 1                      | 5<br>12<br>19<br>26<br>T<br>2                                     | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3 | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4                                        | F<br>1<br>8<br>15<br>22<br>F<br>5                         | 9<br>16<br>23<br>S<br>6                                        | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S                                              | M 7 14 21 28 M                 | T 8 8 15 22 29 Marc              | W 2 9 16 23 30 Ch 2 W                                          | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7                   | F S<br>11 12<br>18 19<br>25 26<br>                                              | 3<br>10<br>17<br>24<br>S                             | M 4 11 18 25 M 1 1 8                  | 5<br>12<br>19<br>26<br>T<br>2<br>9                                | W 6 13 20 27 W 3 10                     | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                   | 2<br>9<br>16<br>23<br>S<br>6<br>13                             | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 6<br>13<br>20<br>27<br>S<br>S                                         | M 7 14 21 28 M 4 11            | T 8 15 22 29 T T 5 12            | 9<br>16<br>23<br>30<br>W                                       | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14             | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14                  | M 4 11 18 25 M 1 1 8 15               | T 5 12 19 26 T 2 9 16                                             | W 6 13 20 27 W 3 10 17                  | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                             | M 21 28 M 4 11 18              | T 8 15 22 29                     | 9<br>16<br>23<br>30<br>W<br>6<br>13<br>20                      | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21       | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M 4 11 18 25 M 1 1 8 15 22            | T 5 12 19 26 T 2 9 16 23                                          | W 6 13 20 27 W 3 10                     | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                   | 9<br>16<br>23<br>S<br>6<br>13                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>S                                         | M 7 14 21 28 M 4 11            | T 8 15 22 29 Marc T 5 12 19      | 9<br>16<br>23<br>30<br>W                                       | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14             | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14                  | M 4 11 18 25 M 1 1 8 15 22            | T 5 12 19 26 T 2 9 16                                             | W 6 13 20 27 W 3 10 17                  | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                  | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>S<br>10<br>17<br>24                       | M 21 28 M 4 11 18              | T 1 8 15 22 29                   | W 2 9 16 23 30 W 6 13 20 27                                    | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M 4 11 18 25 M 1 1 8 15 22            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30 | W 6 13 20 27 ril 20 W 3 10 17 24        | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>S<br>10<br>17<br>24                       | M 21 28 M 4 11 18 25           | T 1 8 15 22 29                   | 9<br>16<br>23<br>30<br>W<br>6<br>13<br>20                      | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F S<br>11 12<br>18 19<br>25 26<br>                                              | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M 4 11 18 25 M 1 1 8 15 22            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30 | W 6 13 20 27 W 3 10 17                  | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                      | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF |       |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                 | M 21 28 M 4 11 18              | T 1 8 15 22 29                   | W 2 9 16 23 30 W 6 13 20 27                                    | T 3 10 17 24 31  C019 T 7 14 21 28                         | F S<br>11 12<br>18 19<br>25 26                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 1 1 8 15 22 29         | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30 | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11<br>18<br>25                      | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26           | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                 | M 21 28 M 4 11 18 25           | T 1 8 15 22 29                   | W 2 9 16 23 30 W 6 13 20 27 W W                                | T 3 10 17 24 31  C019 T 7 14 21 28  T T                    | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S                       | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 1 1 8 15 22 29         | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30 | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11<br>18<br>25                      | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26           | 9<br>16<br>23<br>5<br>6<br>13<br>20<br>27                      | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24<br>31            | M 7 14 21 28 M 4 11 18 25 M    | T 1 8 15 22 29                   | 9<br>16<br>23<br>30<br>W<br>6<br>13<br>20<br>27<br>W<br>1      | T 3 10 17 24 31  T 7 14 21 28  D19 T 2                     | F S 11 12 18 19 25 26                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 1 1 8 15 22 29 M       | T 5 12 19 26                                                      | W 6 13 20 27 W 3 10 17 24 W 5           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F      | 2<br>9<br>16<br>23<br>5<br>6<br>13<br>20<br>27<br>S<br>S       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                | 6<br>13<br>20<br>27<br>8<br>3<br>10<br>17<br>24<br>31<br>8            | M 21 28 M 4 11 18 25 M 6 13    | T 1 8 15 22 29                   | 9<br>16<br>23<br>30<br>W<br>6<br>13<br>20<br>27<br>W<br>1<br>8 | T 3 10 17 24 31  T 7 14 21 28  T 2 9                       | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11                                     | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 15 22 29 M 3 3         | T 5 12 19 26                                                      | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F      | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12 | M 21 28 M 4 11 18 25 M 6 13 20 | T 1 8 15 22 29                   | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15                           | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16                | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30  F S 3 4 10 11 17 18 24 25 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S | M 4 11 18 25 M 1 1 8 22 29 M M 3 3 10 | T 5 12 19 26                                                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19     | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20  | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7 | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF | APRIL |



#### **Paraprofessional**

186 Days - "Snow Days" are Unpaid Days Off

|                                                                           |               |               | Ju            | ly 20              | 018             |                     |                     |              |                     | Aug           | ust           | 2018          | 3             |                    |                                          |
|---------------------------------------------------------------------------|---------------|---------------|---------------|--------------------|-----------------|---------------------|---------------------|--------------|---------------------|---------------|---------------|---------------|---------------|--------------------|------------------------------------------|
| JULY                                                                      | S             | М             | Т             | W                  | Т               | F                   | S                   | S            | М                   | Т             | W             | Τ             | F             | S                  | AUGUS                                    |
|                                                                           | 1             | 2             | 3             | 4                  | 5               | 6                   | 7                   |              |                     |               | 1             | 2             | 3             | 4                  |                                          |
|                                                                           | 8             | 9             | 10            | 11                 | 12              | 13                  | _                   | 5            | 6                   | 7             | 8             | 9             | 10            | 11                 | 8 - Professional Development Day         |
|                                                                           | 15            | 16            | 17            | 18                 | 19              | 20                  | _                   | 12           | 13                  | _             | 15            | 16            | 17            |                    | 9-10, 13 - Non Work Days                 |
|                                                                           | 22            | 23            | 24            | 25                 | 26              | 27                  | 28                  | 19           | 20                  | _             | 22            | 23            | 24            | 25                 | 14 - First Day of Employment             |
|                                                                           | 29            | 30            | 31            |                    |                 |                     |                     | 26           | 27                  | 28            | 29            | 30            | 31            |                    |                                          |
|                                                                           |               |               |               |                    |                 |                     |                     |              |                     |               |               |               |               |                    |                                          |
|                                                                           |               | S             | epte          | mbe                | er 20           | 18                  |                     |              | (                   | Octo          | ber           | 201           | 8             |                    |                                          |
| SEPTEMBER                                                                 | S             | М             | T             | W                  | T               | F                   | S                   | s            | М                   | T             | W             |               | F             | S                  | ОСТОВЕ                                   |
|                                                                           | Ť             | Π             |               | Г                  | T               |                     | 1                   | Ť            | 1                   | 2             | 3             | 4             | 5             | 6                  |                                          |
| 3 - Labor Day PAID DAY OFF                                                | 2             | 3             | 4             | 5                  | 6               | 7                   | 8                   | 7            | 8                   | 9             | 10            | 11            | 12            | 13                 |                                          |
| 24 - Teacher Work Day UNPAID DAY OFF                                      | 9             | 10            | 11            | 12                 |                 | 14                  | _                   | 14           | 15                  |               | 17            | 18            | 19            | 20                 |                                          |
|                                                                           | 16            | 17            | 18            | 19                 | _               | 21                  | 22                  | 21           | 22                  | 23            | 24            | 25            | 26            | 27                 |                                          |
|                                                                           | 23            | 24            | 25            | 26                 | _               | 28                  | _                   | 28           | _                   |               | _             |               |               |                    |                                          |
|                                                                           | 30            |               |               |                    |                 |                     |                     |              |                     |               |               |               |               |                    |                                          |
|                                                                           | ,             |               |               |                    |                 | 40                  |                     |              | _                   |               |               |               | 4.0           |                    |                                          |
| NOVEMBER                                                                  | S             |               | ove           |                    | r 20            |                     | S                   | <u> </u>     |                     | ecer          | mbe           | <u> 7</u>     | 18<br>F       |                    | DECEMBE                                  |
| NOVEMBER                                                                  | <b> </b>      | <u>М</u>      | <u> </u>      | W                  | <u> </u><br>  4 | <u>F</u>            | _                   | S            | M                   | <u> </u>      | W             | <u> </u>      |               | S                  | DECEMBE                                  |
| 5. Tarakas Wada Day UNDAID DAY OFF                                        | _             | _             |               | -                  | 1               |                     | 3                   | <u> </u>     | 2                   | 4             | -             | -             | 7             | 1                  | Of Minter People LINDAID DAY OFF         |
| 5 - Teacher Work Day UNPAID DAY OFF                                       | 4             | 5             | 6             | 7                  | 8               | 9                   | 10                  | 2            | 3                   | 4             | 5             | 6             | 7             | 8                  | 21 - Winter Break UNPAID DAY OFF         |
| 6 - School Not In Session UNPAID DAY OFF                                  | 11            | 12            | 13            | 14                 | _               | 16                  | 17<br>24            | 9            | 10                  |               | 12            | 13            | 14            | 15<br>22           | 24-26 - Winter Break PAID DAYS OFF       |
| 16 - Teacher Work Day UNPAID DAY OFF                                      | 18<br>25      | 19<br>26      | 20<br>27      | 21<br>28           | 22<br>29        | 23<br>30            |                     | 16           | 17                  | 18<br>25      | 19<br>26      | 20<br>27      | 21<br>28      | 29                 | 27-28, 31 - Winter Break UNPAID DAYS OFF |
| 21 - Thanksgiving Break UNPAID DAY OFF                                    | 25            | 20            | 21            | 20                 | 29              | 30                  | +                   | 23<br>30     |                     | ∠5            | 20            | 21            | 20            | 29                 |                                          |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                  |               |               |               |                    |                 |                     | Ш                   | 30           | SI                  |               |               |               |               |                    |                                          |
|                                                                           |               |               | Janı          |                    | 201             |                     |                     |              |                     | ebru          | uary          | 201           |               |                    |                                          |
| JANUARY                                                                   | S             | M             | T             | W                  | T               | F                   | S                   | S            | M                   |               | W             | T             | F             | S                  | FEBRUAR                                  |
|                                                                           | _             | <b>├</b>      | 1             | 2                  | 3               | 4                   | 5                   | <u> </u>     |                     | _             |               | _             | 1             | 2                  |                                          |
| 1 - Winter Break PAID DAY OFF                                             | 6             | 7             | 8             | 9                  | 10              | 11                  | 12                  | 3            | 4                   | 5             | 6             | 7             | 8             | 9                  | 15 - Professional Development Day        |
| 2 - Teacher Work Day UNPAID DAY OFF                                       | 13            | _             | 15            | 16                 | _               | 18                  |                     | 10           |                     | _             | 13            | 14            | 15            | 16                 | 18 - Presidents' Day PAID DAY OFF        |
| 21 - Martin L. King's Day PAID DAY OFF                                    | 20            | 21            | 22            | 23                 | _               | 25                  | 26                  | 17           | 18                  | 19            | _             | 21            | 22            | 23                 |                                          |
|                                                                           | 27            | 28            | 29            | 30                 | 31              |                     | +                   | 24           | 25                  | 26            | 27            | 28            |               |                    |                                          |
|                                                                           |               |               |               |                    |                 |                     |                     |              |                     |               |               |               |               |                    |                                          |
|                                                                           |               |               | Mar           | ch 2               | 2019            | )                   |                     |              |                     | Ap            | ril 2         | 019           |               |                    |                                          |
| MARCH                                                                     | S             | М             | Τ             | W                  | Т               | F                   | S                   | S            | М                   | Τ             | W             | Т             | F             | S                  | APR                                      |
|                                                                           |               |               |               |                    |                 | 1                   | 2                   |              | 1                   | 2             | 3             | 4             | 5             | 6                  |                                          |
| 1 - Teacher Work Day UNPAID DAY OFF                                       | 3             | 4             | 5             | 6                  | 7               | 8                   | 9                   | 7            | 8                   | 9             | 10            | 11            | 12            | 13                 |                                          |
| 25-29 - Spring Break UNPAID DAYS OFF                                      | 10            | _             | 12            | 13                 | _               |                     |                     | 14           | 15                  | _             | _             | 18            | _             | 20                 |                                          |
|                                                                           | 17            | 18            |               | 20                 | _               | 22                  | 23                  | 21           | 22                  | 23            | 24            | 25            | 26            | 27                 |                                          |
|                                                                           | 24            | 25            | 26            | 27                 | 28              | 29                  | 30                  | 28           | 29                  | 30            |               |               |               |                    |                                          |
|                                                                           | 31            |               |               |                    |                 |                     |                     |              |                     |               |               |               |               |                    |                                          |
|                                                                           |               |               | Ma            | ay 20              | 019             |                     |                     |              |                     | Jur           | ne 2          | 019           |               |                    |                                          |
|                                                                           |               |               |               | _                  |                 | _                   |                     | s            | М                   | T             | W             | T             | F             | S                  | JUN                                      |
| MAY                                                                       | S             | М             | Т             | W                  | Т               | F                   | S                   | 1 0          | 111                 | •             |               |               |               | J                  | JUN                                      |
| MAY                                                                       | S             | M             | T             | <u>W</u>           | 2               | 1<br>3              | 4                   | ٦            | T                   | T '           | Π             |               | <u>'</u>      | 1                  | JON                                      |
| MAY  20 - Last Day of Employment - No Snow Days                           | S<br>5        | M<br>6        | T 7           | т —                |                 |                     | 4                   | 2            | 3                   | 4             | 5             | 6             | 7             |                    | 301                                      |
|                                                                           |               | 6             | 7             | 1                  | 9               | 3                   | 4<br>11             |              |                     | 4             |               |               | 7             | 1                  | Jun                                      |
| 20 - Last Day of Employment - No Snow Days                                | 5             | 6<br>13       | 7             | 1<br>8             | 9<br>16         | 3<br>10             | 4<br>11<br>18       | 2            | 3                   | 4             | 5<br>12       | 6             | 7             | 1 8                | Jun                                      |
| 20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 5<br>12       | 6<br>13<br>20 | 7             | 1<br>8<br>15       | 9<br>16<br>23   | 3<br>10<br>17<br>24 | 4<br>11<br>18<br>25 | 2            | 3<br>10<br>17       | 4<br>11<br>18 | 5<br>12<br>19 | 6<br>13<br>20 | 7             | 1<br>8<br>15       | Jun                                      |
| 20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 5<br>12<br>19 | 6<br>13<br>20 | 7<br>14<br>21 | 1<br>8<br>15<br>22 | 9<br>16<br>23   | 3<br>10<br>17<br>24 | 4<br>11<br>18<br>25 | 2<br>9<br>16 | 3<br>10<br>17<br>24 | 4<br>11<br>18 | 5<br>12<br>19 | 6<br>13<br>20 | 7<br>14<br>21 | 1<br>8<br>15<br>22 | Jun                                      |



### CPS TV 218 Days - "Snow Days" are Scheduled Work Days

|                                          | July 2018                                  | August 2018                    |                                   |
|------------------------------------------|--------------------------------------------|--------------------------------|-----------------------------------|
| JULY                                     | SMTWTF                                     | SMTWTFS                        | AUGUST                            |
|                                          | 1 2 3 4 5 6                                | 1 2 3 4 1-Firs                 | st Day of Employment              |
|                                          | 8 9 10 11 12 13                            | 5 6 7 8 9 10 11                |                                   |
|                                          | 15 16 17 18 19 20 2                        | 12 13 14 15 16 17 18           |                                   |
|                                          | 22 23 24 25 26 27 2                        | 19 20 21 22 23 24 25           |                                   |
|                                          | 29 30 31                                   | 26 27 28 29 30 31              |                                   |
|                                          |                                            |                                |                                   |
|                                          | September 2018                             | October 2018                   |                                   |
| SEPTEMBER                                | SMTWTF                                     | SMTWTFS                        | OCTOBER                           |
|                                          |                                            | 1 2 3 4 5 6                    |                                   |
| 3 - Labor Day UNPAID DAY OFF             | 2 3 4 5 6 7                                | 7 8 9 10 11 12 13              |                                   |
|                                          | 9 10 11 12 13 14                           | 14 15 16 17 18 19 20           |                                   |
|                                          | 16 17 18 19 20 21 2                        | 21 22 23 24 25 26 27           |                                   |
|                                          | 23 24 25 26 27 28 2                        | 28 29 30 31                    |                                   |
|                                          | 30                                         |                                |                                   |
|                                          | November 2018                              | December 2018                  |                                   |
| NOVEMBER                                 | SMTWTF                                     | SMTWTFS                        | DECEMBER                          |
|                                          | 1 2                                        |                                |                                   |
| 21 - Thanksgiving Break UNPAID DAY OFF   | 4 5 6 7 8 9                                | 2 3 4 5 6 7 8 21, 24           | - Winter Break UNPAID DAYS OFF    |
| 22 - Thanksgiving Break PAID DAY OFF     | 11 12 13 14 15 16                          | 9 10 11 12 13 14 15 25 - Wi    | inter Break PAID DAY OFF          |
| 23 - Thanksgiving Break UNPAID DAY OFF   | 18 19 20 21 22 23 2                        | 16 17 18 19 20 21 22 26-28,    | 31 - Winter Break UNPAID DAYS OFF |
|                                          | 25 26 27 28 29 30                          | 23 24 25 26 27 28 29           |                                   |
|                                          |                                            | 30 31                          |                                   |
|                                          | January 2019                               | February 2019                  |                                   |
| JANUARY                                  | SMTWTF                                     | SMTWTFS                        | FEBRUARY                          |
|                                          | 1 2 3 4                                    | 1 2                            |                                   |
| 1 - Winter Break UNPAID DAY OFF          | 6 7 8 9 10 11                              | 3 4 5 6 7 8 9 18-Pro           | residents' Day PAID DAY OFF       |
| 21 - Martin L. King's Day UNPAID DAY OFF | 13 14 15 16 17 18                          | 10 11 12 13 14 15 16           |                                   |
|                                          | 20 21 22 23 24 25 2                        | 17 18 19 20 21 22 23           |                                   |
|                                          | 27 28 29 30 31                             | 24 25 26 27 28                 |                                   |
|                                          |                                            |                                |                                   |
|                                          | March 2019                                 | April 2019                     |                                   |
| MARCH                                    | S M T W T F                                | S M T W T F S                  | APRIL                             |
|                                          | 1                                          | 1 2 3 4 5 6                    |                                   |
| 25-29 - Spring Break UNPAID DAYS OFF     | 3 4 5 6 7 8                                | 7 8 9 10 11 12 13              |                                   |
|                                          | 10 11 12 13 14 15                          | 14 15 16 17 18 19 20           |                                   |
|                                          | 17 18 19 20 21 22 2                        | 21 22 23 24 25 26 27           |                                   |
|                                          | 24 25 26 27 28 29 3                        | 28 29 30                       |                                   |
|                                          | 31                                         |                                |                                   |
|                                          | May 2019                                   | June 2019                      |                                   |
| MAY                                      | S M T W T F                                | S M T W T F S                  | JUNE                              |
|                                          | 1 2 3                                      | 2 3 4 5 6 7 8 <sup>25-La</sup> | ast Day of Employment             |
| 27 - Memorial Day, LINDAID DAY OFF       | 5   6   7   0   0   10   10   <i>1</i>     |                                | at Day of Employment              |
| 27 - Memorial Day UNPAID DAY OFF         | 5 6 7 8 9 10 7                             | 0 10 11 12 12 14 15            |                                   |
| 27 - Memorial Day UNPAID DAY OFF         | 12 13 14 15 16 17                          | 9 10 11 12 13 14 15            |                                   |
| 27 - Memorial Day UNPAID DAY OFF         | 12 13 14 15 16 17 1<br>19 20 21 22 23 24 2 | 16 17 18 19 20 21 22           |                                   |
| 27 - Memorial Day UNPAID DAY OFF         | 12 13 14 15 16 17                          | <del></del>                    |                                   |



### Nutrition Services 184 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                                                                                          |                                                            |                                    | Ju                                        | ly 20                                   | 018                                                        |                                                              |                                                      | 1                                                                   | Aug                                                                    | ust 2                                   | 2018                                                                              | 3                                                         |                                                                |                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------|-------------------------------------------|-----------------------------------------|------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                                                     | S                                                          | М                                  | Т                                         | W                                       | Т                                                          | F S                                                          | S                                                    | М                                                                   | Τ                                                                      | W                                       | Τ                                                                                 | F                                                         | S                                                              | AUGL                                                                        |
|                                                                                                                                                                                                                                                                          | 1                                                          | 2                                  | 3                                         | 4                                       | 5                                                          | 6 7                                                          |                                                      |                                                                     |                                                                        | 1                                       | 2                                                                                 | 3                                                         | 4                                                              |                                                                             |
|                                                                                                                                                                                                                                                                          | 8                                                          | 9                                  | 10                                        | 11                                      | 12                                                         | 13 14                                                        | 5                                                    | 6                                                                   | 7                                                                      | 8                                       | 9                                                                                 | 10                                                        | 11                                                             | 14 - First Day of Employment                                                |
|                                                                                                                                                                                                                                                                          | 15                                                         | _                                  | 17                                        | 18                                      |                                                            | 20 21                                                        | 12                                                   | 13                                                                  | 14                                                                     | 15                                      | 16                                                                                | 17                                                        | 18                                                             |                                                                             |
|                                                                                                                                                                                                                                                                          | 22                                                         | 23                                 | 24                                        | 25                                      | 26                                                         | 27 28                                                        | 19                                                   | 20                                                                  | 21                                                                     | 22                                      | 23                                                                                | 24                                                        | 25                                                             |                                                                             |
|                                                                                                                                                                                                                                                                          | 29                                                         | 30                                 | 31                                        |                                         |                                                            |                                                              | 26                                                   | 27                                                                  | 28                                                                     | 29                                      | 30                                                                                | 31                                                        |                                                                |                                                                             |
|                                                                                                                                                                                                                                                                          |                                                            |                                    |                                           |                                         |                                                            |                                                              |                                                      |                                                                     |                                                                        |                                         |                                                                                   |                                                           |                                                                |                                                                             |
|                                                                                                                                                                                                                                                                          |                                                            |                                    | epte                                      | mbe                                     | er 20                                                      |                                                              |                                                      |                                                                     | Octo                                                                   |                                         | 201                                                                               |                                                           |                                                                |                                                                             |
| SEPTEMBER                                                                                                                                                                                                                                                                | S                                                          | M                                  | <u> T</u>                                 | W                                       | $\top$                                                     | F S                                                          | S                                                    | M                                                                   | T                                                                      | W                                       | T                                                                                 | F                                                         | S                                                              | ОСТОВ                                                                       |
|                                                                                                                                                                                                                                                                          | <u> </u>                                                   |                                    | ١.                                        | <u> </u>                                | _                                                          | 1                                                            | <u> </u>                                             | 1                                                                   | 2                                                                      | 3                                       | 4                                                                                 | 5                                                         | 6                                                              |                                                                             |
| 3 - Labor Day PAID DAY OFF                                                                                                                                                                                                                                               | 2                                                          | 3                                  | 4                                         | 5                                       | 6                                                          | 7 8                                                          | 7                                                    | 8                                                                   | 9                                                                      | 10                                      | 11                                                                                | 12                                                        | 13                                                             |                                                                             |
| 24 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 9                                                          | 10                                 | 11                                        | 12                                      | _                                                          | 14 15                                                        | 14                                                   | 15                                                                  | 16                                                                     | 17                                      | 18                                                                                | 19                                                        | 20                                                             |                                                                             |
|                                                                                                                                                                                                                                                                          | 16                                                         | 17                                 | 18                                        | 19                                      | _                                                          | 21 22                                                        | 21                                                   | 22                                                                  | 23                                                                     | 24                                      | 25                                                                                | 26                                                        | 27                                                             |                                                                             |
|                                                                                                                                                                                                                                                                          | 30                                                         | 24                                 | 25                                        | 26                                      | 27                                                         | 28 29                                                        | 28                                                   | 29                                                                  | 30                                                                     | 31                                      |                                                                                   |                                                           |                                                                |                                                                             |
|                                                                                                                                                                                                                                                                          | 30                                                         |                                    |                                           |                                         |                                                            |                                                              |                                                      |                                                                     |                                                                        |                                         |                                                                                   |                                                           |                                                                |                                                                             |
|                                                                                                                                                                                                                                                                          |                                                            |                                    | ove                                       | mbe                                     | r 20                                                       |                                                              |                                                      |                                                                     |                                                                        |                                         | r 20°                                                                             |                                                           |                                                                |                                                                             |
| NOVEMBER                                                                                                                                                                                                                                                                 | S                                                          | M                                  | Т                                         | W                                       | T                                                          | F S                                                          | S                                                    | M                                                                   | Τ                                                                      | W                                       | Τ                                                                                 | F                                                         | S                                                              | DECEMB                                                                      |
|                                                                                                                                                                                                                                                                          | <b>L</b>                                                   | -                                  |                                           | <u> </u>                                | 1                                                          | 2 3                                                          |                                                      |                                                                     | _                                                                      | _                                       |                                                                                   | _                                                         | 1                                                              |                                                                             |
| 5 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                      | 4                                                          | 5                                  | 6                                         | 7                                       | 8                                                          | 9 10                                                         | 2                                                    | 3                                                                   | 4                                                                      | 5                                       | 6                                                                                 | 7                                                         | 8                                                              | 21 - Winter Break UNPAID DAY OFF                                            |
| 6 - School Not In Session UNPAID DAY OFF                                                                                                                                                                                                                                 | 11                                                         | 12                                 | 13                                        | 14                                      | _                                                          | 16 17                                                        | 9                                                    | 10                                                                  | 11                                                                     | 12                                      | 13                                                                                | 14                                                        | 15                                                             | 24-26 - Winter Break PAID DAYS OFF                                          |
| 16 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                                                     | 18<br>25                                                   | 19<br>26                           | 20<br>27                                  | 21<br>28                                | 22                                                         | 23 24                                                        | 16                                                   | 17                                                                  | 18                                                                     | 19                                      | 20<br>27                                                                          | 21<br>28                                                  | 22<br>29                                                       | 27-28, 31 - Winter Break UNPAID DAYS OFF                                    |
| 21 - Thanksgiving Break UNPAID DAY OFF  22-23 - Thanksgiving Break PAID DAYS OFF                                                                                                                                                                                         | 25                                                         | 20                                 | 21                                        | 20                                      | 29                                                         | 30                                                           | 23<br>30                                             | 24<br>31                                                            | 25                                                                     | 26                                      | 21                                                                                | 20                                                        | 29                                                             |                                                                             |
| 22-23 - Mainsgiving bleak 1 Alb DATO OTT                                                                                                                                                                                                                                 |                                                            | !                                  | <u> </u>                                  |                                         |                                                            |                                                              | 30                                                   | JI                                                                  |                                                                        |                                         |                                                                                   |                                                           |                                                                |                                                                             |
|                                                                                                                                                                                                                                                                          |                                                            |                                    | _                                         |                                         |                                                            | _                                                            |                                                      |                                                                     | _                                                                      |                                         |                                                                                   | _                                                         |                                                                |                                                                             |
| TANULARY                                                                                                                                                                                                                                                                 |                                                            |                                    | Janu<br>T                                 | ary                                     | 201<br>T                                                   |                                                              |                                                      |                                                                     | ebru                                                                   |                                         | 201                                                                               |                                                           | <u> </u>                                                       | FERRIA                                                                      |
| JANUARY                                                                                                                                                                                                                                                                  | S                                                          | M                                  | Т                                         | W                                       | Т                                                          | F S                                                          | S                                                    | M                                                                   | ebru<br>T                                                              | u <mark>ary</mark><br>W                 | <b>201</b>                                                                        | F                                                         | S                                                              | FEBRUA                                                                      |
|                                                                                                                                                                                                                                                                          |                                                            | M                                  | T                                         | W<br>2                                  | T<br>3                                                     | F S 4 5                                                      |                                                      | М                                                                   | Τ                                                                      | W                                       | Τ                                                                                 | F<br>1                                                    | 2                                                              |                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6                                                          | M<br>7                             | T<br>1<br>8                               | W<br>2<br>9                             | T<br>3<br>10                                               | F S<br>4 5<br>11 12                                          | 3                                                    | M<br>4                                                              | T<br>5                                                                 | W<br>6                                  | T<br>7                                                                            | F<br>1<br>8                                               | 9                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13                                                    | M<br>7<br>14                       | T<br>1<br>8<br>15                         | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17                                         | F S<br>4 5<br>11 12<br>18 19                                 | 3<br>10                                              | M<br>4<br>11                                                        | T<br>5<br>12                                                           | W<br>6<br>13                            | T<br>7<br>14                                                                      | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   |                                                                             |
| 1 - Winter Break PAID DAY OFF                                                                                                                                                                                                                                            | 6<br>13<br>20                                              | M<br>7<br>14<br>21                 | T<br>1<br>8<br>15<br>22                   | W<br>2<br>9<br>16<br>23                 | T<br>3<br>10<br>17<br>24                                   | F S<br>4 5<br>11 12                                          | 3<br>10<br>17                                        | M<br>4<br>11<br>18                                                  | T<br>5<br>12<br>19                                                     | W<br>6<br>13<br>20                      | 7<br>14<br>21                                                                     | F<br>1<br>8                                               | 9                                                              | 15 - Teacher Work Day UNPAID DAY OFF                                        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13                                                    | M<br>7<br>14                       | T<br>1<br>8<br>15                         | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17<br>24                                   | F S<br>4 5<br>11 12<br>18 19                                 | 3<br>10                                              | M<br>4<br>11                                                        | T<br>5<br>12                                                           | W<br>6<br>13<br>20                      | T<br>7<br>14                                                                      | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   | 15 - Teacher Work Day UNPAID DAY OFF                                        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13<br>20                                              | M<br>7<br>14<br>21                 | T<br>1<br>8<br>15<br>22<br>29             | W 2 9 16 23 30                          | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                        | 3<br>10<br>17                                        | M<br>4<br>11<br>18                                                  | 5<br>12<br>19<br>26                                                    | 6<br>13<br>20<br>27                     | 7<br>14<br>21<br>28                                                               | F<br>1<br>8<br>15                                         | 2<br>9<br>16                                                   | 15 - Teacher Work Day UNPAID DAY OFF                                        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                                                                                                                                                 | 6<br>13<br>20<br>27                                        | M 7 14 21 28                       | T<br>8<br>15<br>22<br>29                  | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26                        | 3<br>10<br>17<br>24                                  | M<br>4<br>11<br>18<br>25                                            | 5<br>12<br>19<br>26                                                    | W 6 13 20 27                            | 7<br>14<br>21<br>28                                                               | F<br>1<br>8<br>15<br>22                                   | 9<br>16<br>23                                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF                                                                                                                                                                                                        | 6<br>13<br>20                                              | M 7 14 21 28                       | T<br>8<br>15<br>22<br>29                  | W 2 9 16 23 30                          | T<br>3<br>10<br>17<br>24<br>31                             | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>1 1                 | 3<br>10<br>17                                        | M<br>4<br>11<br>18<br>25                                            | 5<br>12<br>19<br>26<br><b>Ap</b>                                       | W<br>6<br>13<br>20<br>27<br>ril 20      | 7<br>14<br>21<br>28<br><b>019</b><br>T                                            | F<br>1<br>8<br>15<br>22                                   | 9<br>16<br>23<br>S                                             | 15 - Teacher Work Day UNPAID DAY OFF                                        |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 6<br>13<br>20<br>27                                        | M 7 14 21 28 M                     | T<br>1<br>8<br>15<br>22<br>29<br>Mar<br>T | W 2 9 16 23 30 W                        | T<br>3<br>10<br>17<br>24<br>31<br><b>2019</b><br>T         | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                 | 3<br>10<br>17<br>24                                  | M<br>4<br>11<br>18<br>25<br>M<br>1                                  | 5<br>12<br>19<br>26<br><b>Ap</b><br>T                                  | 6<br>13<br>20<br>27<br>ril 20<br>W      | 7<br>14<br>21<br>28<br><b>D19</b><br>T                                            | F<br>1<br>8<br>15<br>22<br>F<br>5                         | 9<br>16<br>23<br>S<br>6                                        | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S                                   | M 7 14 21 28 M                     | T<br>8<br>15<br>22<br>29<br>Mar<br>T      | W 2 9 16 23 30 W W 6                    | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T                | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9          | 3<br>10<br>17<br>24<br>S                             | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8                             | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2                             | W 6 13 20 27 W 3 10                     | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4                                       | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                   | 9<br>16<br>23<br>S<br>6<br>13                                  | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                                                                                                                                                          | 6<br>13<br>20<br>27<br>S<br>S                              | M 7 14 21 28 M 4 11                | T 8 15 22 29 Mar T 5 12                   | W 2 9 16 23 30 W 6 6 13                 | T<br>3<br>10<br>17<br>24<br>31<br><b>2019</b><br>T<br>7    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16 | 3<br>10<br>17<br>24<br>S<br>7<br>14                  | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9                        | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                 | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                  | M 7 14 21 28 M 4 11 18             | T 8 15 22 29 T T 5 12 19                  | W 2 9 16 23 30 W 6 6 13 20              | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21       | F S<br>11 12<br>18 19<br>25 26                               | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                 | T 5 12 19 26 T 2 9 16 23                                               | W 6 13 20 27 W 3 10                     | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4                                       | F<br>1 8<br>15<br>22<br>F<br>5 12<br>19                   | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>S                              | M 7 14 21 28 M 4 11                | T 8 15 22 29 T T 5 12 19                  | W 2 9 16 23 30 W 6 6 13                 | T<br>3<br>10<br>17<br>24<br>31<br><b>2019</b><br>T<br>7    | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16 | 3<br>10<br>17<br>24<br>S<br>7<br>14                  | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                            | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9                        | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11                                 | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24            | M 7 14 21 28 M 4 11 18             | T 1 8 15 22 29                            | W 2 9 16 23 30 W W 6 6 13 20 27         | T 3 10 17 24 31 T 7 14 21 28                               | F S<br>11 12<br>18 19<br>25 26                               | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                 | T 5 12 19 26 T 2 9 16 23 30                                            | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                     | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF                                                                                                                      | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24            | M 7 14 21 28 M 4 11 18             | T 1 8 15 22 29                            | W 2 9 16 23 30 W 6 6 13 20              | T 3 10 17 24 31 T 7 14 21 28                               | F S<br>11 12<br>18 19<br>25 26                               | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21            | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22                 | T 5 12 19 26 T 2 9 16 23 30                                            | W 6 13 20 27  ril 20 W 3 10 17          | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11<br>18<br>25                     | F<br>18<br>15<br>22<br>F<br>5<br>12                       | 9<br>16<br>23<br>S<br>6<br>13<br>20                            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF     |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH  1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24<br>31 | M 21 28 M 4 11 18 25               | T 1 8 15 22 29                            | W 2 9 16 23 30 W 6 6 13 20 27           | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21<br>28 | F S<br>11 12<br>18 19<br>25 26<br>                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30      | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26           | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                      | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  AP |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24<br>31 | M 21 28 M 4 11 18 25               | T 1 8 15 22 29                            | W 2 9 16 23 30 W 6 6 13 20 27 W         | T 3 10 17 24 31 T 7 14 21 28 T T                           | F S 1 2 8 9 15 16 22 23 29 30 F S                            | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                | 5<br>12<br>19<br>26<br><b>Ap</b><br>T<br>2<br>9<br>16<br>23<br>30      | W 6 13 20 27 W 3 10 17 24               | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                            | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26           | 9<br>16<br>23<br>5<br>6<br>13<br>20<br>27                      | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  AP |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF                                                                                 | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31      | M 21 28 M 4 11 18 25 M             | T 1 8 15 22 29                            | W 2 9 16 23 30 W 6 6 13 20 27 W 1       | T 3 10 17 24 31 T 7 14 21 28 T 29 9                        | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4                        | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28      | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29           | 5<br>12<br>19<br>26<br>Ap<br>T<br>2<br>9<br>16<br>23<br>30<br>Jur<br>T | W 6 13 20 27 W 3 10 17 24 W             | 7<br>14<br>21<br>28<br>0019<br>T<br>4<br>11<br>18<br>25<br>0019<br>T              | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F      | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1            | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  AP |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                | 6<br>13<br>20<br>27<br>8<br>3<br>10<br>17<br>24<br>31      | M 7 14 21 28 M 4 11 18 25 M 6 6 13 | T 1 8 15 22 29                            | W 2 9 16 23 30 W W 6 6 13 20 27 W 1 1 8 | T 3 10 17 24 31 T 7 14 21 28 T 29 9                        | F S 11 2 2 8 9 15 16 22 23 29 30 F S 3 4 10 11               | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M      | T 5 12 19 26                                                           | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>T                  | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F      | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8       | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  AP |
| 1 - Winter Break PAID DAY OFF 2 - Teacher Work Day UNPAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 1 - Teacher Work Day UNPAID DAY OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day PAID DAY OFF | 6                                                          | M 7 14 21 28 M 11 18 25 M 6 13 20  | T 1 8 15 22 29                            | W 2 9 16 23 30 W 6 6 13 20 27 W 1 8 15  | T 3 10 17 24 31  T 7 14 21 28 T 28 16 23                   | F S 11 12 18 19 25 26                                        | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M | T 5 12 19 26                                                           | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>7<br>6<br>13<br>20 | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7 | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15 | 15 - Teacher Work Day UNPAID DAY OFF  18 - Presidents' Day PAID DAY OFF  AP |



### Adult Ed - Surg Tech Instructor 186 Days - "Snow Days" are Scheduled Work Days

|                                                                                                                                                                                                                                              |                                                               |                                           | July                                                                            | 201                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 8                                                                                       |                                                                                       |                                                                |                                                                                      | Aug                                  | ust                                         | 2018                                                                                | 3                                                                         |                                                                           |                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JULY                                                                                                                                                                                                                                         | S                                                             | М                                         | T V                                                                             | <u>۷</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | T                                                                                       | F S                                                                                   | S                                                              | М                                                                                    | Τ                                    | W                                           | Τ                                                                                   | F                                                                         | S                                                                         | AUGUS                                                                                                                                                          |
|                                                                                                                                                                                                                                              | 1                                                             | 2                                         |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         | 6 7                                                                                   |                                                                |                                                                                      |                                      | 1                                           | 2                                                                                   | 3                                                                         | 4                                                                         |                                                                                                                                                                |
| 2 - First Day of Employment                                                                                                                                                                                                                  |                                                               |                                           | _                                                                               | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                         | 13 14                                                                                 | 5                                                              | 6                                                                                    | 7                                    | 8                                           | 9                                                                                   | 10                                                                        | 11                                                                        | 1-3 - UNPAID DAYS OFF                                                                                                                                          |
| 4 - Independence Day UNPAID DAY OFF                                                                                                                                                                                                          |                                                               | _                                         | _                                                                               | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | _                                                                                       | 20 21                                                                                 | 12                                                             | 13                                                                                   | 14                                   | 15                                          | 16                                                                                  | 17                                                                        | 18                                                                        | 10, 17, 24, 31 - UNPAID DAYS OFF                                                                                                                               |
| 6, 13, 20 - UNPAID DAYS OFF                                                                                                                                                                                                                  |                                                               | _                                         |                                                                                 | 25 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 26 2                                                                                    | 27 28                                                                                 | 19                                                             | 20                                                                                   | 21                                   | 22                                          | 23                                                                                  |                                                                           | 25                                                                        |                                                                                                                                                                |
| 23-27, 30-31 - UNPAID DAYS OFF                                                                                                                                                                                                               | 29 3                                                          | 30                                        | 31                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         |                                                                                       | 26                                                             | 27                                                                                   | 28                                   | 29                                          | 30                                                                                  | 31                                                                        |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         |                                                                                       |                                                                |                                                                                      |                                      |                                             |                                                                                     |                                                                           |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               | Sep                                       | otem                                                                            | ber                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 201                                                                                     | 8                                                                                     |                                                                | (                                                                                    | Octo                                 | ber                                         | 201                                                                                 | 8                                                                         |                                                                           |                                                                                                                                                                |
| SEPTEMBER                                                                                                                                                                                                                                    | S                                                             | М                                         | T V                                                                             | V                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Т                                                                                       | F S                                                                                   | S                                                              | М                                                                                    | Т                                    | W                                           | Т                                                                                   | F                                                                         | S                                                                         | остове                                                                                                                                                         |
|                                                                                                                                                                                                                                              |                                                               |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         | 1                                                                                     |                                                                | 1                                                                                    | 2                                    | 3                                           | 4                                                                                   | 5                                                                         | 6                                                                         |                                                                                                                                                                |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                                                                 | 2                                                             | 3                                         | 4 !                                                                             | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6                                                                                       | 7 8                                                                                   | 7                                                              | 8                                                                                    | 9                                    | 10                                          | 11                                                                                  | 12                                                                        | 13                                                                        | 5, 12, 19, 26 - UNPAID DAYS OFF                                                                                                                                |
| 7, 14, 21, 28 - UNPAID DAYS OFF                                                                                                                                                                                                              | 9                                                             | 10                                        | 11 1                                                                            | 2 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 13 1                                                                                    | 15                                                                                    | 14                                                             |                                                                                      | 16                                   | 17                                          | 18                                                                                  | 19                                                                        | 20                                                                        |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               | _                                         | _                                                                               | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                         | 21 22                                                                                 | 21                                                             | 22                                                                                   | 23                                   | 24                                          | 25                                                                                  | 26                                                                        | 27                                                                        |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               | 24                                        | 25 2                                                                            | 6 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 27 2                                                                                    | 28 29                                                                                 | 28                                                             | 29                                                                                   | 30                                   | 31                                          |                                                                                     |                                                                           |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              | 30                                                            |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         |                                                                                       |                                                                |                                                                                      |                                      |                                             |                                                                                     |                                                                           |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               | No                                        | veml                                                                            | oer:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2018                                                                                    | 3                                                                                     |                                                                | D                                                                                    | ecer                                 | nbe                                         | r 20                                                                                | 18                                                                        |                                                                           |                                                                                                                                                                |
| NOVEMBER                                                                                                                                                                                                                                     | S                                                             | М                                         | T V                                                                             | ٧                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                         | F S                                                                                   | S                                                              | М                                                                                    | Т                                    | W                                           | Т                                                                                   | F                                                                         | S                                                                         | DECEMBE                                                                                                                                                        |
|                                                                                                                                                                                                                                              |                                                               |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1                                                                                       | 2 3                                                                                   |                                                                |                                                                                      |                                      |                                             |                                                                                     |                                                                           | 1                                                                         |                                                                                                                                                                |
| 2, 9, 16 - UNPAID DAYS OFF                                                                                                                                                                                                                   | 4                                                             | 5                                         | 6                                                                               | 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8                                                                                       | 9 10                                                                                  | 2                                                              | 3                                                                                    | 4                                    | 5                                           | 6                                                                                   | 7                                                                         | 8                                                                         | 7, 14 - UNPAID DAYS OFF                                                                                                                                        |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                       | 11                                                            | 12                                        | 13 1                                                                            | 4 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15 1                                                                                    | 16 17                                                                                 | 9                                                              | 10                                                                                   | 11                                   | 12                                          | 13                                                                                  | 14                                                                        | 15                                                                        | 21, 24 - Winter Break UNPAID DAYS OFF                                                                                                                          |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                                                                                                                                         | 18                                                            | 19                                        | 20 2                                                                            | 21 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 22 2                                                                                    | 23 24                                                                                 | 16                                                             | 17                                                                                   | 18                                   | 19                                          | 20                                                                                  | 21                                                                        | 22                                                                        | 25 - Winter Break PAID DAY OFF                                                                                                                                 |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                                                       | 25 2                                                          | 26                                        | 27 2                                                                            | 8 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 29 3                                                                                    | 30                                                                                    | 23                                                             | 24                                                                                   | 25                                   | 26                                          | 27                                                                                  | 28                                                                        | 29                                                                        | 26-28, 31 - Winter Break UNPAID DAYS OFF                                                                                                                       |
| 30 - UNPAID DAY OFF                                                                                                                                                                                                                          |                                                               |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         |                                                                                       | 30                                                             | 31                                                                                   |                                      |                                             |                                                                                     |                                                                           |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               |                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                         |                                                                                       |                                                                |                                                                                      | • . •                                |                                             |                                                                                     |                                                                           |                                                                           |                                                                                                                                                                |
|                                                                                                                                                                                                                                              |                                                               | Já                                        | anuai                                                                           | ry 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 019                                                                                     |                                                                                       |                                                                | F                                                                                    | ebru                                 | uary                                        | 201                                                                                 | 19                                                                        |                                                                           |                                                                                                                                                                |
| JANUARY                                                                                                                                                                                                                                      | S                                                             | Ja<br>M                                   |                                                                                 | N                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Т                                                                                       | F S                                                                                   | S                                                              | M                                                                                    | T                                    | wary<br>W                                   | 7 <b>201</b>                                                                        | F                                                                         | S                                                                         | FEBRUAR                                                                                                                                                        |
| JANUARY                                                                                                                                                                                                                                      | S                                                             |                                           | T V                                                                             | N                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Т                                                                                       | 4 5                                                                                   | S                                                              |                                                                                      | T                                    |                                             |                                                                                     |                                                                           | S<br>2                                                                    | FEBRUAR                                                                                                                                                        |
| JANUARY  1 - Winter Break UNPAID DAY OFF                                                                                                                                                                                                     | $\Box$                                                        |                                           | T V                                                                             | V 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | T<br>3                                                                                  |                                                                                       | S<br>3                                                         |                                                                                      | T<br>5                               |                                             |                                                                                     | F                                                                         |                                                                           | FEBRUAR  1, 8, 15 - UNPAID DAYS OFF                                                                                                                            |
|                                                                                                                                                                                                                                              | 6 13                                                          | M<br>7<br>14                              | T V 1 2 8 9 15 1                                                                | N 2 2 9 1 6 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | T<br>3<br>10 ′<br>17 ′                                                                  | 4 5<br>11 12<br>18 19                                                                 | 3<br>10                                                        | M<br>4<br>11                                                                         | T<br>5<br>12                         | W<br>6<br>13                                | T<br>7<br>14                                                                        | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              |                                                                                                                                                                |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                                                              | 6<br>13<br>20                                                 | 7<br>14<br>21                             | T V<br>1 2<br>8 9<br>15 1<br>22 2                                               | V 2 9 1 6 1 23 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | T 3 10 4 17 24 24 2                                                                     | 4 5<br>11 12                                                                          | 3                                                              | M<br>4<br>11<br>18                                                                   | T<br>5<br>12<br>19                   | W<br>6<br>13<br>20                          | T<br>7<br>14<br>21                                                                  | F<br>1<br>8                                                               | 2<br>9                                                                    | 1, 8, 15 - UNPAID DAYS OFF                                                                                                                                     |
| 1 - Winter Break UNPAID DAY OFF<br>4, 11, 18 - UNPAID DAYS OFF                                                                                                                                                                               | 6<br>13<br>20                                                 | 7<br>14<br>21                             | T V<br>1 2<br>8 9<br>15 1<br>22 2                                               | V 2 9 1 6 1 23 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | T<br>3<br>10 ′<br>17 ′                                                                  | 4 5<br>11 12<br>18 19                                                                 | 3<br>10                                                        | M<br>4<br>11                                                                         | T<br>5<br>12                         | W<br>6<br>13                                | T<br>7<br>14                                                                        | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF                                                                                                  |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                                         | 6<br>13<br>20                                                 | 7<br>14<br>21                             | T V<br>1 2<br>8 9<br>15 1<br>22 2                                               | V 2 9 1 6 1 23 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | T 3 10 4 17 24 24 2                                                                     | 4 5<br>11 12<br>18 19                                                                 | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                                   | T<br>5<br>12<br>19                   | W<br>6<br>13<br>20                          | T<br>7<br>14<br>21                                                                  | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF                                                                                                  |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                                         | 6<br>13<br>20                                                 | 7<br>14<br>21<br>28                       | T V<br>1 2<br>8 9<br>15 1<br>22 2                                               | V 2 9 1 6 1 23 2 30 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | T<br>3<br>10 1<br>17 2<br>24 2<br>31                                                    | 4 5<br>11 12<br>18 19                                                                 | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                                   | 5<br>12<br>19<br>26                  | W<br>6<br>13<br>20                          | 7<br>14<br>21<br>28                                                                 | F<br>1<br>8<br>15                                                         | 2<br>9<br>16                                                              | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF                                                                                                  |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                                         | 6<br>13<br>20<br>27<br>27                                     | 7<br>14<br>21<br>28                       | T V<br>1 2<br>8 9<br>15 1<br>22 2<br>29 3                                       | N 2 2 9 1 6 1 23 2 2 3 0 3 1 2 0 1 2 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | T<br>3 10 117 124 231                                                                   | 4 5<br>11 12<br>18 19<br>25 26<br>F S                                                 | 3<br>10<br>17                                                  | M<br>4<br>11<br>18                                                                   | T 5 12 19 26 T                       | W 6 13 20 27 W                              | 7<br>14<br>21<br>28                                                                 | F<br>1<br>8<br>15<br>22                                                   | 9<br>16<br>23<br>S                                                        | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF                                                                                                  |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF                                                                                                                     | 6<br>13<br>20<br>27<br>27                                     | 7<br>14<br>21<br>28                       | T V 1 2 8 9 15 1 22 2 29 3                                                      | N 2 2 9 1 6 1 23 2 2 3 0 3 1 2 0 1 2 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | T<br>3<br>10<br>17<br>24<br>24<br>23<br>1<br>19                                         | 4 5<br>11 12<br>18 19<br>25 26<br>F S<br>1 2                                          | 3<br>10<br>17<br>24                                            | M<br>4<br>11<br>18<br>25                                                             | T 5 12 19 26 <b>Ap</b> T 2           | W 6 13 20 27 W 3                            | T 7 14 21 28 019 T 4                                                                | F<br>1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23                                                             | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF                                                                             |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF                                                                                                                     | 6<br>13<br>20<br>27<br>27<br>2<br>S                           | 7 14 21 28 M                              | T V<br>1 :<br>8 !<br>15 1<br>22 2<br>29 3<br>March<br>T V                       | N 2 9 1 6 1 23 2 30 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | T 3   10   17   24   231   19   T                                                       | 4 5<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9                                   | 3<br>10<br>17<br>24<br>S                                       | M 4 11 18 25 M 1 8                                                                   | T 5 12 19 26 T 2 9                   | W 6 13 20 27 W 3 10                         | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                          | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF                                                                             |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH                                                                                                              | 6<br>13<br>20<br>27<br>27<br>2<br>S                           | 7 14 21 28 MM 4 11                        | T V 1 2 8 9 15 1 22 2 29 3  March T V 5 (12 1                                   | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 10 7 7 14 7                                                                             | 4 5<br>11 12<br>8 19<br>25 26<br>F S<br>11 2<br>8 9<br>15 16                          | 3<br>10<br>17<br>24<br>S<br>7<br>14                            | M 4 11 25 M 1 1 8 15                                                                 | T 5 12 19 26 T 2 9 16                | W 6 13 20 27 W 3 10 17                      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                          | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF                                                                               | 6 13 20 27 27 2 S S 10 17 17 17 17 17 17 17 17 17 17 17 17 17 | M 7 14 21 28 M M 4 11 18                  | T V 1 2 8 9 15 1 22 2 29 3 Varch T V 5 0 12 1 19 2                              | 22   29   1   6   1   20   20   20   20   20   20   20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | T 3 3 10 7 17 17 17 17 17 17 17 17 17 17 17 17 1                                        | 4 5<br>11 12<br>18 19<br>25 26<br>                                                    | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M 11 18 25 M 1 8 15 22                                                               | T 5 12 19 26 T 2 9 16 23             | W 6 13 20 27 W 3 10                         | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                          | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF                                                                               | 6 13 20 2 27 2 S S 10 17 24 2                                 | M 7 14 21 28 M M 4 11 18                  | T V 1 2 8 9 15 1 22 2 29 3 Varch T V 5 0 12 1 19 2                              | 22   29   1   6   1   20   20   20   20   20   20   20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | T 3 3 10 7 17 17 17 17 17 17 17 17 17 17 17 17 1                                        | 4 5<br>11 12<br>8 19<br>25 26<br>F S<br>11 2<br>8 9<br>15 16                          | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M 4 11 18 25 M 1 1 8 15 22                                                           | T 5 12 19 26 T 2 9 16                | W 6 13 20 27 W 3 10 17                      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                          | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF                                                                               | 6 13 20 27 27 2 S S 10 17 17 17 17 17 17 17 17 17 17 17 17 17 | M 7 14 21 28 M M 4 11 18                  | T V 1 2 8 9 15 1 22 2 29 3 Varch T V 5 0 12 1 19 2                              | 22   29   1   6   1   20   20   20   20   20   20   20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | T 3 3 10 7 17 17 17 17 17 17 17 17 17 17 17 17 1                                        | 4 5<br>11 12<br>18 19<br>25 26<br>                                                    | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M 11 18 25 M 1 8 15 22                                                               | T 5 12 19 26 T 2 9 16 23             | W 6 13 20 27 W 3 10 17                      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                          | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF                                                                               | 6 13 20 2 27 2 S S 10 17 24 2                                 | M 7 14 221 28 M M 4 11 18 25 M            | T V 1 2 8 9 15 1 22 2 29 3 Varch T V 5 0 12 1 19 2                              | W 22 2 9 1 6 1 23 2 2 80 3 1 20 2 2 7 2 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | T 3 10 10 17 17 17 17 17 17 17 17 17 17 17 17 17                                        | 4 5<br>11 12<br>18 19<br>25 26<br>                                                    | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M 11 18 25 M 1 8 15 22                                                               | T 5 12 19 26 T 2 9 16 23 30          | W 6 13 20 27 W 3 10 17                      | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                              | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF                                                                               | 6 13 20 27 2 27 2 3 10 17 24 2 31                             | M 7 14 221 28 M M 4 11 18 25 M            | T V 1 2 8 9 15 1 22 2 29 3  March T V 5 6 12 1 19 2 26 2  May T V               | 22   99   16   16   17   18   18   18   18   18   18   18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | T 3 10 7 117 117 117 117 117 117 117 117 11                                             | 4 5<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16<br>22 23<br>29 30<br>F S | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                      | M 11 18 25 M 1 8 15 22                                                               | T 5 12 19 26 T 2 9 16 23 30          | W 6 13 20 27 W 3 10 17 24                   | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                              | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                            | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APRI                                                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF 25-29 - Spring Break UNPAID DAYS OFF                                          | S<br>3<br>10<br>17<br>24<br>31<br>S                           | M 7 14 21 28 M M 4 11 18 25 M M           | T V 1 2 8 9 15 1 22 2 29 3  March T V 5 0 12 1 19 2 26 2  May T V               | 22 9 1 6 1 20 2 20 1 20 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 20 1 | T 3 10 7 17 17 17 17 17 17 17 17 17 17 17 17 1                                          | F S 16 22 23 30 F S 3 4                                                               | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M 4 11 18 25 M 1 8 15 22 29 M                                                        | T 5 12 19 26                         | W 6 13 20 27 W 3 10 17 24 W                 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T                  | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1                  | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APR  5, 12, 19, 26 - UNPAID DAYS OFF                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY 3, 10, 17, 24, 31 - UNPAID DAYS OFF | S<br>3<br>10<br>17<br>24<br>31<br>S<br>5                      | M 7 14 221 28 M M 4 11 18 25 M M 6 6      | T V 1 2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4                                   | 22   9   1   6   1   20   20   20   20   1   8   8   8   8   8   8   8   8   8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | T 3 10 20 17 22 17 22 17 22 17 22 17 22 17 29 17 27 27 27 27 27 27 27 27 27 27 27 27 27 | F S 162 23 30 4 10 11                                                                 | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28                | M 4 11 18 25 M 1 1 8 15 22 29 M M 3                                                  | T 5 12 19 26                         | W 6 13 20 27 W 3 10 17 24 W 5               | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T             | F 1 8 15 22 F 5 12 19 26 F 7                                              | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APR  5, 12, 19, 26 - UNPAID DAYS OFF  JUN  7, 14, 21, 28 - UNPAID DAYS OFF |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF 25-29 - Spring Break UNPAID DAYS OFF                                          | S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12                | M 7 14 221 28 M M 4 11 18 25 M M 6 13     | T V 1 2 8 9 15 1 22 2 29 3 Varch T V 5 0 12 1 19 2 26 2  May T V 7 8 14 1       | 22   9   1   20   20   20   20   20   20   20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | T 3 10 21 22 24 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2                                           | 4 5 11 12 8 19 25 26                                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M 4 11 18 25 M 1 8 15 22 29 M M 3 10                                                 | T 5 12 19 26 T 2 9 16 23 30 T T 4 11 | W 6 13 20 27 W 3 10 17 24 W 5 12            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13  | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APR  5, 12, 19, 26 - UNPAID DAYS OFF                                       |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY 3, 10, 17, 24, 31 - UNPAID DAYS OFF | S<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19     | M 7 14 221 28 M M 4 111 18 25 M M 6 13 20 | T V 1 2 8 9 15 1 22 2 29 3  Varch T V 5 ( 12 1 19 2 26 2  May T V 7 8 14 1 21 2 | 201<br>201<br>201<br>201<br>201<br>201<br>201<br>201                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | T 3 10 2 17 2 17 2 17 2 17 2 17 2 17 2 17 2                                             | F S 3 4 4 10 11 17 18 24 25                                                           | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S<br>2<br>9 | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M<br>3<br>10<br>17 | T 5 12 19 26                         | W 6 13 20 27  ril 2 W 3 10 17 24  W 5 12 19 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T<br>6<br>13<br>20 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APR  5, 12, 19, 26 - UNPAID DAYS OFF  JUN  7, 14, 21, 28 - UNPAID DAYS OFF |
| 1 - Winter Break UNPAID DAY OFF 4, 11, 18 - UNPAID DAYS OFF 21 - Martin L. King's Day UNPAID DAY OFF 25 - UNPAID DAY OFF  MARCH 1, 8, 15, 22 - UNPAID DAYS OFF 25-29 - Spring Break UNPAID DAYS OFF  MAY 3, 10, 17, 24, 31 - UNPAID DAYS OFF | S<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19     | M 7 14 221 28 M M 4 111 18 25 M M 6 13 20 | T V 1 2 8 9 15 1 22 2 29 3  Varch T V 5 ( 12 1 19 2 26 2  May T V 7 8 14 1 21 2 | 201<br>201<br>201<br>201<br>201<br>201<br>201<br>201                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | T 3 10 2 17 2 17 2 17 2 17 2 17 2 17 2 17 2                                             | 4 5 11 12 8 19 25 26                                                                  | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21<br>28<br>S           | M 4 11 18 25 M 1 8 15 22 29 M M 3 10                                                 | T 5 12 19 26 T 2 9 16 23 30 T T 4 11 | W 6 13 20 27 W 3 10 17 24 W 5 12            | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>019<br>T<br>6<br>13<br>20 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 1, 8, 15 - UNPAID DAYS OFF  18 - Presidents' Day PAID DAY OFF  22 - UNPAID DAY OFF  APR  5, 12, 19, 26 - UNPAID DAYS OFF  JUN  7, 14, 21, 28 - UNPAID DAYS OFF |



Adult Learning Center 190 Days - "Snow Days" are Unpaid Days Off

|                                                                                                                                                                                                        |                                                            |                                     | Ju                                    | ly 2                                      | 018                                                    |                                                              |                                                           |                                        | Aug                               | ust                                 | 2018                                                                                     | 3                                                                         |                                                                           |                                       |         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------|-----------------------------------|-------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------|---------|
| JULY                                                                                                                                                                                                   | S                                                          | М                                   | Т                                     | W                                         | Т                                                      | F S                                                          | S                                                         | М                                      | Τ                                 | W                                   | Τ                                                                                        | F                                                                         | S                                                                         |                                       | AUGUST  |
|                                                                                                                                                                                                        | 1                                                          | 2                                   | 3                                     | 4                                         | 5                                                      | 6 7                                                          |                                                           |                                        |                                   | 1                                   | 2                                                                                        | 3                                                                         | 4                                                                         |                                       |         |
| 24 - First Day of Employment                                                                                                                                                                           | 8                                                          | 9                                   | 10                                    | 11                                        | 12                                                     |                                                              | 5                                                         | 6                                      | 7                                 | 8                                   | 9                                                                                        | 10                                                                        | 11                                                                        | 1-3 - UNPAID DAYS OFF                 |         |
| 24-26 - Professional Development Days                                                                                                                                                                  | 15                                                         | _                                   | 17                                    | 18                                        |                                                        | 20 21                                                        | 12                                                        | 13                                     |                                   | 15                                  | 16                                                                                       | 17                                                                        | 18                                                                        | 6-7 - UNPAID DAYS OFF                 |         |
| 27, 30-31 - UNPAID DAYS OFF                                                                                                                                                                            | 22                                                         | 23                                  | 24                                    | 25                                        | 26                                                     | <b>27</b> 28                                                 | 19                                                        | 20                                     |                                   | 22                                  | 23                                                                                       | 24                                                                        | 25                                                                        |                                       |         |
|                                                                                                                                                                                                        | 29                                                         | 30                                  | 31                                    | _                                         |                                                        |                                                              | 26                                                        | 27                                     | 28                                | 29                                  | 30                                                                                       | 31                                                                        |                                                                           |                                       |         |
|                                                                                                                                                                                                        |                                                            |                                     |                                       |                                           |                                                        |                                                              |                                                           |                                        |                                   |                                     |                                                                                          |                                                                           |                                                                           |                                       |         |
|                                                                                                                                                                                                        |                                                            | Se                                  | epte                                  | mbe                                       | er 20                                                  | 18                                                           |                                                           | (                                      | Octo                              | ber                                 | 201                                                                                      | 8                                                                         |                                                                           |                                       |         |
| SEPTEMBER                                                                                                                                                                                              | S                                                          | М                                   | Т                                     | W                                         | Τ                                                      | F S                                                          | S                                                         | М                                      | Τ                                 | W                                   | Τ                                                                                        | F                                                                         | S                                                                         | (                                     | OCTOBER |
|                                                                                                                                                                                                        |                                                            |                                     |                                       |                                           |                                                        | 1                                                            |                                                           | 1                                      | 2                                 | 3                                   | 4                                                                                        | 5                                                                         | 6                                                                         |                                       |         |
| 3 - Labor Day UNPAID DAY OFF                                                                                                                                                                           | 2                                                          | 3                                   | 4                                     | 5                                         | 6                                                      | 7 8                                                          | 7                                                         | 8                                      | 9                                 | 10                                  | 11                                                                                       | 12                                                                        | 13                                                                        |                                       |         |
|                                                                                                                                                                                                        | 9                                                          | 10                                  | 11                                    | 12                                        | _                                                      |                                                              | 14                                                        | 15                                     | _                                 | 17                                  | 18                                                                                       | 19                                                                        | 20                                                                        |                                       |         |
|                                                                                                                                                                                                        | 16                                                         | 17                                  | 18                                    | _                                         | _                                                      | 21 22                                                        | 21                                                        | 22                                     | 23                                | 24                                  | 25                                                                                       | 26                                                                        | 27                                                                        |                                       |         |
|                                                                                                                                                                                                        | 23                                                         | 24                                  | 25                                    | 26                                        | 27                                                     | 28 29                                                        | 28                                                        | 29                                     | 30                                | 31                                  |                                                                                          |                                                                           |                                                                           |                                       |         |
|                                                                                                                                                                                                        | 30                                                         |                                     |                                       |                                           |                                                        |                                                              |                                                           |                                        |                                   |                                     |                                                                                          |                                                                           |                                                                           |                                       |         |
|                                                                                                                                                                                                        |                                                            | N                                   | ove                                   | mbe                                       | r 20                                                   |                                                              |                                                           | D                                      | ecer                              |                                     | r 20 <sup>-</sup>                                                                        | 18                                                                        |                                                                           |                                       |         |
| NOVEMBER                                                                                                                                                                                               | S                                                          | M                                   | <u>T</u>                              | W                                         | T                                                      | F S                                                          | S                                                         | M                                      | <u>T</u>                          | W                                   | <u> </u>                                                                                 | F                                                                         | S                                                                         | DE                                    | CEMBER  |
|                                                                                                                                                                                                        | <u> </u>                                                   | <b>⊢</b> _                          |                                       | _                                         | 1                                                      | 2 3                                                          |                                                           | -                                      | L.                                |                                     |                                                                                          |                                                                           | 1                                                                         |                                       |         |
| 6 - School Not in Session UNPAID DAY OFF                                                                                                                                                               | 4                                                          | 5                                   | 6                                     | 7                                         | 8                                                      | 9 10                                                         | 2                                                         | 3                                      | 4                                 | 5                                   | 6                                                                                        | 7                                                                         | 8                                                                         | 21, 24 - Winter Break UNPAID DAYS OF  | F       |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 11                                                         | 12                                  | 13                                    |                                           |                                                        | 16 17                                                        | 9                                                         | 10                                     | _                                 | 12                                  | 13                                                                                       | 14                                                                        | 15                                                                        | 25 - Winter Break PAID DAY OFF        |         |
| 22 - Thanksgiving Break PAID DAY OFF                                                                                                                                                                   | 18                                                         | 19                                  | 20                                    | 21                                        | 22                                                     | 23 24                                                        | 16                                                        | 17                                     | 18                                | 19                                  | 20                                                                                       | 21                                                                        | 22                                                                        | 26-28, 31 - Winter Break UNPAID DAYS  | OFF     |
| 23 - Thanksgiving Break UNPAID DAY OFF                                                                                                                                                                 | 25                                                         | 26                                  | 27                                    | 28                                        | 29                                                     | 30                                                           | 23                                                        | 24                                     | 25                                | 26                                  | 27                                                                                       | 28                                                                        | 29                                                                        |                                       |         |
|                                                                                                                                                                                                        |                                                            |                                     |                                       |                                           |                                                        |                                                              | 30                                                        | 31                                     |                                   |                                     |                                                                                          |                                                                           |                                                                           |                                       |         |
|                                                                                                                                                                                                        |                                                            |                                     |                                       |                                           | •                                                      |                                                              |                                                           |                                        |                                   |                                     |                                                                                          |                                                                           |                                                                           |                                       |         |
|                                                                                                                                                                                                        |                                                            |                                     | Janı                                  | uary                                      | 201                                                    |                                                              |                                                           |                                        | ebr                               |                                     |                                                                                          |                                                                           |                                                                           |                                       |         |
| JANUARY                                                                                                                                                                                                | S                                                          | M                                   | Т                                     | W                                         | Т                                                      | F S                                                          | S                                                         | M                                      | ebru<br>T                         | u <mark>ary</mark><br>W             | <b>201</b>                                                                               | F                                                                         | S                                                                         | FI                                    | EBRUARY |
|                                                                                                                                                                                                        |                                                            | М                                   | T<br>1                                | W<br>2                                    | T<br>3                                                 | F S 4 5                                                      |                                                           | M                                      | T                                 | W                                   | Τ                                                                                        | F<br>1                                                                    | 2                                                                         |                                       | EBRUARY |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6                                                          | M<br>7                              | T<br>1<br>8                           | W<br>2<br>9                               | T<br>3<br>10                                           | F S<br>4 5<br>11 12                                          | 3                                                         | M<br>4                                 | T<br>5                            | W<br>6                              | T<br>7                                                                                   | F<br>1<br>8                                                               | 9                                                                         | FI  18 - Presidents' Day PAID DAY OFF | EBRUARY |
|                                                                                                                                                                                                        | 6<br>13                                                    | M<br>7<br>14                        | T<br>1<br>8<br>15                     | W<br>2<br>9                               | T<br>3<br>10<br>17                                     | F S<br>4 5<br>11 12<br>18 19                                 | 3<br>10                                                   | M<br>4<br>11                           | T<br>5<br>12                      | W<br>6<br>13                        | T<br>7<br>14                                                                             | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                       | EBRUARY |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                              | M<br>7<br>14<br>21                  | T<br>1<br>8<br>15<br>22               | W<br>2<br>9<br>16<br>23                   | T<br>3<br>10<br>17<br>24                               | F S<br>4 5<br>11 12<br>18 19                                 | 3<br>10<br>17                                             | M<br>4<br>11<br>18                     | T<br>5<br>12<br>19                | W<br>6<br>13<br>20                  | T<br>7<br>14<br>21                                                                       | F<br>1<br>8                                                               | 9                                                                         |                                       | EBRUARY |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13                                                    | M<br>7<br>14                        | T<br>1<br>8<br>15                     | W<br>2<br>9                               | T<br>3<br>10<br>17<br>24                               | F S<br>4 5<br>11 12<br>18 19                                 | 3<br>10                                                   | M<br>4<br>11                           | T<br>5<br>12<br>19                | W<br>6<br>13<br>20                  | T<br>7<br>14                                                                             | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                       | EBRUARY |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                              | M<br>7<br>14<br>21                  | T<br>1<br>8<br>15<br>22<br>29         | W 2 9 16 23 30                            | T<br>3<br>10<br>17<br>24<br>31                         | F S<br>4 5<br>11 12<br>18 19<br>25 26                        | 3<br>10<br>17                                             | M<br>4<br>11<br>18                     | 5<br>12<br>19<br>26               | 6<br>13<br>20<br>27                 | 7<br>14<br>21<br>28                                                                      | F<br>1<br>8<br>15                                                         | 9<br>16                                                                   |                                       | EBRUARY |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27                                        | M 7 14 21 28                        | T<br>1<br>8<br>15<br>22<br>29         | W 2 9 16 23 30 rch                        | T<br>3<br>10<br>17<br>24<br>31                         | F S 4 5 11 12 18 19 25 26                                    | 3<br>10<br>17<br>24                                       | M<br>4<br>11<br>18<br>25               | T 5 12 19 26                      | W 6 13 20 27                        | 7<br>14<br>21<br>28                                                                      | F<br>1<br>8<br>15<br>22                                                   | 9<br>16<br>23                                                             |                                       |         |
| 1 - Winter Break UNPAID DAY OFF                                                                                                                                                                        | 6<br>13<br>20                                              | M 7 14 21 28                        | T<br>1<br>8<br>15<br>22<br>29         | W 2 9 16 23 30                            | T<br>3<br>10<br>17<br>24<br>31                         | F S 4 5 11 12 18 19 25 26  F S                               | 3<br>10<br>17                                             | M<br>4<br>11<br>18<br>25               | T 5 12 19 26 <b>Ap</b>            | W 6 13 20 27 W                      | T<br>7<br>14<br>21<br>28<br><b>019</b><br>T                                              | F<br>1<br>8<br>15<br>22<br>F                                              | 9<br>16<br>23<br>S                                                        |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27                                        | M 7 14 21 28 M                      | T<br>1<br>8<br>15<br>22<br>29<br>Mai  | W 2 9 16 23 30 W                          | T<br>3<br>10<br>17<br>24<br>31<br><b>201</b><br>T      | F S 11 12 18 19 25 26 F S 1 2                                | 3<br>10<br>17<br>24                                       | M 4 11 18 25 M 1                       | T 5 12 19 26 T T 2                | W 6 13 20 27 W 3                    | T 7 14 21 28 T 4                                                                         | F<br>1<br>8<br>15<br>22<br>F<br>5                                         | 9<br>16<br>23<br>S<br>6                                                   |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF                                                                                                                               | 6<br>13<br>20<br>27<br>S                                   | M 7 14 21 28 M                      | T 8 15 22 29 Mai                      | W 2 9 16 23 30 W W 6                      | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T            | F S 11 12 25 26 F S 1 2 2 8 9                                | 3<br>10<br>17<br>24<br>S                                  | M 4 11 18 25 M 1 1 8                   | T 5 12 19 26 T 2 9                | W 6 13 20 27 W 3 10                 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                               | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                                   | 9<br>16<br>23<br>S<br>6<br>13                                             |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>S                              | M 7 14 21 28 M 4 11                 | T 8 15 22 29 Mai T 5 12               | W 2 9 16 23 30 W W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br><b>201</b><br>7<br>7 | F S<br>11 12<br>18 19<br>25 26<br>F S<br>1 2<br>8 9<br>15 16 | 3<br>10<br>17<br>24<br>S                                  | M 4 11 18 25 M 1 1 8 15                | T 5 12 19 26 T 2 9 16             | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S                                   | M 7 14 21 28 M 4 11 18              | T 8 15 22 29 T T 5 12 19              | W 2 9 16 23 30 W W 6 6 13 20              | T<br>3<br>10<br>17<br>24<br>31<br><b>201</b><br>7<br>7 | F S 11 12 25 26 F S 1 2 2 8 9                                | 3<br>10<br>17<br>24<br>S                                  | M 4 11 18 25 M 1 1 8                   | T 5 12 19 26 T 2 9 16 23          | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11                                               | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17             | M 7 14 21 28 M 4 11 18              | T 8 15 22 29 T T 5 12 19              | W 2 9 16 23 30 W W 6 6 13 20              | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21   | F S 11 2 2 8 9 15 16 22 23                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23          | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br><b>019</b><br>T<br>4<br>11                                        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24            | M 7 14 21 28 M 4 11 18              | T 8 15 22 29 Mai T 5 12 19 26         | W 2 9 16 23 30 W W 6 6 13 20 27           | T 3 10 17 24 31 T 7 14 21 28                           | F S 11 2 2 8 9 15 16 22 23                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23 30       | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                                   | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       |                                       |         |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH                                                                                                                        | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24            | M 7 14 21 28 M 4 11 18              | T 8 15 22 29 Mai T 5 12 19 26         | W 2 9 16 23 30 W W 6 6 13 20              | T 3 10 17 24 31 T 7 14 21 28                           | F S 11 2 2 8 9 15 16 22 23                                   | 3<br>10<br>17<br>24<br>S<br>7<br>14<br>21                 | M 4 11 18 25 M 1 1 8 15 22             | T 5 12 19 26 T 2 9 16 23 30       | W 6 13 20 27 W 3 10 17              | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                                   | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19                             | 9<br>16<br>23<br>S<br>6<br>13<br>20                                       |                                       | APRIL   |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>S<br>S<br>3<br>10<br>17<br>24<br>31 | M 7 14 21 28 M 4 11 18 25           | T 1 8 15 22 29                        | W 2 9 16 23 30 W 6 6 13 20 27             | T 3 10 17 24 31  T 7 14 21 28                          | F S 11 12 18 19 25 26  F S 1 2 8 9 15 16 22 23 29 30         | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 1 1 8 15 22 29          | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24           | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25                                   | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                           | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27                                 |                                       | APRIL   |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6<br>13<br>20<br>27<br>8<br>3<br>10<br>17<br>24<br>31      | M 7 14 21 28 M 11 18 25 M           | T 18 15 22 29                         | W 2 9 16 23 30 W 6 6 13 20 27 W 1 8       | T 3 10 17 24 31 T 7 14 21 28 019 T 2 9 9               | F S 11 2 2 3 29 30 F S 3 4 110 111                           | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28      | M 4 11 18 25 M 1 1 8 15 22 29 M M 3    | T 5 12 19 26 T 2 9 16 23 30 T T 4 | W 6 13 20 27 W 3 10 17 24 W 5       | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T                  | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                      | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8                  |                                       | APRIL   |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF                                                                                   | 6                                                          | M 7 14 21 28 M 4 11 18 25 M 6 6 13  | T 1 8 15 22 29                        | W 2 9 16 23 30 W 6 6 13 20 27 W 1 8 15    | T 3 10 17 24 31 T 7 14 21 28 T 7 2 9 16                | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18            | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24 W 5 12    | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>6        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            |                                       | APRIL   |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days                                  | 6                                                          | M 7 14 21 28 M 11 18 25 M 6 6 13 20 | T 18 15 22 29 Mar T 19 26 Mar T 14 21 | W 2 9 16 23 30 W 6 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  T 7 14 21 28  019 T 2 9 16 23         | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18 24 25      | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S | M 4 11 18 25 M 1 1 8 29 M M 1 3 10 17  | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>13<br>20 | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 |                                       | APRIL   |
| 1 - Winter Break UNPAID DAY OFF 21 - Martin L. King's Day UNPAID DAY OFF  MARCH 25-29 - Spring Break UNPAID DAYS OFF  MAY  20 - Last Day of Employment - No Snow Days 27 - Memorial Day UNPAID DAY OFF | 6                                                          | M 7 14 21 28 M 11 18 25 M 6 6 13 20 | T 1 8 15 22 29                        | W 2 9 16 23 30 W 6 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  T 7 14 21 28  019 T 2 9 16 23         | F S 1 2 8 9 15 16 22 23 29 30 F S 3 4 10 11 17 18 24 25      | 3<br>10<br>17<br>24<br>S<br>S<br>7<br>14<br>21<br>28<br>S | M 4 11 18 25 M 1 1 8 15 22 29 M M 3 10 | T 5 12 19 26                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19 | 7<br>14<br>21<br>28<br>019<br>T<br>4<br>11<br>18<br>25<br>T<br>019<br>T<br>6<br>6        | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15            |                                       | APRIL   |



#### Adult Learning Center 240 Days - "Snow Days" are Scheduled Work Days

|                                                                                                     |                                                                             |                                | Jul                                             | ly 20                                   | )18                                                  |                                                                                |                                                  | 1                                                                          | Aug                                                               | ust 2                                                          | 2018                                                    |                                                                       |                                                                           |                                             |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------|
| JULY                                                                                                | S                                                                           | М                              | Τ                                               | W                                       | Τ                                                    | F S                                                                            | S                                                | М                                                                          | Τ                                                                 | W                                                              | Τ                                                       | F                                                                     | S                                                                         | AUGUST                                      |
|                                                                                                     | 1                                                                           | 2                              | 3                                               | 4                                       | 5                                                    | 6 7                                                                            |                                                  |                                                                            |                                                                   | 1                                                              | 2                                                       | 3                                                                     | 4                                                                         |                                             |
| 2 - First Day of Employment                                                                         | 8                                                                           | 9                              | 10                                              | 11                                      | 12                                                   | 13 14                                                                          | 5                                                | 6                                                                          | 7                                                                 | 8                                                              | 9                                                       | 10                                                                    | 11                                                                        |                                             |
| 4 - Independence Day PAID DAY OFF                                                                   | 15                                                                          | 16                             | 17                                              | 18                                      |                                                      | 20 21                                                                          | 12                                               | 13                                                                         |                                                                   | 15                                                             |                                                         |                                                                       | 18                                                                        |                                             |
| 9-13 - UNPAID DAYS OFF                                                                              | 22                                                                          | 23                             | 24                                              | 25                                      | 26                                                   | 27 28                                                                          | 19                                               | 20                                                                         | 21                                                                | 22                                                             | 23                                                      |                                                                       | 25                                                                        |                                             |
| 16-20 - UNPAID DAYS OFF                                                                             | 29                                                                          | 30                             | 31                                              |                                         |                                                      |                                                                                | 26                                               | 27                                                                         | 28                                                                | 29                                                             | 30                                                      | 31                                                                    |                                                                           |                                             |
|                                                                                                     |                                                                             |                                |                                                 |                                         |                                                      |                                                                                |                                                  |                                                                            |                                                                   |                                                                |                                                         |                                                                       |                                                                           |                                             |
|                                                                                                     |                                                                             |                                | pte                                             |                                         |                                                      |                                                                                |                                                  |                                                                            | Octo                                                              |                                                                |                                                         |                                                                       |                                                                           |                                             |
| SEPTEMBER                                                                                           | S                                                                           | M                              | Т                                               | W                                       | Т                                                    | F S                                                                            | S                                                | M                                                                          | <u> </u>                                                          | W                                                              | T                                                       | F                                                                     | S                                                                         | OCTOBER                                     |
|                                                                                                     |                                                                             |                                | 4                                               | _                                       |                                                      | 1                                                                              |                                                  | 1                                                                          | 2                                                                 | 3                                                              | 4                                                       | 5                                                                     | 6                                                                         |                                             |
| 3 - Labor Day PAID DAY OFF                                                                          | 2                                                                           | 3                              | 4                                               | 5                                       | 6                                                    | 7 8                                                                            | 7                                                | 8                                                                          | 9                                                                 | 10                                                             | 11                                                      | 12                                                                    | 13                                                                        |                                             |
|                                                                                                     | 9                                                                           | 10                             | 11                                              | 12                                      | 13                                                   | 14 15                                                                          | 14                                               |                                                                            | 16                                                                | 17                                                             | 18                                                      |                                                                       | 20                                                                        |                                             |
|                                                                                                     | 16                                                                          | 17                             | _                                               | 19<br>26                                |                                                      | 21 22                                                                          | 21                                               | 22<br>29                                                                   | 23                                                                | 24                                                             | 25                                                      | 26                                                                    | 27                                                                        |                                             |
|                                                                                                     | 23<br>30                                                                    | 24                             | 25                                              | 26                                      | 27                                                   | 28 29                                                                          | 28                                               | 29                                                                         | 30                                                                | 31                                                             |                                                         |                                                                       |                                                                           |                                             |
|                                                                                                     | 30                                                                          |                                |                                                 |                                         |                                                      | шш                                                                             | <u> </u>                                         |                                                                            |                                                                   |                                                                |                                                         |                                                                       |                                                                           |                                             |
|                                                                                                     |                                                                             |                                | over                                            |                                         |                                                      |                                                                                |                                                  |                                                                            | ecer                                                              |                                                                |                                                         |                                                                       |                                                                           |                                             |
| NOVEMBER                                                                                            | S                                                                           | M                              | Т                                               | W                                       | Ţ                                                    | F S                                                                            | S                                                | М                                                                          |                                                                   | W                                                              | Τ,                                                      | F                                                                     | S                                                                         | DECEMBER                                    |
|                                                                                                     |                                                                             | _                              |                                                 | _                                       | 1                                                    | 2 3                                                                            | <u> </u>                                         |                                                                            | _                                                                 | _                                                              |                                                         | _                                                                     | 1                                                                         |                                             |
| 21 - Thanksgiving Break UNPAID DAY OFF                                                              | 4                                                                           | 5                              | 6                                               | 7                                       | 8                                                    | 9 10                                                                           | 2                                                | 3                                                                          | 4                                                                 | 5                                                              | 6                                                       | 7                                                                     | 8                                                                         | 21 - Winter Break UNPAID DAY OFF            |
| 22-23 - Thanksgiving Break PAID DAYS OFF                                                            | 11                                                                          | 12                             | 13                                              | 14                                      |                                                      | 16 17                                                                          | 9                                                | 10                                                                         | 11                                                                | 12                                                             | _                                                       | 14                                                                    | 15                                                                        | 24-26 - Winter Break PAID DAYS OFF          |
|                                                                                                     | 18                                                                          | _                              | 20                                              | 21                                      | 22                                                   | 23 24                                                                          | 16                                               | 17                                                                         | 18                                                                | 19                                                             | 20                                                      | 21                                                                    | 22                                                                        | 27-28, 31 - Winter Break UNPAID DAYS OFF    |
|                                                                                                     | 25                                                                          | 26                             | 27                                              | 28                                      | 29                                                   | 30                                                                             | 23<br>30                                         | 24<br>31                                                                   | 25                                                                | 26                                                             | 27                                                      | 28                                                                    | 29                                                                        |                                             |
|                                                                                                     |                                                                             |                                |                                                 |                                         |                                                      |                                                                                |                                                  | I I                                                                        |                                                                   |                                                                |                                                         |                                                                       |                                                                           |                                             |
| L                                                                                                   |                                                                             |                                |                                                 |                                         |                                                      |                                                                                | 30                                               |                                                                            | _                                                                 |                                                                |                                                         |                                                                       |                                                                           |                                             |
| LANUARY                                                                                             |                                                                             |                                | Janu<br>T                                       |                                         |                                                      |                                                                                |                                                  | F                                                                          | ebru                                                              |                                                                |                                                         |                                                                       |                                                                           | FEDRUARY                                    |
| JANUARY                                                                                             | S                                                                           | M                              | Τ                                               | W                                       | Т                                                    | F S                                                                            | <u>S</u>                                         |                                                                            | <mark>ebru</mark><br>T                                            | <mark>ıary</mark><br>W                                         | <b>201</b>                                              | F                                                                     | S                                                                         | FEBRUARY                                    |
|                                                                                                     |                                                                             | M                              | T                                               | W<br>2                                  | T<br>3                                               | F S 4 5                                                                        | S                                                | F<br>M                                                                     | Τ                                                                 | W                                                              | T                                                       | F<br>1                                                                | 2                                                                         |                                             |
| 1 - Winter Break PAID DAY OFF                                                                       | 6                                                                           | M<br>7                         | T<br>1<br>8                                     | W<br>2<br>9                             | T<br>3<br>10                                         | F S<br>4 5<br>11 12                                                            | S<br>3                                           | M<br>4                                                                     | T<br>5                                                            | W<br>6                                                         | T<br>7                                                  | F<br>1<br>8                                                           | 9                                                                         | FEBRUARY  18 - Presidents' Day PAID DAY OFF |
|                                                                                                     | 6<br>13                                                                     | M<br>7<br>14                   | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17                                   | F S<br>4 5<br>11 12<br>18 19                                                   | S<br>3<br>10                                     | M<br>4<br>11                                                               | T<br>5<br>12                                                      | W<br>6<br>13                                                   | 7<br>14                                                 | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break PAID DAY OFF                                                                       | 6<br>13<br>20                                                               | M<br>7<br>14<br>21             | T<br>1<br>8<br>15<br>22                         | W<br>2<br>9<br>16<br>23                 | T<br>3<br>10<br>17<br>24                             | F S<br>4 5<br>11 12                                                            | S<br>3<br>10<br>17                               | F<br>M<br>4<br>11                                                          | T<br>5<br>12<br>19                                                | 6<br>13<br>20                                                  | 7<br>14<br>21                                           | F<br>1<br>8                                                           | 9                                                                         |                                             |
| 1 - Winter Break PAID DAY OFF                                                                       | 6<br>13                                                                     | M<br>7<br>14                   | T<br>1<br>8<br>15                               | W<br>2<br>9<br>16                       | T<br>3<br>10<br>17<br>24                             | F S<br>4 5<br>11 12<br>18 19                                                   | S<br>3<br>10                                     | M<br>4<br>11                                                               | T<br>5<br>12                                                      | W<br>6<br>13                                                   | 7<br>14                                                 | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break PAID DAY OFF                                                                       | 6<br>13<br>20                                                               | 7<br>14<br>21<br>28            | T<br>8<br>15<br>22<br>29                        | 9<br>16<br>23<br>30                     | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26                                          | S<br>3<br>10<br>17                               | F<br>M<br>4<br>11                                                          | 5<br>12<br>19<br>26                                               | 6<br>13<br>20<br>27                                            | 7<br>14<br>21<br>28                                     | F<br>1<br>8<br>15                                                     | 2<br>9<br>16                                                              |                                             |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                | 6<br>13<br>20<br>27                                                         | M<br>7<br>14<br>21<br>28       | T<br>8<br>15<br>22<br>29<br>Mar                 | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26                                          | 3<br>10<br>17<br>24                              | F<br>M<br>4<br>11<br>18<br>25                                              | 5<br>12<br>19<br>26                                               | W 6 13 20 27                                                   | 7<br>14<br>21<br>28                                     | F<br>1<br>8<br>15<br>22                                               | 9<br>16<br>23                                                             | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                | 6<br>13<br>20                                                               | M<br>7<br>14<br>21<br>28       | T<br>8<br>15<br>22<br>29<br>Mar                 | W 2 9 16 23 30 ch 2                     | T<br>3<br>10<br>17<br>24<br>31                       | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>1 1                                   | 3<br>10<br>17<br>24                              | F<br>M<br>4<br>11<br>18<br>25                                              | 5<br>12<br>19<br>26<br><b>Ap</b>                                  | 6<br>13<br>20<br>27                                            | 7<br>14<br>21<br>28<br><b>)19</b><br>T                  | F<br>1<br>8<br>15<br>22<br>F                                          | 9<br>16<br>23<br>S                                                        | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF                                | 6<br>13<br>20<br>27                                                         | M 7 14 21 28 M                 | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | 9<br>16<br>23<br>30<br><b>ch</b> 2      | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T          | F S<br>11 12<br>18 19<br>25 26<br>                                             | 3<br>10<br>17<br>24                              | F<br>M<br>4<br>11<br>18<br>25<br>M                                         | 5<br>12<br>19<br>26<br><b>Ap</b><br>T                             | 6<br>13<br>20<br>27<br>ril 20<br>W                             | 7<br>14<br>21<br>28<br>019<br>T                         | F<br>1<br>8<br>15<br>22<br>F<br>5                                     | 9<br>16<br>23<br>S<br>6                                                   | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S                                                    | M 7 14 21 28 M                 | T<br>8<br>15<br>22<br>29<br>Mar<br>T            | W 2 9 16 23 30 Ch 2 W                   | T<br>3<br>10<br>17<br>24<br>31<br>2019<br>T          | F S<br>11 12<br>18 19<br>25 26<br>                                             | \$<br>3<br>10<br>17<br>24<br>\$<br>7             | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8                                    | 5<br>12<br>19<br>26<br>T<br>2<br>9                                | 6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10                  | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11       | F<br>1<br>8<br>15<br>22<br>F<br>5<br>12                               | 2<br>9<br>16<br>23<br>S<br>6<br>13                                        | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S<br>S                                               | M 7 14 21 28 M 4 11            | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13                   | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14       | F S<br>4 5<br>11 12<br>18 19<br>25 26<br>— — — — — — — — — — — — — — — — — — — | \$<br>3<br>10<br>17<br>24<br>\$<br>7<br>14       | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                   | 5<br>12<br>19<br>26<br>T<br>2<br>9                                | 6<br>13<br>20<br>27<br>W<br>3<br>10                            | 7<br>14<br>21<br>28<br><b>)19</b><br>T<br>4<br>11<br>18 | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                                   | M 21 28 M 4 11 18              | T 8 15 22 29 Mar T 5 12 19                      | W 2 9 16 23 30 W 6 13 20                | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14<br>21 | F S<br>11 12<br>18 19<br>25 26                                                 | \$<br>3<br>10<br>17<br>24<br>\$<br>7<br>14<br>21 | M<br>4<br>111<br>18<br>25<br>M<br>1<br>8<br>15<br>22                       | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23                    | 6<br>13<br>20<br>27<br>W<br>3<br>10                            | 7<br>14<br>21<br>28<br><b>D19</b><br>T<br>4<br>11       | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13                                        | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17                                   | M 7 14 21 28 M 4 11            | T<br>8<br>15<br>22<br>29<br>Mar<br>T<br>5<br>12 | W 2 9 16 23 30 W 6 13 20                | T<br>3<br>10<br>17<br>24<br>31<br>T<br>7<br>14       | F S<br>11 12<br>18 19<br>25 26                                                 | \$<br>3<br>10<br>17<br>24<br>\$<br>7<br>14<br>21 | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15                                   | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23                    | 6<br>13<br>20<br>27<br>W<br>3<br>10                            | 7<br>14<br>21<br>28<br><b>)19</b><br>T<br>4<br>11<br>18 | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18              | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20 27             | T 3 10 17 24 31  T 7 14 21 28                        | F S<br>11 12<br>18 19<br>25 26                                                 | \$<br>3<br>10<br>17<br>24<br>\$<br>7<br>14<br>21 | M<br>4<br>111<br>18<br>25<br>M<br>1<br>8<br>15<br>22                       | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30              | W<br>6<br>13<br>20<br>27<br>ril 20<br>W<br>3<br>10<br>17<br>24 | 7 14 21 28 D19 T 4 11 18 25                             | F<br>18<br>15<br>22<br>F<br>5<br>12                                   | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH                         | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24                             | M 21 28 M 4 11 18              | T 1 8 15 22 29 Mar T 5 12 19 26                 | W 2 9 16 23 30 W 6 13 20                | T 3 10 17 24 31  T 7 14 21 28                        | F S<br>11 12<br>18 19<br>25 26                                                 | \$<br>3<br>10<br>17<br>24<br>\$<br>7<br>14<br>21 | M<br>4<br>111<br>18<br>25<br>M<br>1<br>8<br>15<br>22                       | 5<br>12<br>19<br>26<br>T<br>2<br>9<br>16<br>23<br>30              | W 6 13 20 27 ril 20 W 3 10 17 24                               | 7 14 21 28 D19 T 4 11 18 25                             | F<br>15<br>22<br>F<br>5<br>12<br>19<br>26                             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20                                  | 18 - Presidents' Day PAID DAY OFF           |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31                       | M 21 28 M 4 11 18 25           | T 1 8 15 22 29                                  | W 2 9 16 23 30 W 6 13 20 27 W 1         | T 3 10 17 24 31  T 7 14 21 28  D19 T 2               | F S<br>11 12<br>18 19<br>25 26<br>                                             | \$ 3 10 17 24 \$ \$ 7 14 21 28 \$ \$ \$          | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29                       | 5<br>12<br>19<br>26<br><b>Ap</b><br>7<br>2<br>9<br>16<br>23<br>30 | W<br>6<br>13<br>20<br>27<br>W<br>3<br>10<br>17<br>24<br>W      | 7 14 21 28 D19 T 4 11 18 25 D19 T                       | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26                       | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1                  | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S                  | M 21 28 M 4 11 18 25 M         | T 1 8 15 22 29                                  | W 2 9 16 23 30 W 6 13 20 27 W 1 8       | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9             | F S 11 12 18 19 25 26                                                          | \$ 3 10 17 24 \$ \$ 7 14 21 28 \$ \$ 2           | M<br>4<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M             | T 5 12 19 26                                                      | W 6 13 20 27 W 3 10 17 24 W 5                                  | 7 14 21 28 019 T 4 11 18 25 T 6                         | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F                  | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8             | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M 21 28 M 4 11 18 25 M 6 13    | T 1 8 15 22 29 Mar T 19 26 T 7 14               | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15    | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16          | F S 11 12 18 19 25 26                                                          | \$ 3 10 17 24 \$ \$ 7 14 21 28 \$ \$ 9           | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>M             | T 5 12 19 26                                                      | W 6 13 20 27 ril 20 W 3 10 17 24 W 5 12                        | 7 14 21 28 D19 T 4 11 18 25 T 6 13                      | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7             | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12<br>19 | M 21 28 M 4 11 18 25 M 6 13 20 | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14 21    | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  7 14 21 28  7 14 21 28  16 23       | F S 11 12 18 19 25 26                                                          | \$ 3 10 17 24 \$ \$ 7 14 21 28 \$ \$ 9 16        | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>3<br>10<br>17 | T 5 12 19 26                                                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19                            | 7 14 21 28 D19 T 4 11 18 25 T 6 13 20                   | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15<br>22 | 18 - Presidents' Day PAID DAY OFF  APRIL    |
| 1 - Winter Break PAID DAY OFF 21 - Martin L. King's Day PAID DAY OFF  MARCH 25-29 - UNPAID DAYS OFF | 6<br>13<br>20<br>27<br>S<br>3<br>10<br>17<br>24<br>31<br>S<br>5<br>12       | M 21 28 M 4 11 18 25 M 6 13 20 | T 1 8 15 22 29 Mar T 5 12 19 26 Ma T 7 14 21    | W 2 9 16 23 30 W 6 13 20 27 W 1 8 15 22 | T 3 10 17 24 31  T 7 14 21 28  D19 T 2 9 16          | F S 11 12 18 19 25 26                                                          | \$ 3 10 17 24 \$ \$ 7 14 21 28 \$ \$ 9           | M<br>11<br>18<br>25<br>M<br>1<br>8<br>15<br>22<br>29<br>M<br>3<br>10<br>17 | T 5 12 19 26                                                      | W 6 13 20 27 W 3 10 17 24 W 5 12 19                            | 7 14 21 28 D19 T 4 11 18 25 T 6 13 20                   | F<br>18<br>15<br>22<br>F<br>5<br>12<br>19<br>26<br>F<br>7<br>14<br>21 | 2<br>9<br>16<br>23<br>S<br>6<br>13<br>20<br>27<br>S<br>1<br>8<br>15       | 18 - Presidents' Day PAID DAY OFF  APRIL    |

Supplemental

### OPERATIONAL GRANTS BY FUND approved by Budget Adoption for 2018-19

|                                                               | Revenue       | evenue Fund Impacted by Operational Grant F |                 |          |              |
|---------------------------------------------------------------|---------------|---------------------------------------------|-----------------|----------|--------------|
|                                                               | <u>Object</u> | <u>Incidental</u>                           | <u>Teachers</u> | Adult Ed | <u>Grant</u> |
| A+ Adult Education Grants                                     | 5397          |                                             |                 | X        |              |
| Adult Basic Education                                         | 5436, 5337    |                                             |                 |          | Χ            |
| Child Care Development                                        | 5472          |                                             |                 |          | Χ            |
| Direct Student Loans                                          | 5497          |                                             |                 | X        |              |
| Early Childhood Special Education                             | 5314, 5442    | X                                           | X               |          |              |
| MOT                                                           | 5397          |                                             |                 |          | X            |
| Pell Grants                                                   | 5484          |                                             |                 | X        |              |
| Special Education Part B Entitlement                          | 5441          | X                                           | X               |          |              |
| Title I - Improving Academic Achievement of the Disadvantaged | 5451          | Х                                           | Х               |          |              |
| Title II A - Improving Teacher Quality                        | 5465          | X                                           | X               |          |              |
| Title II Basic Grant - Perkins                                | 5427          | X                                           | X               |          |              |
| Title III - English Languange Learners                        | 5462          |                                             |                 |          | X            |
| Title IV - Student Support & Academic<br>Enrichment           | 5461          |                                             |                 |          | X            |
| Vocational Aid                                                | 5332          | X                                           | X               |          |              |
| Vocational Enhancement & 50/50 Grants                         | 5359          |                                             |                 |          | X            |

Many grants are provided through state and federal sources as ongoing funding for specific supports and programs for students. Those listed on this page are considered crucial and significant to continuance of these programs and supports and are, therefore, approved for application and included in the budget annually.

#### **NUTRITION SERVICES MEAL PRICES FOR 2018-19**

Effective July 1, 2011, Section 205 of the <u>Healthy Hunger-Free Kids Act of 2010</u> requires Local Education Agencies (LEAs) participating in the National School Lunch Program to provide the same level of support for lunches served to paid students as for students eligible for free or reduced-price lunches. The act directs LEAs that currently charge less than a free meal reimbursement rate minus the paid meal reimbursement rate to gradually increase their prices over time until they meet the requirement. Schools may choose to cover the difference in revenue with non-Federal funds instead of raising paid prices. This provision was created to help ensure schools have funding available to support serving nutritious meals.

On April 19, 2018, USDA Food and Nutrition Service (FNS) issued a memo SP 12-2018 indicating that only school food authorities that had a negative balance in the nonprofit school food service account on January 31, 2018 will be required to raise prices for paid lunches according to the Paid Lunch Equity (PLE) provisions in Section 12(p) of the Richard B. Russell National School Lunch Act, 42 U.S.C. 1760(p) and implemented in National School Lunch Program regulations 7 CFR 210.14(e). Therefore, annual meal prices are expected to remain flat for 2018-19 as seen on the following page.

#### **2016-17 Meal Counts**

| Full Price Lunches                          | 621,111   |
|---------------------------------------------|-----------|
| Reimbursable Reduced Price Lunches          | 108,425   |
| Reimbursable Free Lunches                   | 964,901   |
| Full Price Breakfast                        | 125,448   |
| Reimbursable Reduced Price Breakfast Basic  | 3,570     |
| Reimbursable Reduced Price Breakfast Severe | 35,165    |
| Reimbursable Free Price Breakfast Basic     | 80,922    |
| Reimbursable Free Price Breakfast Severe    | 529,555   |
| Total Student Meals Served                  | 2,469,097 |

The meal count decreased by 10,074

| Adult Lunches            | 36,851     |
|--------------------------|------------|
| Adult Breakfast          | <u>521</u> |
| Total Adult Meals Served | 37,372     |

The following schools will remain eligible for Community Eligibility Provision (CEP) with free breakfast and lunch for all students:

| Alpha Hart Elementary School   |
|--------------------------------|
| Blue Ridge Elementary School   |
| Benton Elementary School       |
| Derby Ridge Elementary School  |
| Eliot Battle Elementary School |

New Haven Elementary School West Boulevard Elementary School Center for Responsive Education (CORE) Frederick Douglass High School

#### **Annual Meal Pricing Authorization**

| Federal free lunch reimbursement<br>Reduced price lunch reimbursement<br>Paid reimbursement | 2015-16<br>\$3.13<br>\$2.73<br>\$.35 per meal | 2016-17<br>\$3.22<br>\$2.82<br>\$.36 per meal | 2017-18<br>\$3.31<br>\$2.91<br>.\$39 per meal | 2018-19<br>\$3.40 estimated<br>\$3.00 estimated<br>\$.40 estimated |
|---------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------|
| CPS charges for paid meals are:                                                             | \$2.60                                        | \$2.70                                        | \$2.80                                        | \$2.80 - no increase                                               |
|                                                                                             | \$2.80                                        | \$2.90                                        | \$3.00                                        | \$3.00 - no increase                                               |
|                                                                                             | \$3.50                                        | \$3.60                                        | \$3.75                                        | \$3.75 - no increase                                               |

(Note: These prices include the plated meal and access to the salad bar.) Statewide average cost to produce a meal was \$3.20 per meal in 2015-16.

| Breakfast prices             |        |        |        |                      |
|------------------------------|--------|--------|--------|----------------------|
| <ul> <li>Students</li> </ul> | \$1.65 | \$1.75 | \$1.85 | \$1.85 - no increase |
| <ul> <li>Adults</li> </ul>   | \$2.00 | \$2 10 | \$2.25 | \$2.25 - no increase |

| Federal breakfast reimbursement             | Free/Reduced  | Free/Reduced Free/Reduced   | Free/Reduced            |
|---------------------------------------------|---------------|-----------------------------|-------------------------|
| <ul> <li>Non-severe need schools</li> </ul> | \$1.66/\$1.36 | \$1.71/\$1.41 \$1.76/\$1.46 | \$1.81/\$1.51 estimated |
| <ul> <li>Severe need schools</li> </ul>     | \$1.99/\$1.99 | \$2.04/\$1.74 \$2.08/\$1.78 | \$2.12/\$1.82 estimated |

Statewide average cost to produce a breakfast was \$2.40 per meal in 2015-16.

There will be no impact to revenues assuming no change in paid meal participation in 2018-19.

### **EMPLOYEE BENEFITS Summary All Programs - Funds 85 through 89**

|                                                                             | Actual <u>2014-15</u>                               | Actual <u>2015-16</u>                               | Actual <u>2016-17</u>                               | Budget<br>2017-18                                   | Projected<br>Actual<br>2017-18                      | Final<br>Budget<br><u>2018-19</u>                   |
|-----------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| Projected Beginning Fund Balance                                            | \$ 6,198,824                                        | \$ 3,515,623                                        | \$ 2,633,574                                        | \$ 4,869,628                                        | \$ 2,633,574                                        | \$ 3,758,115                                        |
| Revenue                                                                     |                                                     |                                                     |                                                     |                                                     |                                                     |                                                     |
| Plan Payments                                                               | \$ 22,793,402                                       | \$ 24,893,809                                       | \$ 27,888,002                                       | \$ 28,326,222                                       | \$ 28,571,308                                       | \$ 29,742,000                                       |
| Interest Income                                                             | 21,783                                              | 26,507                                              | 54,893                                              | 26,000                                              | 109,700                                             | 115,000                                             |
| Federal Program Reimb                                                       | 138,545                                             | 140,049                                             | 138,052                                             | 140,000                                             | 129,358                                             | 140,000                                             |
| Total Program Revenue                                                       | \$22,953,730                                        | \$ 25,060,365                                       | \$28,080,947                                        | \$28,492,222                                        | \$28,810,366                                        | \$29,997,000                                        |
| Expenditure Salaries Employee Benefits Services/Supplies Total Expenditures | \$ 196,134<br>55,677<br>25,385,120<br>\$ 25,636,931 | \$ 207,180<br>64,378<br>25,670,856<br>\$ 25,942,414 | \$ 245,496<br>85,220<br>25,603,151<br>\$ 25,933,867 | \$ 235,713<br>62,487<br>25,750,700<br>\$ 26,048,900 | \$ 220,712<br>65,595<br>27,399,518<br>\$ 27,685,825 | \$ 233,512<br>71,086<br>28,090,300<br>\$ 28,394,898 |
| Excess or Deficit                                                           | \$ (2,683,201)                                      | \$ (882,049)                                        | \$ 2,147,080                                        | \$ 2,443,322                                        | \$ 1,124,541                                        | \$ 1,602,102                                        |
| Projected Ending Fund<br>Balance                                            | \$ 3,515,623                                        | \$ 2,633,574                                        | \$ 4,780,654                                        | \$ 7,312,950                                        | \$ 3,758,115                                        | \$ 5,360,217                                        |
| Program Data:                                                               | <u>2014-15</u>                                      | <u>2015-16</u>                                      | <u>2016-17</u>                                      | <u>2017-18</u>                                      | <u>2017-18</u>                                      | <u>2018-19</u>                                      |
| FTE                                                                         | 3.00                                                | 3.00                                                | 4.00                                                | 4.00                                                | 4.00                                                | 4.00                                                |

This Internal Service Fund receives plan payments from the District and from employees for part time and dependent coverages. Additionally revenue comes from retirees who have elected to participate in the plan. Expenditures are for claims, administration and excess loss insurance cost as well as the District personnel who support the program.

# EMPLOYEE BENEFITS Medical - Fund 85 and Flexible Benefit Plan - Fund 86 (this fund includes life insurance and voluntary disability insurance)

|                                       |        | Actual<br>2014-15    | ·           | Actual<br>2015-16    |    | Actual<br>2016-17    |    | Budget<br><u>2017-18</u> |    | Projected<br>Actual<br><u>2017-18</u> |          | Final<br>Budget<br><u>2018-19</u> |
|---------------------------------------|--------|----------------------|-------------|----------------------|----|----------------------|----|--------------------------|----|---------------------------------------|----------|-----------------------------------|
| Projected Beginning Fund              | •      |                      | •           | 0.007.074            | •  |                      | •  | 0.450.400                | •  | 0.044.070                             | •        | 0.040.044                         |
| Balance                               | \$     | 4,905,671            | \$          | 2,037,074            | \$ | 1,411,189            | \$ | 3,158,123                | \$ | 2,941,679                             | \$       | 3,940,844                         |
| Revenue                               | Φ.     | 20 204 596           | Φ.          | 22 406 040           | φ  | 04 960 EEE           | Φ. | 0E 220 700               | \$ | 25 522 662                            | \$       | 26 666 000                        |
| Plan Payments<br>Interest Income      | Φ.     | 20,204,586<br>17,074 | Φ 4         | 22,196,919<br>18,509 | Ф  | 24,860,555<br>39,526 | Φ. | 25,338,700<br>20,000     | Ф  | 25,522,663<br>74,500                  | Ф        | 26,666,000<br>75,000              |
| Federal Program Reimb                 |        | 138,545              |             | 140,049              |    | 138,052              |    | 140,000                  |    | 129,358                               |          | 140,000                           |
| • • • • • • • • • • • • • • • • • • • | Φ.     |                      | Φ.          | <del></del> -        | Φ. |                      | Φ. | <del></del>              | Φ. | <del></del>                           | Φ.       | <del></del> -                     |
| Total Program Revenue                 | Φ.     | 20,360,205           | <b>\$</b> 4 | 22,355,477           | Ф  | 25,038,133           | Ф. | 25,498,700               | \$ | 25,726,521                            | \$       | 26,881,000                        |
| Expenditure                           |        |                      |             |                      |    |                      |    |                          |    |                                       |          |                                   |
| Salaries                              | \$     | 80,617               | \$          | 86,070               | \$ | 113,856              | \$ | 110,913                  | \$ | 93,660                                | \$       | 101,640                           |
| Employee Benefits                     | Ψ.     | 25,460               | Ψ           | 31,682               | Ψ  | 48,796               | Ψ  | 29,087                   | *  | 29,235                                | *        | 33,435                            |
| Services/Supplies                     | :      | 23,122,725           | 2           | 22,863,610           |    | 23,344,991           | :  | 23,055,400               |    | 24,604,461                            |          | 25,227,800                        |
| Total Expenditures                    | \$ :   | 23,228,802           | \$ 2        | 22,981,362           | \$ | 23,507,643           | \$ | 23,195,400               | \$ | 24,727,356                            | \$       | 25,362,875                        |
| •                                     |        |                      | -           |                      |    |                      |    |                          |    |                                       | <u>-</u> |                                   |
| Excess or Deficit                     | \$     | (2,868,597)          | \$          | (625,885)            | \$ | 1,530,490            | \$ | 2,303,300                | \$ | 999,165                               | \$       | 1,518,125                         |
| Projected Ending Fund                 |        |                      |             |                      |    |                      |    |                          |    |                                       |          |                                   |
| Balance                               | \$     | 2,037,074            | \$          | 1,411,189            | \$ | 2,941,679            | \$ | 5,461,423                | \$ | 3,940,844                             | \$       | 5,458,969                         |
|                                       |        |                      |             |                      |    |                      |    |                          |    |                                       |          |                                   |
| Program Data:                         |        | <u> 2014-15</u>      | ;           | <u> 2015-16</u>      |    | <u>2016-17</u>       |    | <u>2017-18</u>           |    | <u>2017-18</u>                        |          | <u>2018-19</u>                    |
| FTE supporting program                |        | 2.00                 |             | 2.00                 |    | 2.00                 |    | 2.00                     |    | 2.00                                  |          | 2.00                              |
| Number Covered                        |        |                      |             |                      |    |                      |    |                          |    |                                       |          |                                   |
| Full Time Employees                   |        | 2,329                |             | 2,370                |    | 2,518                |    | 2,410                    |    | 2,525                                 |          | 2,565                             |
| Part Time Employees                   |        | 63                   |             | 51                   |    | 50                   |    | 31                       |    | 50                                    |          | 30                                |
| Retirees                              |        | 463                  |             | 444                  |    | 444                  |    | 459                      |    | 416                                   |          | 431                               |
| Dependents                            |        | 550                  |             | 562                  |    | 562                  |    | 577                      |    | 613                                   |          | 628                               |
| Cost of Employee Assistance           |        |                      |             |                      |    |                      |    |                          |    |                                       |          | 1                                 |
| Program                               | \$     | 63,918               | \$          | 63,918               | \$ | 67,104               | \$ | 67,104                   | \$ | 67,104                                | \$       | 67,104                            |
| <u> </u>                              |        |                      |             |                      |    |                      |    |                          |    |                                       |          |                                   |
| Cost of Stop Loss Coverage            | \$     | 340,518              | \$          | 383,494              | \$ | 744,216              | \$ | 470,671                  | \$ | 962,181                               | \$       | 1,000,000                         |
| Annual Amount of Stop Loss            | \$     | 350,000              | \$          | 350,000              | \$ | 350,000              | \$ | 350,000                  | \$ | 350,000                               | \$       | 350,000                           |
| Healthcare Reform Fees                | \$     | 218,644              | \$          | 43,168               | \$ | 8,728                | \$ | 50,000                   | \$ | 9,040                                 | \$       | 10,000                            |
| Portion of Plan Payment Revenu        | ıe fro | m Fmnlovee           | s wh        | n Purchase           |    |                      |    |                          |    |                                       |          |                                   |
| Supplemental Life Insurance           | \$     | 63,958               | \$ WIII     | 62,116               | \$ | 49,561               | \$ | 66,000                   | \$ | 65,228                                | \$       | 70,000                            |
|                                       | *      |                      |             |                      |    | ,                    | ·  | •                        | ·  | •                                     | ·        | ,                                 |
| Short or Long Term Disability         | \$     | 161,272              | \$          | 168,876              | \$ | 163,107              | \$ | 174,000                  | \$ | 206,908                               | \$       | 205,000                           |

### EMPLOYEE BENEFITS Dental - Fund 87

|                                           | Actual<br><u>2014-15</u> | Actual<br><u>2015-16</u> | Actual<br>2016-17    | Budget<br><u>2017-18</u> | Projected<br>Actual<br>2017-18 | Final<br><u>2018-19</u> |
|-------------------------------------------|--------------------------|--------------------------|----------------------|--------------------------|--------------------------------|-------------------------|
| Projected Beginning Fund Balance          | \$ 105,321               | \$ 51,448                | \$ 43,216            | \$ 91,345                | \$ 126,337                     | \$ 216,700              |
| <u>Revenue</u>                            |                          |                          |                      |                          |                                |                         |
| Plan Payments<br>Interest Income          | \$ 1,398,203<br>806      | \$ 1,497,066<br>775      | \$1,682,985<br>2,305 | \$ 1,651,000<br>1,000    | \$ 1,641,380<br>5,000          | \$ 1,651,000<br>5,000   |
| Total Program Revenue                     | \$ 1,399,009             | \$ 1,497,841             | \$1,685,290          | \$ 1,652,000             | \$ 1,646,380                   | \$ 1,656,000            |
| <u>Expenditure</u>                        |                          |                          |                      |                          |                                |                         |
| Salaries                                  | \$ 5,123                 | \$ 5,576                 | \$ 6,314             | \$ 6,800                 | \$ 5,725                       | \$ 5,997                |
| Employee Benefits                         | 1,421                    | 1,559                    | 1,797                | 1,400                    | 1,727                          | 1,791                   |
| Services/Supplies                         | 1,446,338                | 1,498,938                | 1,594,058            | 1,671,200                | 1,548,565                      | 1,621,200               |
| Total Expenditures                        | \$ 1,452,882             | \$ 1,506,073             | \$1,602,169          | \$ 1,679,400             | \$ 1,556,017                   | \$ 1,628,988            |
| Excess or Deficit                         | \$ (53,873)              | \$ (8,232)               | \$ 83,121            | \$ (27,400)              | \$ 90,363                      | \$ 27,012               |
| Projected Ending Fund<br>Balance          | \$ 51,448                | \$ 43,216                | \$ 126,337           | \$ 63,945                | \$ 216,700                     | \$ 243,712              |
|                                           |                          |                          |                      |                          |                                |                         |
| Program Data:                             | <u>2014-15</u>           | <u>2015-16</u>           | <u>2016-17</u>       | <u>2017-18</u>           | <u>2017-18</u>                 | <u>2018-19</u>          |
| FTE supporting program                    | 0.10                     | 0.10                     | 0.10                 | 0.10                     | 0.10                           | 0.10                    |
| Number Covered<br>Employees (Full and PT) | 2,419                    | 2,434                    | 2,430                | 2,450                    | 2,465                          | 2,485                   |
| Retirees                                  | 680                      | 680                      | 680                  | 680                      | 680                            | 680                     |

This Internal Service Fund receives plan payments from the District and from employees for part time and dependent coverages.

Additionally revenue comes from retirees who have elected to participate in the plan. Expenditures are for claims, administration and excess loss insurance cost as well as the District personnel who support the program.

865

858

884

858

885

858

Dependents

### **EMPLOYEE BENEFITS**Worker's Compensation - Fund 89

|                                                                             | Actual <u>2014-15</u>                         | Actual <u>2015-16</u> | Actual<br>2016-17                             | Budget<br>2017-18                                 | Projected<br>Actual<br><u>2017-18</u>             | Final<br>Budget<br><u>2018-19</u>                 |
|-----------------------------------------------------------------------------|-----------------------------------------------|-----------------------|-----------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
| Projected Beginning Fund Balance                                            | \$ 1,187,832                                  | \$ 1,427,101          | \$ 1,179,169                                  | \$ 1,224,754                                      | \$ 1,179,169                                      | \$ 1,214,182                                      |
| Revenue Plan Payments Interest Income Total Program Revenue                 | \$ 1,190,613<br>3,903<br>\$ 1,194,516         | 7,223                 | \$1,344,462<br>13,062<br>\$1,357,524          | \$ 1,336,522<br>5,000<br>\$ 1,341,522             | \$ 1,407,265<br>30,200<br>\$ 1,437,465            | \$ 1,425,000<br>35,000<br>\$ 1,460,000            |
| Expenditure Salaries Employee Benefits Services/Supplies Total Expenditures | \$ 110,394<br>28,796<br>816,057<br>\$ 955,247 | 31,137<br>1,308,308   | \$ 125,326<br>34,627<br>664,102<br>\$ 824,055 | \$ 118,000<br>32,000<br>1,024,100<br>\$ 1,174,100 | \$ 121,327<br>34,633<br>1,246,492<br>\$ 1,402,452 | \$ 125,875<br>35,860<br>1,241,300<br>\$ 1,403,035 |
| Excess or Deficit                                                           | \$ 239,269                                    | \$ (247,932)          | \$ 533,469                                    | \$ 167,422                                        | \$ 35,013                                         | \$ 56,965                                         |
| Projected Ending Fund Balance                                               | \$ 1,427,101                                  | \$ 1,179,169          | \$ 1,712,638                                  | \$ 1,392,176                                      | \$ 1,214,182                                      | \$ 1,271,147                                      |

| Program Data:                                            | 2        | 2014-15           | 2        | <u> 2015-16</u>   | 2        | <u> 2016-17</u>   | 2        | <u> 2017-18</u>   | 2        | <u> 2017-18</u>   |          | <u> 2018-19</u>   |
|----------------------------------------------------------|----------|-------------------|----------|-------------------|----------|-------------------|----------|-------------------|----------|-------------------|----------|-------------------|
| FTE supporting program                                   |          | 1.90              |          | 1.90              |          | 1.90              |          | 1.90              |          | 1.90              |          | 1.90              |
| Cost of Stop Loss Coverage<br>Annual Amount of Stop Loss | \$<br>\$ | 81,083<br>400,000 | \$<br>\$ | 82,841<br>400,000 | \$<br>\$ | 83,728<br>400,000 | \$<br>\$ | 83,728<br>400,000 | \$<br>\$ | 87,673<br>400,000 | \$<br>\$ | 87,673<br>400,000 |

This Internal Service Fund receives plan payments from the District and from employees for part time and dependent coverages. Additionally revenue comes from retirees who have elected to participate in the plan. Expenditures are for claims, administration and excess loss insurance cost as well as the District personnel who support the program.

|                                                                                   | E            | Board o      | of E       | Education     | on       | Paid E        | mp       | loyee B        | en         | efits         |          |                 |          |               |          |               |          |               |          |               |
|-----------------------------------------------------------------------------------|--------------|--------------|------------|---------------|----------|---------------|----------|----------------|------------|---------------|----------|-----------------|----------|---------------|----------|---------------|----------|---------------|----------|---------------|
| Per Participant: Retirement:                                                      | <u>20</u>    | 009-10       | <u>2</u>   | <u>010-11</u> | 2        | <u>011-12</u> | <u>2</u> | <u>012-13</u>  | <u>2</u> ( | <u>013-14</u> | <u>2</u> | <u>014-15</u>   | 2        | <u>015-16</u> | 2        | <u>016-17</u> | 2        | <u>017-18</u> | <u>2</u> | <u>018-19</u> |
| Teachers                                                                          |              | 13.50%       |            | 14.00%        |          | 14.50%        |          | 14.50%         |            | 14.50%        |          | 14.50%          |          | 14.50%        |          | 14.50%        |          | 14.50%        |          | 14.50%        |
| Increase from prior year                                                          |              | 0.50%        |            | 0.50%         |          | 0.50%         |          | -              |            | -             |          | -               |          | -             |          | -             |          | -             |          | -             |
| Non-teachers (non-teachers also pay FICA)                                         |              | 6.50%        |            | 6.63%         |          | 6.86%         |          | 6.86%          |            | 6.86%         |          | 6.86%           |          | 6.86%         |          | 6.86%         |          | 6.86%         |          | 6.86%         |
| Increase from prior year                                                          |              | 0.25%        |            | 0.13%         |          | 0.23%         |          | -              |            | -             |          | -               |          | -             |          | -             |          | -             |          | -             |
| Section 218 (Certificated staff in non-certificated roles)                        |              | -            |            | 9.33%         |          | 9.67%         |          | 9.67%          |            | 9.67%         |          | 9.67%           |          | 9.67%         |          | 9.67%         |          | 9.67%         |          | 9.67%         |
| Increase from prior year                                                          |              | -            |            | 9.33%         |          | 0.34%         |          | -              |            | -             |          | -               |          | -             |          | -             |          | -             |          | -             |
| FICA - Social Security                                                            |              | 6.20%        |            | 6.20%         |          | 6.20%         |          | 6.20%          |            | 6.20%         |          | 6.20%           |          | 6.20%         |          | 6.20%         |          | 6.20%         |          | 6.20%         |
| Medicare                                                                          |              | 1.45%        |            | 1.45%         |          | 1.45%         |          | 1.45%          |            | 1.45%         |          | 1.45%           |          | 1.45%         |          | 1.45%         |          | 1.45%         |          | 1.45%         |
| Medical - Basic Plan (monthly avg fiscal year)                                    | \$           | 413          | \$         | 438           | \$       | 463           | \$       | 478            | \$         | 480           | \$       | 498             | \$       | 554           | \$       | 611           | \$       | 641           | \$       | 672           |
| Increase monthly increase from prior year                                         | \$<br>\$     | 13<br>425    | \$<br>\$   | 25<br>450     | \$<br>\$ | 25<br>475     | \$<br>\$ | 40<br>480      | \$<br>\$   | 3<br>480      | \$<br>\$ | 18<br>516       | \$<br>\$ | 56<br>591     | \$<br>\$ | 57<br>630     | \$<br>\$ | 31<br>652     | \$       | 31<br>692     |
| January Rate                                                                      | Ф            | 423          | Ф          | 430           | Φ        | 4/3           | Ф        | 400            | Ф          | 400           | Ф        | 310             | Ф        | 591           | Ф        | 630           | Ф        | 032           | Ф        | 092           |
| Medical - Plus Plan (high ded) (monthly avg fiscal year)                          | \$           | -            | \$         | 393           | \$       | 415           | \$       | 428            | \$         | 430           | \$       | 448             | \$       | 504           | \$       | 559           | \$       | 587           | \$       | 616           |
| Increase from prior year<br>January Rate                                          | \$<br>\$     | 380          | \$<br>\$   | 25<br>405     | \$<br>\$ | 23<br>425     | \$<br>\$ | 35<br>430      | \$<br>\$   | 3<br>430      | \$<br>\$ | 18<br>466       | \$<br>\$ | 56<br>541     | \$<br>\$ | 55<br>576     | \$<br>\$ | 28<br>597     | \$       | 29<br>634     |
| bandary Nate                                                                      | •            | 500          | Ψ          |               | Ψ        |               | Ψ        |                | Ψ          |               | Ψ        |                 | Ψ        |               | Ψ        | 570           | Ψ        |               | Ψ        | 004           |
| Board Contribution to Health Savings Account                                      | \$<br>\$     | -            | \$<br>\$   | 45            | \$<br>\$ | 50<br>5       | \$<br>\$ | 50             | \$<br>\$   | 50            | \$<br>\$ | 50              | \$<br>\$ | 50            | \$<br>\$ | 54<br>4       | \$<br>\$ | 58<br>4       | \$<br>\$ | 58            |
| Increase from prior year (the Board contributes an amount equal to the difference | Ψ            | -<br>annual  | -          | t betwee      | -        | _             |          | -<br>nd Plus P | _          | to Plus       | -        | -<br>n particip | Ψ.       |               | Ф        | 4             | Ф        | 4             | Ф        | -             |
| Dental (monthly)                                                                  | \$           | 25           | \$         | 25            | \$       | 25            | \$       | 25             | \$         | 25            | \$       | 27              | \$       | 31            | \$       | 31            | \$       | 31            | \$       | 31            |
| Increase from prior year                                                          | \$           | -            | \$         | -             | \$       | -             | \$       | -              | \$         | -             | \$       | 2               | \$       | 4             | \$       | -             | \$       | -             | \$       | -             |
| Life & ADD (per \$1000 to 2016, per month after)                                  | \$           | 0.18         | \$         | 0.18          | \$       | 0.18          | \$       | 0.18           | \$         | 0.18          | \$       | 0.18            | \$       | 0.09          | \$       | 2.50          | \$       | 2.50          | \$       | 2.50          |
| Increase from prior year The Board of Education provides \$25k in coverage for f  | \$<br>ull ti | -<br>ime emp | \$<br>oloy | -<br>rees     | \$       | -             | \$       | -              | \$         | -             | \$       | -               | \$       | (0.09)        | \$       | -             | \$       | -             | \$       | -             |
| Administrative Fees Flexible Benefits Plan                                        |              |              |            |               |          |               |          |                |            |               |          |                 |          |               |          |               |          |               |          |               |
| (per participant monthly)                                                         | \$<br>\$     | 2.15         | \$<br>\$   | 2.15          | \$<br>\$ | 2.15          | \$<br>\$ | 2.15           | \$<br>\$   | 2.15          | \$<br>\$ | 2.15            | \$<br>\$ | 2.15          | \$<br>\$ | 2.15          | \$<br>\$ | 2.15          | \$<br>\$ | 2.15          |
| Increase from prior year                                                          | Φ            | -            | Ф          | -             | Ф        | -             | Ф        | -              | Ф          | -             | Ф        | -               | Ф        | -             | Ф        | -             | Ф        | -             | Ф        | -             |

Approval of the 2018-19 budget document will also authorize the proposed rates for medical basic and plus plans, the H.S.A. contribution and dental rates for 2019.

#### ENROLLMENT PROJECTION METHODOLOGY

#### **Overview**

The Columbia Public School District continues to experience a relatively steady growth in student population although the demographics of the population continue to shift. Many things play into that shift including the mobility of our community, a strong faith based effort to help place immigrant families as well as a changing local and state economy. The District uses outsourced professional demographic firms when making significant boundary decisions, most recently as it relates to Beulah Ralph and Cedar Ridge elementary schools. The data considered in that work and across the District consider the factors shared here.

#### **Demographic Modeling**

(a) Birth and Kindergarten enrollment trends: One of the greatest influences in a school enrollment projection study is the estimation of annual Kindergarten enrollments, which must be based on little or no data as Pre-K enrollments are generally unsuitable to the task and Census data become more out-of-date each year that passes. The table below helps demonstrate the point at which current Census data are no longer directly useful:

| Age in 2010 Census | Assumed to enter | Grade in 2026-27 |
|--------------------|------------------|------------------|
|                    | Kindergarten     | School Year      |
| < 1 year old       | 2015             | 11               |
| 1 year old         | 2014             | 12               |
| 2 years old        | 2013             | Graduating 2026  |
| 3 years old        | 2012             | Graduating 2025  |
| 4 years old        | 2011             | Graduating 2024  |

Thus, the class of children entering Kindergarten in 2015 was the last group that could be estimated from known population totals of children under age 1 from the 2010 Census. As a result, enrollment projections for grades K-10 in 2026-27 must be based purely on population *projections* and even population estimates for grades 11-12 in 2026-27 are so affected by migration and mortality as to have very little usefulness in this study.

With this in mind, there are several possible approaches to estimating incoming Kindergarten classes. First, past enrollments are studied. As the chart below shows, Kindergarten enrollments have generally trended upwards, though quite erratically, but having dropped by over 100 students since a peak in 2013 with most of the drop occurring in just one year between 2014 and 2015, which contributed strongly to the overall loss the District experienced in 2015.

A linear trend (regression) line is fit to the existing data to provide further information on how much Kindergarten class sizes could be expected to grow annually, on average. The slope here projects nearly ten (9.96) additional Kindergarteners per year with moderately strong predictive power, having an r2 value of nearly 0.61 (0.0 indicates no linear trend and 1.0 indicates a perfect linear trend). Overall, it is

challenging to make firm estimates of future Kindergarten enrollments based solely on this trend.

Another way to project future Kindergarten enrollments is to study birth rate patterns in the District. Birth data were compiled by elementary zone, for 2011 to 2016, and in addition to informing our projections of growth rates across the district aggregate birth totals by year were used to project overall Kindergarten enrollments through 2021. With a peak of births having occurred in 2013, we likewise project Kindergarten enrollments to crest in 2018 (as we assume most children start Kindergarten as five year-olds) and then to drop for a few years before starting to climb again, based solely on an expectation of continued overall District population growth.

(b) Population projections to 2025: Numerous independent data providers produce population projections for five and ten year horizons. We obtained projections from three such providers to examine the possible demographic future of this District. All sets of projections have their pros and cons in terms of temporal horizons and level of detail, and we compare these projections to 2020 in the table below. As should be evident, while all of them project growth for all school-age groups and for the population overall, Vendor 3\* is notably higher in its projections for school ages in 2020, although its overall population projection is more in line with the other two vendors. Furthermore, the analysts recently obtained the newest update from Vendor 3\*\*, for 2016 to 2021, and while similar, in just one year this vendor has notably decreased the 0-4 projection and slightly raised the two older school-age groups.

|             | Population Change 2015-2020 |              |               |          |  |  |  |  |  |
|-------------|-----------------------------|--------------|---------------|----------|--|--|--|--|--|
| Vendor      | Ages 0 to 4                 | Ages 5 to 14 | Ages 15 to 18 | All Ages |  |  |  |  |  |
| Vendor 1    | 5.70%                       | 7.40%        | 3.00%         | 6.70%    |  |  |  |  |  |
| Vendor 2    | 5.80%                       | 7.00%        | 4.80%         | 5.90%    |  |  |  |  |  |
| Vendor 3*   | 14.10%                      | 12.20%       | 9.80%         | 7.00%    |  |  |  |  |  |
| Vendor 3 ** | 8.00%                       | 14.50%       | 11.00%        | 7.10%    |  |  |  |  |  |

#### Enrollment Totals in Recent Years K-12 (September)

| 2013 - 17,183 | 2014 - 17,287 | 2015 - 17,243 |
|---------------|---------------|---------------|
| 2016 - 17,383 | 2017 - 17,763 |               |

#### **Long Term Projections**

The following page shows the most recent projections for the 2016-17 school year through the 2026-27 school year with an expected increase in enrollment of 1,219 during that time period using the medium level. This would take the District from a total of 17,416 projected in 2016-17 to 18,635 in 2026-27. As buildings are scheduled to open and population changes occur in Columbia, the Board of Education will evaluate demographics and adjust enrollment management plans to manage overall building numbers and class size.

### 2016-17 Enrollment and Demographics Study

Figure 7. District enrollment projections, by grade, for 2017-2027. (The charts show to 2026, but that is for the beginning of the 2026-27 school year.)

| Overall  | Enrolln | nent Pro | jection | s for the | e Colum | nbia Pub | olic Scho | ols, 20 | 17-2027 | , by gra | de      |
|----------|---------|----------|---------|-----------|---------|----------|-----------|---------|---------|----------|---------|
| District | 2016-17 | 2017-18  | 2018-19 | 2019-20   | 2020-21 | 2021-22  | 2022-23   | 2023-24 | 2024-25 | 2025-26  | 2026-27 |
| High     | 17,416  | 17,583   | 17,751  | 17,921    | 18,093  | 18,266   | 18,441    | 18,618  | 18,796  | 18,976   | 19,158  |
| Medium   | 17,416  | 17,534   | 17,653  | 17,773    | 17,894  | 18,015   | 18,138    | 18,261  | 18,385  | 18,509   | 18,635  |
| Low      | 17,416  | 17,484   | 17,553  | 17,622    | 17,691  | 17,761   | 17,831    | 17,901  | 17,971  | 18,042   | 18,113  |
| High     | 2016-17 | 2017-18  | 2018-19 | 2019-20   | 2020-21 | 2021-22  | 2022-23   | 2023-24 | 2024-25 | 2025-26  | 2026-27 |
| K        | 1,332   | 1,365    | 1,403   | 1,392     | 1,383   | 1,400    | 1,423     | 1,445   | 1,466   | 1,490    | 1,517   |
| 1        | 1,337   | 1,344    | 1,379   | 1,423     | 1,410   | 1,401    | 1,426     | 1,447   | 1,468   | 1,492    | 1,519   |
| 2        | 1,387   | 1,343    | 1,351   | 1,385     | 1,431   | 1,417    | 1,415     | 1,439   | 1,458   | 1,482    | 1,510   |
| 3        | 1,461   | 1,384    | 1,350   | 1,356     | 1,390   | 1,438    | 1,429     | 1,426   | 1,448   | 1,471    | 1,498   |
| 4        | 1,406   | 1,457    | 1,382   | 1,342     | 1,353   | 1,385    | 1,440     | 1,430   | 1,425   | 1,450    | 1,476   |
| 5        | 1,367   | 1,419    | 1,485   | 1,404     | 1,363   | 1,377    | 1,416     | 1,469   | 1,458   | 1,456    | 1,484   |
| 6        | 1,344   | 1,329    | 1,384   | 1,437     | 1,366   | 1,325    | 1,343     | 1,381   | 1,431   | 1,423    | 1,424   |
| 7        | 1,362   | 1,348    | 1,338   | 1,394     | 1,447   | 1,376    | 1,341     | 1,358   | 1,394   | 1,448    | 1,443   |
| 8        | 1,281   | 1,382    | 1,380   | 1,366     | 1,423   | 1,478    | 1,412     | 1,375   | 1,390   | 1,431    | 1,489   |
| 9        | 1,306   | 1,302    | 1,409   | 1,407     | 1,392   | 1,451    | 1,515     | 1,445   | 1,405   | 1,424    | 1,468   |
| 10       | 1,309   | 1,304    | 1,316   | 1,426     | 1,419   | 1,407    | 1,474     | 1,536   | 1,464   | 1,427    | 1,448   |
| 11       | 1,342   | 1,310    | 1,307   | 1,325     | 1,433   | 1,426    | 1,422     | 1,487   | 1,547   | 1,478    | 1,443   |
| 12       | 1,182   | 1,295    | 1,267   | 1,264     | 1,282   | 1,386    | 1,386     | 1,381   | 1,442   | 1,504    | 1,439   |
| Medium   | 2016-17 | 2017-18  | 2018-19 | 2019-20   | 2020-21 | 2021-22  | 2022-23   | 2023-24 | 2024-25 | 2025-26  | 2026-27 |
| K        | 1,332   | 1,361    | 1,395   | 1,380     | 1,368   | 1,381    | 1,400     | 1,417   | 1,434   | 1,453    | 1,475   |
| 1        | 1,337   | 1,341    | 1,372   | 1,412     | 1,394   | 1,382    | 1,402     | 1,419   | 1,436   | 1,455    | 1,478   |
| 2        | 1,387   | 1,339    | 1,343   | 1,373     | 1,416   | 1,397    | 1,392     | 1,411   | 1,426   | 1,446    | 1,468   |
| 3        | 1,461   | 1,380    | 1,342   | 1,345     | 1,374   | 1,418    | 1,406     | 1,398   | 1,416   | 1,434    | 1,457   |
| 4        | 1,406   | 1,453    | 1,374   | 1,330     | 1,338   | 1,366    | 1,416     | 1,403   | 1,394   | 1,415    | 1,435   |
| 5        | 1,367   | 1,416    | 1,477   | 1,393     | 1,348   | 1,358    | 1,392     | 1,441   | 1,426   | 1,420    | 1,444   |
| 6        | 1,344   | 1,326    | 1,376   | 1,425     | 1,351   | 1,307    | 1,321     | 1,354   | 1,400   | 1,388    | 1,385   |
| 7        | 1,362   | 1,344    | 1,331   | 1,383     | 1,431   | 1,357    | 1,319     | 1,332   | 1,364   | 1,412    | 1,403   |
| 8        | 1,281   | 1,379    | 1,373   | 1,354     | 1,408   | 1,458    | 1,389     | 1,349   | 1,360   | 1,396    | 1,448   |
| 9        | 1,306   | 1,298    | 1,401   | 1,395     | 1,377   | 1,431    | 1,490     | 1,417   | 1,375   | 1,389    | 1,428   |
| 10       | 1,309   | 1,300    | 1,309   | 1,414     | 1,403   | 1,388    | 1,450     | 1,506   | 1,432   | 1,392    | 1,409   |
| 11       | 1,342   | 1,307    | 1,300   | 1,314     | 1,417   | 1,406    | 1,399     | 1,458   | 1,513   | 1,442    | 1,404   |
| 12       | 1,182   | 1,291    | 1,260   | 1,254     | 1,268   | 1,367    | 1,363     | 1,354   | 1,410   | 1,467    | 1,400   |
| Low      | 2016-17 | 2017-18  | 2018-19 | 2019-20   | 2020-21 | 2021-22  | 2022-23   | 2023-24 | 2024-25 | 2025-26  | 2026-27 |
| K        | 1,332   | 1,357    | 1,387   | 1,369     | 1,353   | 1,361    | 1,376     | 1,390   | 1,401   | 1,416    | 1,434   |
| 1        | 1,337   | 1,337    | 1,364   | 1,400     | 1,378   | 1,362    | 1,379     | 1,391   | 1,403   | 1,419    | 1,436   |
| 2        | 1,387   | 1,335    | 1,336   | 1,362     | 1,400   | 1,377    | 1,368     | 1,383   | 1,394   | 1,409    | 1,427   |
| 3        | 1,461   | 1,376    | 1,334   | 1,333     | 1,359   | 1,398    | 1,382     | 1,371   | 1,384   | 1,398    | 1,416   |
| 4        | 1,406   | 1,449    | 1,366   | 1,319     | 1,323   | 1,347    | 1,392     | 1,375   | 1,362   | 1,379    | 1,395   |
| 5        | 1,367   | 1,412    | 1,469   | 1,381     | 1,333   | 1,339    | 1,369     | 1,413   | 1,394   | 1,384    | 1,403   |
| 6        | 1,344   | 1,322    | 1,369   | 1,413     | 1,336   | 1,288    | 1,299     | 1,328   | 1,368   | 1,353    | 1,346   |
| 7        | 1,362   | 1,340    | 1,323   | 1,371     | 1,415   | 1,338    | 1,297     | 1,305   | 1,333   | 1,377    | 1,364   |
| 8        | 1,281   | 1,375    | 1,365   | 1,343     | 1,392   | 1,438    | 1,365     | 1,322   | 1,329   | 1,360    | 1,408   |
| 9        | 1,306   | 1,295    | 1,393   | 1,384     | 1,362   | 1,411    | 1,465     | 1,389   | 1,344   | 1,354    | 1,388   |
| 10       | 1,309   | 1,297    | 1,301   | 1,402     | 1,388   | 1,368    | 1,425     | 1,477   | 1,399   | 1,356    | 1,369   |
| 11       | 1,342   | 1,303    | 1,293   | 1,303     | 1,401   | 1,386    | 1,375     | 1,429   | 1,479   | 1,405    | 1,364   |
| 12       | 1,182   | 1,287    | 1,253   | 1,243     | 1,253   | 1,348    | 1,340     | 1,328   | 1,378   | 1,430    | 1,361   |

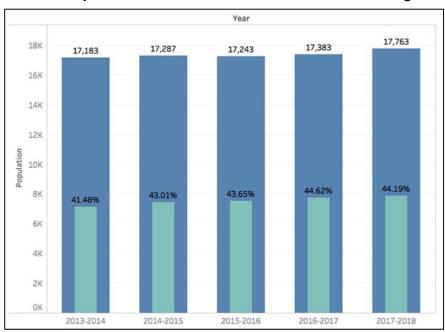
This page intentionally left blank.

### **Performance Indicators**

#### **DEMOGRAPHICS**

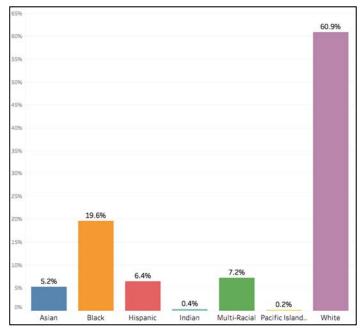
Columbia has a diverse population. The University of Missouri brings in many families from all over the world, creating an environment where many cultures are represented. In addition, Columbia's social and medical resources welcome and serve refugees experiencing the United States for the first time.

As seen in the charts below, Columbia has a steadily growing population. Poverty, as measured through entitlement to a free or reduced lunch, and the stress often associated with it is an increasing risk factor.



K-12 Population with Free & Reduced Lunch Percentage

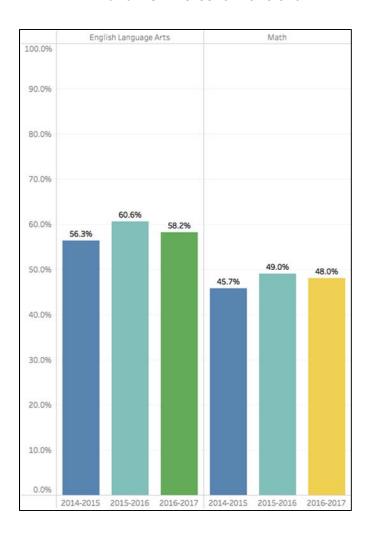




#### MAP AND END OF COURSE EXAMS

The Missouri Assessment Program (MAP) is one of several educational reforms mandated by the Outstanding Schools Act of 1993. As a result of this Act, the State Board of Education directed the Missouri Department of Elementary and Secondary Education (DESE) to identify the knowledge, skills and competencies that Missouri students should acquire by the time they complete high school and to assess student progress toward those academic standards. Students in grades 3-8 take the MAP Grade Level Assessments annually in the spring in the areas of Communication Arts and Mathematics. At the secondary level, students take required End of Course Exams (EOC) upon completing courses such as Algebra I Algebra II, and English II.

#### **MAP and EOC Percent Proficient**

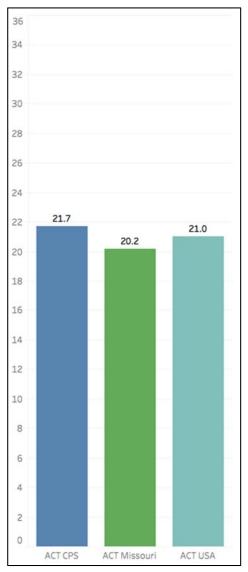


#### <u>ACT</u>

Starting in the 2014-2015 school year, all 11th grade students were eligible for a free administration of the ACT. The ACT assesses high school students' general educational development and their ability to complete college-level work. The ACT Program is a comprehensive system for collecting and reporting information about students planning to enter post-secondary education. It consists of five major components: English, Math, Reading, Scientific Reasoning, and Writing.

Students in Columbia Public Schools had always exceeded state and national averages on the ACT before all students took the assessment. With the addition of all students taking the ACT, students in Columbia Public Schools continue to outperform other students across Missouri and the United States.



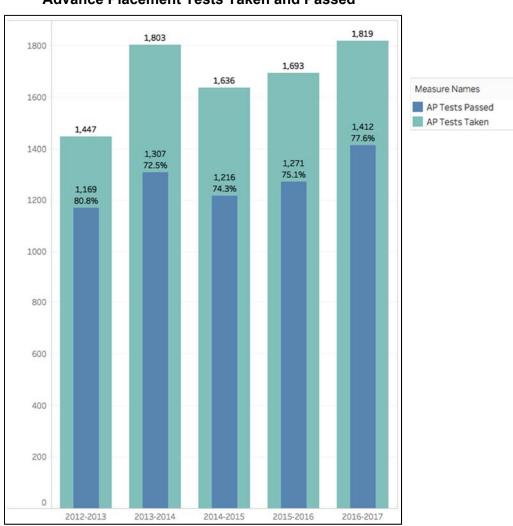


#### ADVANCED PLACEMENT

The Advanced Placement Program (AP) is a cooperative educational endeavor among secondary Schools and colleges and universities that provides high school students the opportunity to take college-level courses in a high school setting. Students who participate in the AP program gain college-level skills and may earn college credit while they are still in high school.

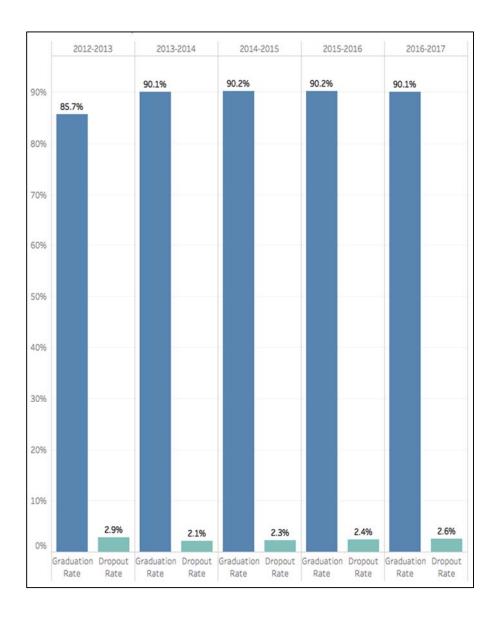
Columbia Public Schools offers 30 different Advance Placement courses, giving students the opportunity to get a head start on college. Through the AVID program, Columbia Public Schools has encouraged more students to take AP courses, especially among disadvantaged students and continues to enjoy a high success rate among its students.

#### **Advance Placement Tests Taken and Passed**



#### **GRADUATION AND DROPOUT RATE**

The percentage of students graduating is one of the most important statistics a school district measures. The graduation rate of students in Columbia Public Schools is high and continuously exceeds state averages while maintaining a remarkably low dropout rate.



This page intentionally left blank.

Glossary

#### **GLOSSARY**

**ACCOUNTS PAYABLE** - Amounts owing on open account to private persons, firms, or corporations for goods and services rendered by the LEA.

**ACCOUNTS RECEIVABLE** - Amounts owing on open account from private persons, firms, or corporations for goods and services furnished by the LEA (but not including amounts due from other funds of the same governmental unit). Although taxes receivable are covered by this term, they should be recorded and reported separately in the Taxes Receivable account.

**ACCRUAL BASIS** - The basis of accounting under which revenues are recorded when earned or when levies are made, and expenditures are recorded as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made.

**ACCRUE** - To record revenues when earned or when levies are made, and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds.

**ACCRUED EXPENSES** - Expenses which have been incurred and have not been paid as of a given date. See also Accrual Basis and Accrue.

ACCRUED INTEREST - Interest accumulated between interest dates but not yet due.

**ACCRUED INTEREST ON INVESTMENTS PURCHASED** - Interest accrued on investments between the last interest payment date and date of purchase. The account is carried as an asset until the first interest payment date after date of purchase. At that time an entry is made debiting the account Cash and crediting the account Accrued Interest on Investments Purchased and an Interest Earnings account for the balance.

**ACCRUED LIABILITIES** - Amounts owed but not yet due; for example, accrued interest on bonds or notes.

**ACCRUED REVENUE** - Levies made or other revenue earned and not collected regardless of whether due or not.

**ADJUSTED OPERATING LEVY** - The amount of levy for the Incidental, Teachers', and Capital Projects Funds after reduction by the Proposition C sales tax rollback. The Columbia School District applies the rollback to the Incidental Fund Levy.

**AD VALOREM TAXES** - Taxes levied by the LEA on the assessed valuation of real and personal property located within the LEA which, within legal limits, is the final authority in determining the amount to be raised for school operating purposes or retirement of debt.

**AGENCY FUND** – Funds which are custodial in nature (assets equal liabilities) and do not involve measurement or results of operations. The District's only agency fund is the Student Activity Fund which accounts for financial activities of various student groups.

**ALLOWABLE COST** - Cost of predetermined equipment, service, and/or activities that have been considered to be appropriate for authorization by the funding agency.

**ALLOWANCE FOR UNCOLLECTIBLE TAXES** - A provision of tax revenues for that portion of taxes receivable which it is estimated will not be collected. The account is shown on the balance sheet as a deduction from the Taxes Receivable account in order to arrive at the net taxes receivable. Separate accounts may be maintained on the basis of tax roll year and/or delinquent taxes.

**APPROPRIATION** - An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

**ASSESS** – To value property officially for the purpose of taxation. The term is also sometimes used to denote the levy of taxes, but such usage is not correct because it fails to distinguish between the valuation process and the tax levy process.

**ASSESSED VALUATION** (A/V) – A valuation set upon real estate and personal property by a government as a basis for levying taxes. In Missouri, the assessed valuation is a percentage of the appraised value as follows: residential (19%), personal property (33 1/3%), Commercial (32%), and Agriculture (12%).

**AUDIT** - The examination of records and documents and the securing of other evidence for one or more of the following purposes: (a) determining the propriety of proposed or completed transactions, (b) ascertaining whether all transactions have been recorded, and (c) determining whether transactions are accurately recorded on the accounts and in the statements.

**AVERAGE DAILY ATTENDANCE (ADA)** - The total hours attended in a term by resident pupils between the ages of five and twenty-one divided by the actual number of hours school was in session (actual calendar) PLUS the summer school average daily attendance (ADA) (hours attended divided by 1044 hours). Summer school ADA is a part of the immediate preceding school year's total ADA.

**AVID –** Advancement via Individual Determination – Rigorous curriculum and support with a goal to provide college and career readiness for all students, with a focus on students in the academic middle.

**BOARD OF SCHOOL DIRECTORS** – The elected or appointed body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, board of directors, school committees, school trustees, etc.

**BOND** - A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater legal formality.

**BOND DISCOUNT** - The excess of the face value of a bond over the price for which it is acquired or sold. The price does not include accrued interest at the date of acquisition or sale.

**BOND PREMIUM** - The excess of the price at which a bond is acquired or sold, over its face value. The price does not include accrued interest at the date of acquisition or sale.

**BOND PROCEEDS RECEIVABLE** - An account used to designate the amount receivable upon sale of bonds. Revenue from bond sales is placed in the Capital Projects Fund, not in the Debt Service Fund.

**BONDED INDEBTEDNESS** - The part of the LEA debt which is covered by outstanding bonds of the LEA.

**BONDS AUTHORIZED AND ISSUED** – The part of the school district debt that is covered by outstanding bonds of the district.

**BONDS AUTHORIZED AND UNISSUED** – Bonds which have been legally authorized but not issued and which can be issued and sold without further authorization.

BONDS PAYABLE - The face value of bonds issued and outstanding.

**BOOK VALUE** - Carrying amount as shown on the books.

**BUDGET** - A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them. The second part consists of schedules supporting the summary. The schedules show in detail the proposed expenditures and means of financing them together with information as to past years' actual revenues and expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. Section 67.010, RSMo, is the statutory reference governing budgets.

**BUDGETARY ACCOUNTS** - Those accounts necessary to reflect budget operations and conditions, such as estimated revenues, appropriations, and encumbrances, as distinguished from proprietary accounts. See also Proprietary Accounts.

**BUDGETARY CONTROL** - The control or management of the business affairs of the LEA in accordance with an approved budget with a view toward keeping expenditures within the authorized amounts.

**BUDGET DOCUMENT** - The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

**BUILDINGS** – A fixed asset account which reflects the acquisition value of permanent structures used to house person and property owned by the local education agency. If the buildings are purchased and constructed, this amount includes the purchase or contract price of all permanent building and fixtures attached to and forming a permanent part of such buildings. If building are acquired by gift, the account reflects their appraised value at the time of acquisition.

**CAPITAL IMPROVEMENT PLAN** – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program or otherwise. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CAPITAL OUTLAY** - An expenditure which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than one year. It is an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

**CAPITAL PROJECTS FUND** – The Capital Projects Fund accounts for expenditures from the proceeds of bond issues, investment income earned on the proceeds, and other revenues designated from acquisition or construction of major capital assets. The expenditures include major capital outlay projects and equipment purchases for instructional and support programs.

**CASH BASIS** - The basis of accounting under which revenues are recorded only when actually received, and only cash disbursements are recorded as expenditures.

**CATEGORICAL AID** - Support funds provided from a higher governmental level and specifically limited to (earmarked for) a given purpose, e.g., special education, transportation, or vocational education.

**CERTIFICATES OF PARTICIPATION** - A type of financing where an investor purchases a share of the lease revenues of a program rather than the bond being secured by those revenues.

**CLASSIFICATION FUNCTION** – As applied to expenditures, this term has reference to an activity or services aimed at accomplishing a certain purpose or end, such as regular instruction, special education, vocational education, or administration.

**CLASSIFICATION OBJECT** – As applied to expenditures, this term has reference to an article or service received, such as salaries, employee benefits, or supplies.

**CLASSROOM TRUST FUND** – This is a state formula category for the gaming money paid to the districts through the formula. The districts have the option to recognize this revenue in the fund they wish to spend it in the manner they chose.

**CO-CURRICULAR ACTIVITIES** – Co-curricular activities (experiences) are comprised of the group of school sponsored activities, under the guidance or supervision of qualified adults, designed to provide opportunities for pupils to participate in such experiences on an individual basis, in small groups or in large groups, at school events, public events or a combination of these for such purposes as motivation, enjoyment, and improvement of skills. In practice, participation usually is not required and credit usually is not given. When participation is required or credit is given, the activity generally is considered to be a course.

**COMMUNICATION** - Expenditures for telephone and telegraph services as well as postage machine rental and postage.

**COMMUNITY RECREATION** - Activities concerned with providing recreation programs for the community as a whole, or for some segment of the community. It includes such staff activities as organizing and supervising playgrounds, swimming pools, and other recreation programs for the community.

**COMMUNITY RELATIONS** - Activities concerned with conducting community relations activities. It includes maintaining liaisons with local civic groups, serving as the central point for all requests for public speaking engagements, responses to public inquiry, arranging for tours of and visits to the LEA.

**COMMUNITY SERVICES** - Services, other than public school and adult education functions, provided by the school or LEA for purposes relating to the community as a whole or some segment of the community. These include such s services as community recreation programs, civic activities, public libraries, programs of custody and care of children, Parents-As-Teachers (PAT), community welfare activities, and services for nonpublic school pupils provided by the public schools on a continuing basis.

**CONTINGENT FUND** - Assets or other resources set aside to provide for unforeseen expenditures, or for anticipated expenditures of uncertain amount.

**CONTINGENT LIABILITIES** - Items which may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending lawsuits, judgments under appeal, and unsettled disputed claims.

**CONTRACTED SERVICES** - Services rendered by personnel who are not on the payroll of the LEA including all related expenses covered by the contract.

**CPA** – Certified Public Accountant – professional licensing achieved through formal education, rigorous testing and experience in accord with the state in which the accountant resides.

**CPI** – Consumer Price Index – Used to track the change in the cost of consumer goods over a period of time – usually one year.

**CSIP** – Continuing School Improvement Plan – Model which provides framework for staff development to be aligned with the intended, taught, and assessed curriculum as well as with the goals of the Board of Education.

**CURRENT ASSETS** - Cash or anything that can be readily converted into cash.

**CURRENT EXPENDITURES PER PUPIL** – Current expenditures for a given period of time divided by pupil unit of measure.

**CURRENT EXPENSE** - Any expenditure except for capital outlay and debt service. Current expense includes total charges incurred, whether paid or unpaid.

**CURRENT FUNDS** - Money received during the current fiscal year from revenue which can be used to pay obligations currently due, and surpluses reappropriated for the current fiscal year.

**CURRENT LIABILITIES** - Debts which are payable within a relatively short period of time, usually no longer than a year.

**CURRENT OPERATING COST** - Total instruction and support expenditures in a fiscal year excluding capital outlay, long term or short term principal and interest minus revenues received for food service (local program and nonprogram, state, federal, and summer food program) and student activities in that fiscal year. Current operating cost is calculated for the district annually and used in computing the certificated salary compliance for the school district.

**DEBT –** An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants, notes, etc.

**DEBIT LIMIT** – The maximum amount or gross or net debt that is legally permitted by law (In Missouri, the debit limit for school district is 15% of assessed valuation).

**DEBT SERVICE** - Expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans. Per Section 165.011, RSMo, if a balance remains in the Debt Service Fund after total outstanding indebtedness for which the fund was levied is paid, the board MAY transfer the unexpended amount to the Capital Projects Fund. The Debt Service Fund must be maintained as a separate bank account.

**DEBT SERVICE FUND** – The Debt Service Fund accounts for expenditures for the revenue collected from local taxation and allocated state aid for the payment of principal and interest on bonded indebtedness.

**DELINQUENT TAXES** - Taxes remaining unpaid on and after the date on which they become delinquent by statute.

**DOLLAR VALUE MODIFIER** – Used within the Foundation Formula calculation as introduced by SB287. This modifier will alter the dollar amount received by a school district based on a variable for the relative purchasing power of a district in the various areas of the state. The modifier uses the state's median wage-per-job and a standard deviation from that point to increase or decrease the base amount to be received by each district.

**ECSE – Early Childhood Special Education** – A state and federally funded program designed to target pre-Kindergarten children who are identified as having special needs.

**ELL – English Language Learners** – Curriculum designed to support students who do not speak English as their primary language. Special services are provided to limited English proficient students.

**EMPLOYEE BENEFITS** - Compensation, in addition to regular salary, provided to an employee. This may include such benefits as health insurance, life insurance, annual leave, sick leave, retirement, and social security.

**ENCUMBRANCES** - Purchase orders, contracts, and salary or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when actual liability is incurred.

**ENROLLMENT** - Head count taken the last Wednesday of September and January of all resident and nonresident students K-12 in the enrollment center. All students counted as one (no part time). Not reported for prekindergarten students.

**ENTERPRISE FUND** - Enterprise funds may use to account for any activity for which a fee is charged to external users for goods and services. The Nutrition Services and Adult Education Funds are enterprise funds.

**ENTITLEMENT GRANT** - A formula grant program that establishes a specific amount of funds to be distributed to each agency. Recipients of such funds determine how the funds are to be used according to the purposes authorized by the program.

**EQUALIZED ASSESSED VALUATION (EAV)** - The district assessed valuation adjusted for the county average sales ratio. The calculation to equalize the assessed valuation only adjusts real property assessed valuation. To calculate equalized assessed valuation: (Real Property AV x .3333 = County Sales Ratio).

**EQUALIZED OPERATING LEVY** - The operating levy (General (Incidental) & Special Revenue (Teachers) Funds) as defined in Section 163.011, RSMo, adjusted for the county average sales ratio. To calculate equalized Operating Levy: (Operating Levy x County Sales Ratio = .3333).

**ESTIMATED REVENUE** – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

**EXPENDITURES** – Total charges incurred, whether paid or unpaid, for current costs, capital outlay, and debt service.

**FACS** – Family and Consumer Studies – formerly home economics curriculum.

FAIR MARKET VALUE - The current assessed value of a piece of equipment, service or activity.

**FIDELITY BOND** - A bond guaranteeing the LEA against losses resulting from the actions of the treasurer, employees, or other persons of the system. See also Surety Bond.

**FINDUCIARY FUND** – Fund that focus on net position and changes in net position. There are four categories of fiduciary funds: pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**FISCAL PERIOD** – Any period at the end of wchi a local education agency determines its financial position and the results of its operations. The period may be a month, a quarter, or a year, depending upon the scope of the operation and requirements for managerial control and spending. The fiscal year for Columbia Public School District is July 1 to June 30.

**FIXED ASSETS** - Land, buildings, machinery, furniture, and other equipment which the LEA intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use or possession, and does not indicate immobility of an asset.

**FREE AND REDUCED LUNCH ELIGIBLE COUNT (Line 14)** - The number of pupils enrolled in the district AND eligible for free or reduced lunch on the last Wednesday in January. The number used on line 14 of the basic formula calculation in the current year is always the **previous year's January** count. This number bears no relationship to the number of children actually eating in the school cafeteria (School Food Services count). This number by definition is a different count from that used for the federal programs or School Food Services.

**FUND** - An independent accounting entity with its own assets, liabilities, and fund balances. Generally, funds are established to account for financing of specific activities of an agency's operations.

**FUND ACCOUNTING -** An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations

**FUND BALANCE –** The excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

**FUNDING** - The conversion of judgments and other floating debt into bonded debt.

**GAIN OR LOSS ON SALE OF INVESTMENTS** - Gains or losses realized from the sale of bonds or stocks. Gains represent the excess of the sales proceeds over cost or other basis at date of sale (cost less amortization of premium in the case of long-term bonds purchased at a premium over par value or cost plus amortization of discount on long-term bonds purchased at a discount under par value); gains realized from sale of US Treasury bills represent interest income. Losses represent the excess of the cost or other basis at date of sale (as described above) over the sales proceeds.

**GENERAL (INCIDENTAL) FUND** – The General Fund accounts for all expenditures relating to the general operations of the District, including instruction, administration, operation and maintenance of plant, student support services, and pupil transportation. Certificated salaries may also be paid from the General Fund.

**GIFTED** – Separate curriculum for students displaying above average ability through testing, sustained grade point average, and measure of intelligence (IQ).

**GUARANTEED TAX BASE** – The amount of equalized assessed valuation per eligible pupil guaranteed each school district by the state in the computation of state aid.

**HVAC** – Heating, Ventilation, and Air Conditioning – projects handled by the facilities department to improve the interior air quality of the District's buildings.

**IDEA –** Individuals with Disabilities Education Act – Federal program pretesting the rights of special education students in public schools.

**INCLEMENT WEATHER** - If school is dismissed because of inclement weather after it has been in session for three hours, that day shall count as a school day towards the minimum requirement of 174 days. This includes the afternoon session kindergarten (K-PM). If the aggregate hours lost in a term due to inclement weather decreases the total hours of the term below the required minimum of 1044 hours by more than twelve hours for all day students or six hours for one-half day kindergarten students, all such hours below the minimum must be made up in one half day or full day additions to the term except as provided in Section 171.033, RSMo.

**INDIRECT COSTS** - Costs incurred for services, materials, supplies, and/or equipment which are common to two or more programs and, therefore, are not identifiable with a particular program. There are restricted and nonrestricted indirect cost rates. The School Finance Section calculates the indirect cost rate for the next school year based on data submitted by the district on Core Data and on the Annual Secretary of the Board Report (ASBR) for the second preceding year.

**INSTRUCTION** - Instruction includes the activities dealing directly with the teaching of pupils. Teaching may be provided for pupils in a school classroom, in another location such as in a home or hospital, and other learning situations such as those involving cocurricular activities. It may also be provided through some other approved medium such as television, radio, telephone, and correspondence.

**INSTRUCTIONAL PERSONNEL** - Those who render direct and personal services which are in the nature of teaching. Included here are: teachers (including teachers of homebound), teaching assistants, teacher aides, secretaries for teachers, special graders, substitute teachers, and clerks serving teachers only. Attendance personnel, health personnel, and other clerical personnel should not be included as instructional personnel.

**INSURANCE AND BOND PREMIUMS** - Expenditures for all types of insurance coverage such as property, liability, fidelity, bond premiums, as well as the costs of judgments. Insurance for

group health, worker's compensation, etc., are not charged here, but are recorded under Personal Services--Employee Benefits.

**INTERNAL SERVICE FUNDS -** Funds used to report an activity that provides services or goods to other funds, departments, or agencies to the county, the school system, or component unit on a cost-reimbursement basis. These funds were established to account for the District's self-funded employee benefits programs, which are medical, dental and worker's compensation.

**LEA (LOCAL EDUCATION AGENCY)** - A public board of education or other public authority legally constituted within a State for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district.

**MAINTENANCE OF EFFORT** - A requirement to spend as many dollars or as many dollars per student for a specific activity during the current school year as was spent during the previous year for a similar activity. Maintenance of effort is required for handicapped programs, Title I, and vocational education.

**MAP –** Missouri Assessment Program – State criterion based achievement program designated to test the student in Match, Communication Arts, Social Studies, and Science at certain grade levels.

**MEMBERSHIP** - A pupil is a member of a class or school from the date the pupil presents himself/herself at school and is placed on the current roll until the pupil permanently leaves the class or school for one of the causes recognized as sufficient by the State. Membership for state aid purposes shall be the count of students taken the last Wednesday in September and January who were enrolled on the count day AND in attendance at least one of the previous ten school days. Part-time students are reported on a full-time equivalent (FTE) basis.

**MSIP –** Missouri School Improvement Plan – The State of Missouri's accreditation review for Missouri school districts.

**OPERATING LEVY** – The levy association with the Incidental, Teachers', and Capital Projects Funds.

**OPERATING LEVY FOR SCHOOL PURPOSES -** The sum of the adjusted tax rates levied in the General (Incidental) Fund and Special Revenue (Teachers) Funds.

**PAT – Parents as Teachers –** preschool child focused program utilizing parents as teachers under the guidance of training professional staff members.

**PAYMENTS IN LIEU OF TAXES (PILT)** - Payments made out of general revenues by a governmental unit to the LEA in lieu of taxes it would have had to pay had its property or other tax base been subject to taxation by the local LEA on the same basis as other privately owned property or other tax base. It would include payment made for privately owned property which is not subject to taxation on the same basis as other privately owned property due to action by the governmental unit owning or responsible for the property.

**PAYROLL** - A list of individual employees entitled to pay, with the amounts due to each for personal services rendered. Payments are also made for such payroll-associated costs as federal and state income tax withholdings, retirement, and social security.

**PDC – Professional Development Committee –** Serving the employees of the District to plan activities and provide support for professional growth.

**PIE – Partners in Education** – A cooperative program with businesses in the District to further the future of students in the corporate setting or environment.

**PROPERTY INSURANCE** - Expenditures for all forms of insurance covering the loss of, or damage to, property of the LEA from fire, theft, storm, or any other cause. Also recorded here are costs for appraisals of property for insurance purposes.

**PROPOSITION C** – A one-cent sales tax for education. Fifty percent of the amount received is used to reduce the operating levy. Hence the term Prop C rollback, which in the Columbia School District is used to reduce the Incidental Fund Levy.

**PROPRIETARY FUND** – Funds that focus on the determination of changes in net position, financial position, and cash flows. There are two types of propriety funds: Enterprise and Internal Service Funds.

**PURCHASED SERVICES** - Personal services rendered by personnel who are not on the payroll of the LEA, and other services which may be purchased by the LEA.

**QUALIFIED SCHOOL CONSTRUCTION BOND (QSCB) –** U.S. debt instrument created by Section 1521 of the American Recovery and Reinvestment Act of 2009 that authorized tax credit bonds for school construction.

**REAL ESTATE** - Land, improvements to site, and buildings; real property.

**REFUNDING BONDS** - Bonds issued to pay off outstanding bonds.

**RESIDENT STUDENT** - Generally a student whose legal residence is within the geographic area served (district boundary) by a specified school, LEA, or institution. It includes all children between the ages of five and twenty-one who are attending kindergarten through grade twelve. If a child is attending in a district other than the domicile (district of residence) district AND the child's parent is teaching in the district the child is attending, then that child shall be considered a resident pupil of that district for the period of time when that district of residence is not otherwise liable for tuition.

**REVENUE TRANSFER** - One of two transfers allowed in Section 165.011, RSMo, from the General (Incidental) Fund to the Capital Projects Fund in an amount not to exceed the calculated cap based on \$.18 and \$.06. This cap is calculated annually by the School Finance Section and carries statutory requirements to be able to make the transfers.

**SALE OF BONDS** - Proceeds from the sale of bonds, except that if bonds are not sold at a premium, only those proceeds representing the par value of the bonds would be included.

**SPECIAL REVENUE (TEACHERS' FUND)** – The Teachers' Fund is used to account for revenue sources legally restricted to expenditures for the purpose of teachers' salaries, health insurance benefits for teachers, and tuition payments to other districts.

**SUPPLANT** - To substitute a new source of funds to provide services or materials already in existence in the LEA and previously funded with other funds.

**STATE ADEQUACY TARGET (SAT)** – An amount of expenditure per student that is the based for the Foundation Formula put into las by SB287. The adequacy target is the amount per year spent by certain high performing districts in the state and is subject to change every two years.

**SUPPLEMENT** - To add to that which the district is already providing due to a specific requirement or as a matter of previous practice. The LEA must be able to document that federal/state funds were used to increase the level of funding for an existing service or to begin a new service.

**SURETY BOND** - A written promise to pay damages or to identify against losses caused by the part of parties named in the document, through nonperformance or through misappropriation of monies; for example, a surety bond given by a contractor or by an official handling cash or securities.

**TAX ANTICIPATION NOTES (TAN)** - Short-term loan issued in the amount to not exceed 50 percent of the taxes levied by the respective school district. The loan may bear an interest rate not exceeding ten percent unless advertised; if advertised, fourteen percent. The loan does not count against any statutory debt limitation and the loan must mature within six months.

**TAX ASSESSMENT AND COLLECTION** - Activities concerned with assigning and recording equitable values to real and personal property, assigning a mileage rate (dollars yield per thousand dollars), and receiving yield in a central office.

**TAX RATE CEILING** – The highest tax rate ceiling in effect subsequent to the 1980 tax year or any subsequent year. Such tax rate ceiling shall not contain any tax levy for debt service.

**TAXES –** Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

**TAXES RECEIVABLE** - The uncollected portion of taxes which the LEA or governmental unit has levied and which has become due, including any interest or penalties which may be accrued. Separate accounts may be maintained on the basis of tax roll year and/or current and delinquent taxes.

**UNAMORTIZED DISCOUNTS ON BONDS SOLD** - That portion of the excess of the face value of bonds over the amount received from their sale which remains to be written off periodically over the life of the bonds.

**UNAMORTIZED DISCOUNTS ON INVESTMENTS** - The excess of the face value of securities over the amount paid for them which have not yet been written off.

**UNAMORTIZED PREMIUMS ON BONDS SOLD** - An account which represents that portion of the excess of bond proceeds over par value and which remains to be amortized over the remaining life of such bonds.

**UNAMORTIZED PREMIUMS ON INVESTMENTS** - The excess of the amount paid for securities over the face value which has not yet been amortized. Use of this account is normally restricted to long-term investments.

**WEIGHTED AVERAGE DAILY ATTENDANCE (WADA)** – The current basis for distribution with the Foundation Formula calculations as introduced by SB289. The ADA is weighted for specific student characteristics such as free and reduced lunch (poverty), special education, and limited English language proficiency.

This page intentionally left blank.

## Final Budget 2018-19

# APPENDICES SECTION



## Appendix I

Revenues

#### DISTRICT OPERATING FUNDS REVENUE SUMMARY

|                                                                      |                          |                   |                          |                               |                                       |                                   | 1 Year Vari<br>2018-19 vs 2    |                               |
|----------------------------------------------------------------------|--------------------------|-------------------|--------------------------|-------------------------------|---------------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| Revenue<br>Object Category                                           | Actual<br><u>2014-15</u> | Actual<br>2015-16 | Actual<br><u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> | \$ Increase (Decrease) 2018-19 | % Increase (Decrease) 2018-19 |
| <b>District Operating Funds</b> General Operating and Teachers Funds |                          |                   |                          |                               |                                       |                                   |                                |                               |
| 5100 Local Sources                                                   |                          |                   |                          |                               |                                       |                                   |                                |                               |
| 5111 Current Tax                                                     | \$ 93,994,538            | \$ 96,726,929     | \$ 111,686,765           | \$ 114,875,022                | \$ 114,958,628                        | \$ 121,073,388                    | \$ 6,114,760                   | 5.32%                         |
| 5112 Delinquent Tax                                                  | 3,015,967                | 2,970,373         | 3,145,523                | 2,900,000                     | 3,150,000                             | 3,150,000                         | -                              | -                             |
| 5113 Proposition C Sales Tax                                         | 15,596,185               | 16,606,392        | 16,672,644               | 17,516,000                    | 16,865,180                            | 17,301,872                        | 436,692                        | 2.59%                         |
| 5114 Intangible Tax                                                  | 134,247                  | 134,406           | 285,925                  | 285,925                       | 369,847                               | 369,847                           | -                              | -                             |
| 5115 Surtax                                                          | 1,831,250                | 1,755,535         | 1,882,750                | 1,882,750                     | 1,893,813                             | 1,893,807                         | (6)                            | -                             |
| 5122 Summer School Tuition                                           | 37,606                   | ,                 | 41,716                   | 45,000                        | 45,000                                | 45,000                            | -                              | -                             |
| 5141 Interest - Daily Account                                        | 21,230                   |                   | 35,490                   | 29,000                        | 54,000                                | 29,000                            | (25,000)                       | (46.30%)                      |
| 5142 Interest - Investments                                          | 91,988                   | ,                 | 511,963                  | 317,000                       | 542,000                               | 425,000                           | (117,000)                      | (21.59%)                      |
| 5144 Interest - Collector                                            | 20,127                   | 18,550            | 67,907                   | 34,084                        | 30,468                                | 42,887                            | 12,419                         | 40.76%                        |
| 5171 Student Activities                                              | 30                       |                   | 508                      | -                             | -                                     | -                                 | -                              | -                             |
| 5180 Summer School Tuition                                           | -                        | 1,118             | -                        | -                             | -                                     | -                                 | -                              | -                             |
| 5190 Other Local                                                     | 9                        |                   | 30                       | -                             | -                                     | -                                 | -                              | -                             |
| 5191 Rentals                                                         | 164,088                  | 178,433           | 47,994                   | 180,000                       | 180,000                               | 180,000                           | -                              | -                             |
| 5192 Donations                                                       | - 00 474                 | 411               | 1,607                    | 1,500                         | 1,500                                 | 1,500                             | 45,000                         | -<br>0                        |
| 5193 Offset Printing                                                 | 99,471                   | 130,362           | 157,014                  | 175,000                       | 175,000                               | 190,000<br>30,000                 | 15,000                         | 8.57%                         |
| 5195 Refund of Expenditure<br>5197 Sale of Misc. Items               | 28,268<br>30,233         | ,                 | 67,799<br>25,524         | 30,000<br>30,000              | 30,000<br>350,000                     | 30,000                            | (320,000)                      | (91.43%)                      |
| 5197 Sale of Misc. Items<br>5199 Misc. Local Revenue                 | 30,233<br>145,440        | ,                 | 170,097                  | 100,000                       | 380,000                               | 100,000                           | (280,000)                      | (73.68%)                      |
| 51XX Local Sources                                                   | \$ 115,210,677           | ,                 | \$ 134,801,256           | \$ 138,401,281                | \$ 139,025,436                        | \$ 144,862,301                    | \$ 5,836,865                   | 4.20%                         |
| 5200 Intermediate Sources                                            |                          |                   |                          |                               |                                       |                                   |                                |                               |
| 5211 Fines and Forfeitures                                           | \$ 470,537               | \$ 486,420        | \$ 537,096               | \$ 537,096                    | \$ 424.110                            | \$ 424,110                        | \$ -                           |                               |
| 5211 Fines and Fortellules 5221 State Assessed Utilities             | 937,838                  | 1,009,501         | 1,012,287                | 1,012,287                     | 1,072,845                             | 1,068,291                         | (4,554)                        | (0.42%)                       |

#### DISTRICT OPERATING FUNDS REVENUE SUMMARY

| Revenue<br>Object Category                                                                                                                                                                                                                                                                                        | Actual<br><u>2014-15</u>                                                                                                               | Actual<br><u>2015-16</u>                                                                             | Actual<br>2016-17                                                                                             | Original<br>Budget<br>2017-18                                                                 | Projected<br>Actual<br>2017-18                                            | Final<br>Budget<br><u>2018-19</u>                                                                                             | 1 Year Vari<br>2018-19 vs 2<br>\$<br>Increase<br>(Decrease)<br>2018-19                              |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------|
| 5200 Intermediate Sources (cont.)                                                                                                                                                                                                                                                                                 |                                                                                                                                        |                                                                                                      |                                                                                                               |                                                                                               |                                                                           |                                                                                                                               |                                                                                                     |                 |
| 5234 County Stock Insurance 52XX Intermediate Sources                                                                                                                                                                                                                                                             | 122,078<br><b>\$ 1,530,453</b>                                                                                                         | ,                                                                                                    | 274,764<br><b>\$ 1,824,147</b>                                                                                | 274,764<br><b>\$ 1,824,147</b>                                                                | 261,966<br><b>\$ 1,758,921</b>                                            | 261,966<br><b>\$ 1,754,367</b>                                                                                                | \$ -                                                                                                | -<br>-          |
| 5300 State Sources                                                                                                                                                                                                                                                                                                |                                                                                                                                        |                                                                                                      |                                                                                                               |                                                                                               |                                                                           |                                                                                                                               |                                                                                                     |                 |
| 5311 Basic Formula - State Aid<br>5312 Transportation<br>5314 Early Childhood, Spec Ed<br>5319 Classroom Trust Fund<br>5324 Parents as Teachers<br>5332 Vocational Aid<br>5369 Resid Place/Excess Cost<br>5371 Readers for the Blind<br>5381 Extraordinary Cost<br>5397 Other State Revenue<br>53XX State Sources | \$ 43,354,675<br>2,627,397<br>3,223,087<br>6,203,412<br>536,039<br>652,933<br>520,100<br>2,065<br>1,649,786<br>16,313<br>\$ 58,785,807 | 2,295,138<br>3,718,780<br>6,407,030<br>498,215<br>733,056<br>483,791<br>1,791<br>1,528,661<br>27,067 | 1,908,607<br>4,119,842<br>6,668,489<br>528,723<br>677,763<br>510,776<br>1,717<br>1,947,110                    | 1,950,000<br>4,300,000<br>6,880,609<br>525,000<br>425,000<br>204,311<br>-<br>2,044,465        | 2,076,467<br>3,971,892<br>6,717,963<br>499,185<br>425,000<br>263,740      | \$ 52,244,095<br>2,000,000<br>4,300,000<br>6,950,703<br>500,000<br>425,000<br>263,740<br>-<br>1,987,465<br>-<br>\$ 68,671,003 | \$ (34,104)<br>(76,467)<br>328,108<br>232,740<br>815<br>-<br>-<br>-<br>185,444<br>-<br>\$ 636,536   | ,               |
| 5400 Federal Sources                                                                                                                                                                                                                                                                                              |                                                                                                                                        |                                                                                                      |                                                                                                               |                                                                                               |                                                                           |                                                                                                                               |                                                                                                     |                 |
| 5412 Medicaid 5427 Title II - Basic Grant 5437 IDEA Grant 5441 Entitlement PL 94-142 5442 Early Childhood, Spec Ed 5451 Title I 5461 Title IV A 5462 Title III 5465 Title II 5472 Child Care Development 5496 E Rate Funds                                                                                        | \$ 509,537<br>263,041<br>-<br>3,388,306<br>757,080<br>3,538,044<br>-<br>4,530<br>697,405<br>2,164<br>52,978                            | 272,833<br>154,381<br>3,391,213<br>481,833<br>3,396,571<br>-<br>4,842<br>664,444<br>3,439            | \$ 928,188<br>296,271<br>143,229<br>3,580,020<br>457,760<br>3,799,101<br>5,598<br>254,543<br>3,568<br>153,019 | \$ 170,596<br>297,635<br>64,453<br>3,300,000<br>650,000<br>4,219,968<br>-<br>5,000<br>785,557 | 227,598<br>64,453<br>3,570,808<br>396,748<br>4,241,187<br>20,662<br>5,000 | \$ 450,000<br>274,301<br>-<br>3,600,000<br>650,000<br>3,162,348<br>207,357<br>5,000<br>553,944<br>-<br>150,000                | \$ - 46,703<br>(64,453)<br>29,192<br>253,252<br>(1,078,839)<br>186,695<br>- (354,926)<br>- (15,662) | 0.82%<br>63.83% |

#### DISTRICT OPERATING FUNDS REVENUE SUMMARY

| Revenue<br><u>Object Category</u>                              |                 | Actual<br><u>2014-15</u>  |                 | Actual<br><u>2015-16</u> |                 | Actual<br><u>2016-17</u>      |                 | Original<br>Budget<br>2017-18   |                 | Projected<br>Actual<br><u>2017-18</u> |                 | Final<br>Budget<br><u>2018-19</u> |                 | 1 Year Variat<br>2018-19 vs 201<br>\$<br>Increase<br>(Decrease)<br>2018-19 |         |
|----------------------------------------------------------------|-----------------|---------------------------|-----------------|--------------------------|-----------------|-------------------------------|-----------------|---------------------------------|-----------------|---------------------------------------|-----------------|-----------------------------------|-----------------|----------------------------------------------------------------------------|---------|
| 5400 Federal Sources (cont.)                                   |                 |                           |                 |                          |                 |                               |                 |                                 |                 |                                       |                 |                                   |                 |                                                                            |         |
| 5497 Other Federal Revenue<br>54XX Federal Sources             | \$              | 1,000<br><b>9,214,085</b> | \$              | 45<br><b>8,824,131</b>   | \$              | 2,144<br><b>9,623,441</b>     | \$              | 9,493,209                       | \$              | 10,050,988                            | \$              | 9,052,950                         | \$              | (998,038)                                                                  | (9.93%) |
| 5600 Other Sources                                             |                 |                           |                 |                          |                 |                               |                 |                                 |                 |                                       |                 |                                   |                 |                                                                            |         |
| 5631 Insurance Recoveries 56XX Other Sources                   | \$<br><b>\$</b> | 560<br><b>560</b>         | \$<br><b>\$</b> | -                        | \$<br><b>\$</b> |                               | \$<br><b>\$</b> | -                               | \$<br><b>\$</b> | -                                     | \$<br><b>\$</b> | -                                 | \$<br><b>\$</b> | -                                                                          | -       |
| 5800 Tuition                                                   |                 |                           |                 |                          |                 |                               |                 |                                 |                 |                                       |                 |                                   |                 |                                                                            |         |
| 5810 Tuition - Other Districts<br>5820 Tuition - Area Voc Fees | \$              | 75,583<br>87,000          | \$              | 100,564<br>87,500        | \$              | 104,831<br>61,500             | \$              | 160,000<br>123,000              | \$              | 210,000<br>123,000                    | \$              | 210,000<br>123,000                | \$              | -                                                                          | -       |
| 58XX Tuition                                                   | \$              | 162,583                   | \$              | 188,064                  | \$              | 166,331                       | \$              | 283,000                         | \$              | 333,000                               | \$              | 333,000                           | \$              | -                                                                          | -       |
| 5900 Other Financing Sources                                   |                 |                           |                 |                          |                 |                               |                 |                                 |                 |                                       |                 |                                   |                 |                                                                            |         |
| 5999 Other Financing Sources 59XX Other Financing Sources      | \$<br><b>\$</b> | -                         | \$<br><b>\$</b> |                          | \$<br><b>\$</b> | 5,081,149<br><b>5,081,149</b> |                 | 10,319,037<br><b>10,319,037</b> |                 | -<br>-                                | \$<br><b>\$</b> | -                                 | \$<br><b>\$</b> | -                                                                          | -       |
| District Operating Funds - Revenues                            | \$              | 184,904,165               | <u>\$</u> 1     | 191,088,643              | \$ :            | 216,432,320                   | \$ :            | 225,516,778                     | \$              | 219,202,812                           | \$ 2            | 224,673,621                       | \$              | 5,470,809                                                                  | 2.44%   |

#### SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

|                                                                                                                                             |                          |                          |                          |                               |                                |                                   | 1 Year Variance<br>2018-19 vs 2017-18 |                                        |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|--------------------------------|-----------------------------------|---------------------------------------|----------------------------------------|--|--|--|
| Revenue<br><u>Object Category</u>                                                                                                           | Actual<br><u>2014-15</u> | Actual<br><u>2015-16</u> | Actual<br><u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br>2017-18 | Final<br>Budget<br><u>2018-19</u> | \$ Increase (Decrease) 2018-19        | %<br>Increase<br>(Decrease)<br>2018-19 |  |  |  |
| Special Funded Programs  Debt Services, Capital Projects, Food Services, Student Activities, Adult Education and Grants and Donations Funds |                          |                          |                          |                               |                                |                                   |                                       |                                        |  |  |  |
| 5100 Local Sources                                                                                                                          |                          |                          |                          |                               |                                |                                   |                                       |                                        |  |  |  |
| 5111 Current Tax<br>5112 Delinguent Tax                                                                                                     | \$ 22,149,874<br>714,775 | \$ 22,903,851<br>701,402 | \$ 24,108,860<br>705,496 | \$ 24,770,078<br>696,997      | \$ 24,750,847<br>785,665       | \$ 25,579,188<br>745,000          | \$ 828,341<br>(40,665)                | 3.35%<br>(5.18%)                       |  |  |  |
| 5112 Delinquent Tax<br>5114 Intangible Tax                                                                                                  | 31,602                   | 31,792                   | 62,764                   | 62,764                        | 81,188                         | 81,188                            | (40,003)                              | (5.16%)                                |  |  |  |
| 5115 Surtax                                                                                                                                 | 431,084                  | 415,249                  | 405,974                  | 405,974                       | 407,325                        | 407,325                           | -                                     | -                                      |  |  |  |
| 5116 In Lieu of Tax Payments                                                                                                                | 415,323                  | 248,542                  | 197,974                  | 197,974                       | 476,192                        | 337,083                           | (139,109)                             | (29.21%)                               |  |  |  |
| 5121 Tuition - K-12                                                                                                                         | 26,397                   | 41,102                   | 50,209                   | 50,780                        | 35,780                         | 50,780                            | 15,000                                | 41.92%                                 |  |  |  |
| 5123 Tuition - Adult Ed                                                                                                                     | 1,110,102                | 1,526,968                | 1,313,452                | 1,276,000                     | 1,197,000                      | 1,115,000                         | (82,000)                              | (6.85%)                                |  |  |  |
| 5141 Interest - Daily Account                                                                                                               | 23,465                   | 29,383                   | 44,287                   | 57,088                        | 63,000                         | 42,000                            | (21,000)                              | (33.33%)                               |  |  |  |
| 5142 Interest - Investments                                                                                                                 | 91,560                   | 317,320                  | 562,588                  | 284,254                       | 379,584                        | 365,000                           | (14,584)                              | (3.84%)                                |  |  |  |
| 5144 Interest - Collector                                                                                                                   | 4,737                    | 4,388                    | 14,645                   | 8,069                         | 6,554                          | 6,542                             | (12)                                  | (0.18%)                                |  |  |  |
| 5145 Interest - Escrow Agent                                                                                                                | 9,708                    | 136,806                  | 164,453                  | 30,000                        | 30,000                         | 30,000                            | -                                     | -                                      |  |  |  |
| 5151 Food Sales - Program                                                                                                                   | 1,830,290                | 1,848,578                | 1,804,748                | 1,700,000                     | 1,750,000                      | 1,908,891                         | 158,891                               | 9.08%                                  |  |  |  |
| 5165 Food Sales - Non Program                                                                                                               | 1,113,206                | 1,249,682                | 1,287,722                | 1,250,000                     | 1,300,000                      | 1,376,354                         | 76,354                                | 5.87%                                  |  |  |  |
| 5171 Student Activities                                                                                                                     | 1,698,846                | 2,014,933                | 2,967,854                | 2,776,493                     | 3,032,810                      | 3,020,444                         | (12,366)                              | (0.41%)                                |  |  |  |
| 5172 Vending Revenue                                                                                                                        | 50,574                   | 25,508                   | 61,653                   | 56,433                        | 53,790                         | 50,599                            | (3,191)                               | (5.93%)                                |  |  |  |
| 5190 Other Local                                                                                                                            | 322,821                  | 702,348                  | 3,371,918                | 158,739                       | 111,211                        | 171,169                           | 59,958                                | 53.91%                                 |  |  |  |
| 5191 Rentals                                                                                                                                | -                        | 1,022                    | 502                      | -                             | -                              | -                                 | -                                     | -                                      |  |  |  |
| 5192 Donations                                                                                                                              | 1,050,528                | 869,248                  | 1,150,219                | 847,209                       | 965,157                        | 818,118                           | (147,039)                             | (15.23%)                               |  |  |  |
| 5195 Refund of Expenditure                                                                                                                  | 5,164                    | 2,753                    | 3,667                    | 1,000                         | 16,507                         | 16,000                            | (507)                                 | (3.07%)                                |  |  |  |
| 5197 Sale of Misc Items                                                                                                                     | 28,629                   | 55,653                   | 9,620                    | 4,775                         | 17,595                         | 5,075                             | (12,520)                              | (71.16%)                               |  |  |  |
| 5198 Fundraising Activities                                                                                                                 | 671,874                  | 461,087                  | 43,700                   | 36,190                        | 54,695                         | 36,190                            | (18,505)                              | (33.83%)                               |  |  |  |
| 5199 Misc. Local Revenue                                                                                                                    | 241,743                  | 155,485                  | 85,206                   | 51,965                        | 261,658                        | 54,969                            | (206,689)                             | (78.99%)                               |  |  |  |
| - Project Construct                                                                                                                         | 301,113                  | 324,158                  | 243,675                  | 175,000                       | 210,000                        | 200,000                           | (10,000)                              | (4.76%)                                |  |  |  |
| - Moving on Together                                                                                                                        | 1,050                    | 3,454                    | 7,834                    | 8,000                         | 8,000                          | -                                 | (8,000)                               | (100.00%)                              |  |  |  |
| - Sports Marketing                                                                                                                          | 217,000                  | -                        | -                        | -                             | -                              | -                                 | -                                     | -                                      |  |  |  |
| 51XX Local Sources                                                                                                                          | \$ 32,541,502            | \$ 34,070,712            | \$ 38,669,020            | \$ 34,905,782                 | \$ 35,994,558                  | \$ 36,416,915                     | \$ 422,357                            | 1.17%                                  |  |  |  |
|                                                                                                                                             |                          |                          |                          |                               |                                |                                   |                                       |                                        |  |  |  |

#### SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

| Revenue<br>Object Category                         |    | Actual<br>2014-15 |    | Actual<br>2015-16 |    | Actual<br>2016-17 |    | Original<br>Budget<br>2017-18 | ı  | Projected<br>Actual<br>2017-18 |    | Final<br>Budget<br>2018-19 | (E | 1 Year Val<br>2018-19 vs<br>\$<br>ncrease<br>Decrease)<br>2018-19 |                        |
|----------------------------------------------------|----|-------------------|----|-------------------|----|-------------------|----|-------------------------------|----|--------------------------------|----|----------------------------|----|-------------------------------------------------------------------|------------------------|
| 5200 Intermediate Sources                          |    |                   |    |                   |    |                   |    |                               |    |                                |    |                            | ٠  |                                                                   |                        |
| 5200 intermediate Sources                          |    |                   |    |                   |    |                   |    |                               |    |                                |    |                            |    |                                                                   |                        |
| 5221 State Assessed Utilities                      | \$ | 285,993           | \$ | 310,911           | \$ | 307,919           | \$ | 307,919                       | \$ | 326,699                        | \$ | 326,698                    | \$ | (1)                                                               | -                      |
| 5234 County Stock Insurance                        |    | 28,736            |    | 88,274            |    | 59,247            |    | 59,247                        |    | 56,345                         |    | 56,344                     |    | (1)                                                               | -                      |
| 52XX Intermediate Sources                          | \$ | 314,729           | \$ | 399,185           | \$ | 367,166           | \$ | 367,166                       | \$ | 383,044                        | \$ | 383,042                    | \$ | (2)                                                               | -                      |
| 5300 State Sources                                 |    |                   |    |                   |    |                   |    |                               |    |                                |    |                            |    |                                                                   |                        |
| 5319 Classroom Trust Fund                          | \$ | 235,043           | \$ | 80,174            | \$ | 86,331            | \$ | 82,698                        | \$ | 82,698                         | \$ | 82,698                     | \$ | _                                                                 | _                      |
| 5332 Vocational Aid                                | •  | 350,525           | *  | 289,188           | Ψ. | 297,094           | Ψ. | 202,000                       | *  | 183,500                        | *  | 187,000                    | Ψ. | 3,500                                                             | 1.91%                  |
| 5333 School Lunch Assistance                       |    | 60,702            |    | 60,011            |    | 59,366            |    | 60,000                        |    | 60,000                         |    | 61,146                     |    | 1,146                                                             | 1.91%                  |
| 5337 Adult Basic Education                         |    | 51,376            |    | 69,507            |    | 213,309           |    | 102,211                       |    | 102,211                        |    | 102,211                    |    | , -                                                               | -                      |
| 5359 Vocational Enhancement Grant                  |    | 197,304           |    | 463,760           |    | 319,552           |    | 375,000                       |    | 453,044                        |    | 453,044                    |    | -                                                                 | -                      |
| 5362 A+ Schools                                    |    | -                 |    | 1,204             |    | -                 |    | -                             |    | -                              |    | -                          |    | -                                                                 | -                      |
| 5397 Other State Revenue                           |    | 50,103            |    | 39,931            |    | 114,063           |    | 60,355                        |    | 74,758                         |    | 61,605                     |    | (13,153)                                                          | (17.59%)               |
| - Project Construct                                |    | 313,461           |    | 501,457           |    | 718,631           |    | 560,000                       |    | 560,000                        |    | 450,000                    |    | (110,000)                                                         | (19.64%)               |
| <ul> <li>Lewis &amp; Clark Conservation</li> </ul> |    | -                 |    | 31,131            |    | -                 |    | 1,250                         |    | -                              |    |                            |    | <del>-</del> .                                                    |                        |
| 53XX State Sources                                 | \$ | 1,265,839         | \$ | 1,536,363         | \$ | 1,808,346         | \$ | 1,462,264                     | \$ | 1,534,961                      | \$ | 1,416,454                  | \$ | (118,507)                                                         | (7.72%)                |
| 5400 Federal Sources                               |    |                   |    |                   |    |                   |    |                               |    |                                |    |                            |    |                                                                   |                        |
| 5427 Title II - Basic Grant                        | \$ | 52,926            | \$ | -                 | \$ | 15,221            | \$ | _                             | \$ | -                              | \$ | _                          | \$ | _                                                                 | _                      |
| 5436 Adult Basic Education                         |    | 360,310           |    | 328,909           |    | 271,411           |    | 224,324                       |    | 224,324                        |    | 289,835                    |    | 65,511                                                            | 29.20%                 |
| 5437 IDEA Grants                                   |    | -                 |    | -                 |    | 8,903             |    | 8,585                         |    | 4,974                          |    | 8,585                      |    | 3,611                                                             | 72.60%                 |
| 5442 Early Childhood, Spec Ed                      |    | -                 |    | -                 |    | -                 |    | -                             |    | 4,056                          |    | -                          |    | (4,056)                                                           | (100.00%)              |
| 5444 NLSP Federal Revenue                          |    | -                 |    | -                 |    | 12,350            |    | 12,350                        |    | 5,723                          |    | -                          |    | (5,723)                                                           | (100.00%)              |
| 5445 School Lunch - Federal                        |    | 3,313,938         |    | 3,470,408         |    | 3,632,195         |    | 3,776,500                     |    | 3,776,500                      |    | 3,741,161                  |    | (35,339)                                                          | (0.94%)                |
| 5446 School Breakfast                              |    | 1,088,556         |    | 1,253,553         |    | 1,316,042         |    | 1,340,000                     |    | 1,361,000                      |    | 1,355,524                  |    | (5,476)                                                           | (0.40%)                |
| 5447 School Milk                                   |    | 8,882             |    | 6,324             |    | 7,078             |    | 8,000                         |    | 8,000                          |    | 7,290                      |    | (710)                                                             | (8.88%)                |
| 5448 After School Snacks                           |    | 3,455             |    | 1,599             |    | 1,271             |    | 1,500                         |    | 1,530                          |    | 1,309                      |    | (221)                                                             | (14.44%)               |
| 5449 School Fruits & Veggies<br>5451 Title I       |    | 85,985<br>545,095 |    | 67,801<br>318,045 |    | -<br>157,696      |    | 65,000<br>161,000             |    | 67,346<br>229,869              |    | -                          |    | (67,346)<br>(229,869)                                             | (100.00%)<br>(100.00%) |
| 5462 Title III                                     |    | 197,394           |    | 171,531           |    | 178,297           |    | 261,757                       |    | 261,757                        |    | -<br>169,172               |    | (92,585)                                                          | (35.37%)               |
| OTOL HUO III                                       |    | 101,004           |    | 17 1,001          |    | 110,231           |    | 201,737                       |    | 201,131                        |    | 100,172                    |    | (32,303)                                                          | (00.01 70)             |

#### SPECIAL FUNDED PROGRAMS REVENUE SUMMARY

|                                                                                                                                                                                     |                 |                                                             |                 |                                                                      |                 |                                                                 |                 |                                                           |                 |                                                           |                 |                                                           |                 | 1 Year Va<br>2018-19 vs                                           | 2017-18                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------|-----------------|----------------------------------------------------------------------|-----------------|-----------------------------------------------------------------|-----------------|-----------------------------------------------------------|-----------------|-----------------------------------------------------------|-----------------|-----------------------------------------------------------|-----------------|-------------------------------------------------------------------|------------------------------------------------|
| Revenue<br>Object Category                                                                                                                                                          |                 | Actual<br><u>2014-15</u>                                    |                 | Actual<br>2015-16                                                    |                 | Actual<br>2016-17                                               |                 | Original<br>Budget<br>2017-18                             |                 | Projected<br>Actual<br><u>2017-18</u>                     |                 | Final<br>Budget<br><u>2018-19</u>                         | 1)              | \$<br>Increase<br>Decrease)<br>2018-19                            | Increase<br>(Decrease)<br>2018-19              |
| 5400 Federal Sources (cont.)                                                                                                                                                        |                 |                                                             |                 |                                                                      |                 |                                                                 |                 |                                                           |                 |                                                           |                 |                                                           |                 |                                                                   |                                                |
| 5472 Child Care Development 5496 E Rate Funds 5497 Other Federal Revenue - Direct Lending - US Fish and Wildlife - Forestry Grant - Interest on Qualified School Construction Bonds |                 | 61,770<br>116,096<br>14,266<br>341,296<br>-<br>-<br>310,980 |                 | 56,193<br>43,964<br>45,907<br>343,987<br>69,137<br>28,482<br>312,657 |                 | 54,173<br>-<br>11,534<br>279,864<br>16,908<br>42,986<br>468,650 |                 | 58,352<br>-<br>1,370<br>346,636<br>-<br>35,414<br>312,657 |                 | 50,823<br>-<br>-<br>324,199<br>1,266<br>38,318<br>312,657 |                 | 58,352<br>-<br>1,580<br>316,636<br>-<br>35,414<br>312,657 |                 | 7,529<br>-<br>1,580<br>(7,563)<br>(1,266)<br>(2,904)              | 14.81%<br>-<br>(2.33%)<br>(100.00%)<br>(7.58%) |
| 54XX Federal Sources                                                                                                                                                                | \$              | 6,724,969                                                   | \$              | 6,833,015                                                            | \$              | 7,013,733                                                       | \$              | 7,118,445                                                 | \$              | 7,272,342                                                 | \$              |                                                           | \$              | (598,019)                                                         | (8.22%)                                        |
| 5500 Donated Commodities                                                                                                                                                            |                 |                                                             |                 |                                                                      |                 |                                                                 |                 |                                                           |                 |                                                           |                 |                                                           |                 |                                                                   |                                                |
| 5510 Donated Commodities  55XX Donated Commodities                                                                                                                                  | \$<br><b>\$</b> | 415,707<br><b>415,707</b>                                   |                 | 459,730<br><b>459,730</b>                                            | \$<br><b>\$</b> | 476,426<br><b>476,426</b>                                       |                 | 450,000<br><b>450,000</b>                                 | •               | 450,000<br><b>450,000</b>                                 |                 | 490,719<br><b>490,719</b>                                 |                 | 40,719<br><b>40,719</b>                                           | 9.05%<br><b>9.05%</b>                          |
| 5600 Other Sources                                                                                                                                                                  |                 |                                                             |                 |                                                                      |                 |                                                                 |                 |                                                           |                 |                                                           |                 |                                                           |                 |                                                                   |                                                |
| 5611 Sale of Bonds 5631 Insurance Recoveries 5692 Proceeds - Bond Refunding 56XX Other Sources                                                                                      | ·               | 41,348,000<br>182,035<br>30,137,000<br><b>71,667,035</b>    | \$<br><b>\$</b> | 35,000,000<br>32,313<br>1,575,000<br><b>36,607,313</b>               | \$<br><b>\$</b> | 11,638                                                          |                 | -                                                         |                 | 35,000,000<br>23,563<br>37,955,000<br><b>72,978,563</b>   |                 | 15,000,000<br>-<br>-<br>1 <b>5,000,000</b>                | (               | (20,000,000)<br>(23,563)<br>(37,955,000)<br>( <b>57,978,563</b> ) | (57.14%)<br>(100.00%)<br>(100.00%)<br>(79.45%) |
| 5900 Other Financing Sources                                                                                                                                                        |                 |                                                             |                 |                                                                      |                 |                                                                 |                 |                                                           |                 |                                                           |                 |                                                           |                 |                                                                   |                                                |
| 5999 Other Financing Sources 59XX Other Financing Sources                                                                                                                           | \$<br><b>\$</b> | 7,928,876<br><b>7,928,876</b>                               | \$<br><b>\$</b> | 4,844,826<br><b>4,844,826</b>                                        | \$<br><b>\$</b> | 3,177,685<br><b>3,177,685</b>                                   | \$<br><b>\$</b> | 4,033,655<br><b>4,033,655</b>                             | \$<br><b>\$</b> | 7,738,336<br><b>7,738,336</b>                             | \$<br><b>\$</b> | 1,533,441<br><b>1,533,441</b>                             | \$<br><b>\$</b> | (6,204,895)<br>( <b>6,204,895</b> )                               | (80.18%)<br><b>(80.18%)</b>                    |
| Special Funded Programs - Revenues                                                                                                                                                  | <u>\$</u>       | 120,858,657                                                 | <u>\$</u>       | 84,751,144                                                           | \$              | 61,524,014                                                      | \$              | 83,337,312                                                | \$              | 126,351,804                                               | \$              | 61,914,894                                                | <u>\$ (</u>     | (64,436,910)                                                      | (51.00%)                                       |

|                               |                   | SUMMAR         | Y REVENUE ALL  | FUNDS          |                |                |                |                |
|-------------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                               |                   |                |                |                |                |                | 1 Year Va      |                |
|                               |                   |                |                |                |                |                | 2018-19 vs     |                |
|                               |                   |                |                |                |                |                | \$             | %              |
|                               |                   |                |                | Original       | Projected      | Final          | Increase       | Increase       |
| Revenue                       | Actual            | Actual         | Actual         | Budget         | Actual         | Budget         | (Decrease)     | (Decrease)     |
| Object Category               | <u>2014-15</u>    | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2018-19</u> | <u>2018-19</u> |
| All Funds - Revenues          |                   |                |                |                |                |                |                |                |
| 5100 Local Sources            |                   |                |                |                |                |                |                |                |
| 5111 Current Tax              | \$ 116,144,412 \$ | 119,630,780 \$ | 135,795,625    | \$ 139,645,100 | \$ 139,709,475 | \$ 146,652,576 | \$ 6,943,101   | 4.97%          |
| 5113 Proposition C Sales Tax  | 15,596,185        | 16,606,392     | 16,672,644     | 17,516,000     | 16,865,180     | 17,301,872     | 436,692        | 2.59%          |
| 5114 Intangible Tax           | 165,849           | 166,198        | 348,689        | 348,689        | 451,035        | 451,035        | -              | -              |
| 5115 Surtax                   | 2,262,334         | 2,170,784      | 2,288,724      | 2,288,724      | 2,301,138      | 2,301,132      | (6)            | -              |
| 5116 In Lieu of Tax Payments  | 415,323           | 248,542        | 197,974        | 197,974        | 476,192        | 337,083        | (139,109)      | (29.21%)       |
| 5121 Tuition - K-12           | 26,397            | 41,102         | 50,209         | 50,780         | 35,780         | 50,780         | 15,000         | 41.92%         |
| 5122 Summer School Tuition    | 37,606            | 48,845         | 41,716         | 45,000         | 45,000         | 45,000         | ,<br>-         | _              |
| 5123 Tuition - Adult Ed       | 1,110,102         | 1,526,968      | 1,313,452      | 1,276,000      | 1,197,000      | 1,115,000      | (82,000)       | (6.85%)        |
| 5141 Interest - Daily Account | 44,695            | 51,930         | 79,777         | 86,088         | 117,000        | 71,000         | (46,000)       | (39.32%)       |
| 5142 Interest - Investments   | 183,548           | 590,607        | 1,074,551      | 601,254        | 921,584        | 790,000        | (131,584)      | (14.28%)       |
| 5144 Interest - Collector     | 24,864            | 22,938         | 82,552         | 42,153         | 37,022         | 49,429         | 12,407         | 33.51%         |
| 5145 Interest - Escrow Agent  | 9,708             | 136,806        | 164,453        | 30,000         | 30,000         | 30,000         | · -            | _              |
| 5151 Food Sales - Program     | 1,830,290         | 1,848,578      | 1,804,748      | 1,700,000      | 1,750,000      | 1,908,891      | 158,891        | 9.08%          |
| 5165 Food Sales - Non Program | 1,113,206         | 1,249,682      | 1,287,722      | 1,250,000      | 1,300,000      | 1,376,354      | 76,354         | 5.87%          |
| 5171 Student Activities       | 1,698,876         | 2,014,933      | 2,968,362      | 2,776,493      | 3,032,810      | 3,020,444      | (12,366)       | (0.41%)        |
| 5172 Vending Revenue          | 50,574            | 25,508         | 61,653         | 56,433         | 53,790         | 50,599         | (3,191)        | (5.93%)        |
| 5189 Enrichment Tuition       | 37                | 1,118          | · -            | , <u>-</u>     | · -            | · -            | -              | -              |
| 5190 Other Local              | 322,830           | 702,552        | 3,371,948      | 158,739        | 111,211        | 171,169        | 59,958         | 53.91%         |
| 5191 Rentals                  | 164,088           | 179,455        | 48,496         | 180,000        | 180,250        | 180,000        | (250)          | (0.14%)        |
| 5192 Donations                | 1,050,528         | 869,659        | 1,151,826      | 848,709        | 966,657        | 819,618        | (147,039)      | (15.21%)       |
| 5193 Offset Printing          | 99,471            | 130,362        | 157,014        | 175,000        | 175,000        | 190,000        | 15,000         | 8.57%          |
| 5195 Refund of Expenditure    | 33,432            | 119,339        | 71,466         | 31,000         | 46,507         | 46,000         | (507)          | (1.09%)        |
| 5197 Sale of Misc. Items      | 58,862            | 101,751        | 35,144         | 34,775         | 367,595        | 35,075         | (332,520)      | (90.46%)       |
| 5198 Fundraising Activities   | 671,874           | 461,087        | 43,700         | 36,190         | 54,695         | 36,190         | (18,505)       | (33.83%)       |
| 5199 Misc. Local Revenue      | 387,183           | 229,813        | 255,303        | 151,965        | 641,658        | 154,969        | (486,689)      | (75.85%)       |
| - Project Construct           | 301,113           | 324,158        | 243,675        | 175,000        | 210,000        | 200,000        | (10,000)       | (4.76%)        |
| - Moving on Together          | 1,050             | 3,454          | 7,834          | 8,000          | 8,000          |                | (8,000)        | (100.00%)      |
| - Sports Marketing            | 217,000           | ,<br>-         | , · · <u>-</u> | -              | -              | -              | -              | -              |
| 51XX Local Sources            | \$ 147,752,179 \$ | 153,175,116 \$ | 173,470,276    | \$ 173,307,063 | \$ 175,020,244 | \$ 181,279,216 | \$ 6,258,972   | 3.58%          |
|                               |                   |                |                |                |                |                |                |                |

|                                   |    |            |    | SUMMA      | וא | REVENUE AL | LF | פטאט       |    |            |    |            |     |            |            |
|-----------------------------------|----|------------|----|------------|----|------------|----|------------|----|------------|----|------------|-----|------------|------------|
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     | 1 Year Va  | riance     |
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     | 2018-19 vs | 2017-18    |
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     | \$         | %          |
|                                   |    |            |    |            |    |            |    | Original   |    | Projected  |    | Final      | - 1 | Increase   | Increase   |
| Revenue                           |    | Actual     |    | Actual     |    | Actual     |    | Budget     |    | Actual     |    | Budget     |     | Decrease)  | (Decrease) |
| Object Category                   |    | 2014-15    |    | 2015-16    |    | 2016-17    |    | 2017-18    |    | 2017-18    |    | 2018-19    | ٠,  | 2018-19    | 2018-19    |
| <u>Object Outogory</u>            |    | 2014-10    |    | 2010-10    |    | 2010-17    |    | 2017-10    |    | 2017-10    |    | 2010-10    |     | 2010-10    | 2010-10    |
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
| 5200 Intermediate Sources         |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
| 5211 Fines and Forfeitures        | \$ | 470,537    | \$ | 486,420    | \$ | 537.096    | \$ | 537,096    | \$ | 424,110    | \$ | 424,110    | \$  | _          | _          |
| 5221 State Assessed Utilities     | Ψ. | 1,223,831  | Ψ  | 1,320,412  | Ψ. | 1,320,206  | Ψ. | 1,320,206  | Ψ. | 1,399,544  | Ψ. | 1,394,989  | Ψ.  | (4,555)    | (0.33%)    |
| 5234 County Stock Insurance       |    | 150.814    |    | 461,466    |    | 334,011    |    | 334,011    |    | 318,311    |    | 318,310    |     | (1)        | (0.0070)   |
| 52XX Intermediate Sources         | \$ | 1,845,182  | \$ | 2,268,298  | \$ | 2,191,313  | \$ | 2,191,313  | \$ | 2,141,965  | \$ | 2,137,409  | \$  | (4,556)    | (0.21%)    |
| 02/X intermediate obtailes        | Ψ  | 1,040,102  | Ψ  | 2,200,200  | Ψ  | 2,131,010  | Ψ  | 2,101,010  | Ψ  | 2,141,500  | Ψ  | 2,101,400  | Ψ   | (4,000)    | (0.2170)   |
| 5300 State Sources                |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
|                                   |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
| 5311 Basic Formula - State Aid    | \$ | 43,354,675 | \$ | 45,409,402 | \$ | 48,571,781 | \$ | 48,866,719 | \$ | 52,278,199 | \$ | 52,244,095 | \$  | (34,104)   | (0.07%)    |
| 5312 Transportation               |    | 2,627,397  |    | 2,295,138  |    | 1,908,607  |    | 1,950,000  |    | 2,076,467  |    | 2,000,000  |     | (76,467)   | (3.68%)    |
| 5314 Early Childhood, Spec Ed     |    | 3,223,087  |    | 3,718,780  |    | 4,119,842  |    | 4,300,000  |    | 3,971,892  |    | 4,300,000  |     | 328,108    | 8.26%      |
| 5319 Classroom Trust Fund         |    | 6,438,455  |    | 6,487,204  |    | 6,754,820  |    | 6,963,307  |    | 6,800,661  |    | 7,033,401  |     | 232,740    | 3.42%      |
| 5324 Parents as Teachers          |    | 536,039    |    | 498,215    |    | 528,723    |    | 525,000    |    | 499,185    |    | 500,000    |     | 815        | 0.16%      |
| 5332 Vocational Aid               |    | 1,003,458  |    | 1,022,244  |    | 974,857    |    | 627,000    |    | 608,500    |    | 612,000    |     | 3,500      | 0.58%      |
| 5333 School Lunch Assistance      |    | 60.702     |    | 60,011     |    | 59,366     |    | 60,000     |    | 60,000     |    | 61,146     |     | 1,146      | 1.91%      |
| 5337 Adult Basic Education        |    | 51,376     |    | 69,507     |    | 213,309    |    | 102,211    |    | 102,211    |    | 102,211    |     | - 1,140    | 1.5170     |
| 5359 Vocational Enhancement Grant |    | 197,304    |    | 463,760    |    | 319,552    |    | 375,000    |    | 453,044    |    | 453,044    |     | _          | _          |
| 5362 A+ Schools                   |    | 197,304    |    | 1,204      |    | 319,332    |    | 373,000    |    | 433,044    |    | 433,044    |     | -          | -          |
| 5369 Resid Place/Excess Cost      |    | 520,100    |    | 483,791    |    | 510,776    |    | 204,311    |    | 263,740    |    | 263,740    |     | -          | -          |
| 5371 Readers for the Blind        |    | ,          |    | 1.791      |    | ,          |    | 204,311    |    | 203,740    |    | 203,740    |     | -          | -          |
|                                   |    | 2,065      |    | , -        |    | 1,717      |    | -          |    | 4 000 004  |    | 4 007 405  |     | 405 444    | 10.29%     |
| 5381 Extraordinary Cost           |    | 1,649,786  |    | 1,528,661  |    | 1,947,110  |    | 2,044,465  |    | 1,802,021  |    | 1,987,465  |     | 185,444    |            |
| 5397 Other State Revenue          |    | 66,416     |    | 66,998     |    | 115,251    |    | 60,355     |    | 74,758     |    | 61,605     |     | (13,153)   | (17.59%)   |
| - Project Construct               |    | 313,461    |    | 501,457    |    | 718,631    |    | 560,000    |    | 560,000    |    | 450,000    |     | (110,000)  | (19.64%)   |
| - Lewis & Clark Conservation      | _  | -          | _  | 31,131     | _  | -          | _  | 1,250      | _  | -          | _  |            |     |            |            |
| 53XX State Sources                | \$ | 60,051,646 | \$ | 62,639,294 | \$ | 66,744,342 | \$ | 66,658,368 | \$ | 69,569,428 | \$ | 70,087,457 | \$  | 518,029    | 0.74%      |
| 5400 Federal Sources              |    |            |    |            |    |            |    |            |    |            |    |            |     |            |            |
| 5412 Medicaid                     | \$ | 509,537    | Ф  | 395,657    | Ф  | 928,188    | Ф  | 170,596    | ¢  | 450,000    | Ф  | 450,000    | •   |            |            |
| 5427 Title II - Basic Grant       | φ  | 315.967    | φ  | 272,833    | φ  | 311,492    | φ  | 297,635    | φ  | 227,598    | ψ  | 274,301    | Ψ   | 46.703     | 20.52%     |
|                                   |    | ,          |    | ,          |    | ,          |    | ,          |    | ,          |    | ,          |     | -,         |            |
| 5436 Adult Basic Education        |    | 360,310    |    | 328,909    |    | 271,411    |    | 224,324    |    | 224,324    |    | 289,835    |     | 65,511     | 29.20%     |

|                                          |    |                |    | SUMMA          | KY | REVENUE AL     | LFU | 2טאר           |    |                |    |                |    |                |            |
|------------------------------------------|----|----------------|----|----------------|----|----------------|-----|----------------|----|----------------|----|----------------|----|----------------|------------|
|                                          |    |                |    |                |    |                |     |                |    |                |    |                |    | 1 Year Va      |            |
|                                          |    |                |    |                |    |                |     |                |    |                |    |                |    | 2018-19 vs :   |            |
|                                          |    |                |    |                |    |                |     | 0              |    | Dunilanta d    |    | F!!            |    | Ψ              | %          |
| _                                        |    |                |    |                |    |                |     | Original       |    | Projected      |    | Final          |    | Increase       | Increase   |
| Revenue                                  |    | Actual         |    | Actual         |    | Actual         |     | Budget         |    | Actual         |    | Budget         | (  | (Decrease)     | (Decrease) |
| Object Category                          |    | <u>2014-15</u> |    | <u>2015-16</u> |    | <u>2016-17</u> |     | <u>2017-18</u> |    | <u>2017-18</u> |    | <u>2018-19</u> |    | <u>2018-19</u> | 2018-19    |
|                                          |    |                |    |                |    |                |     |                |    |                |    |                |    |                |            |
| 5400 Federal Sources (cont.)             |    |                |    |                |    |                |     |                |    |                |    |                |    |                |            |
| 5437 IDEA Grants                         |    | -              |    | 154,381        |    | 143,229        |     | 64,453         |    | 69,427         |    | 8,585          |    | (60,842)       | (87.63%)   |
| 5441 Entitlement PL 94-142               |    | 3,388,306      |    | 3,391,213      |    | 3,580,020      |     | 3,300,000      |    | 3,570,808      |    | 3,600,000      |    | 29,192         | 0.82%      |
| 5442 Early Childhood, Spec Ed            |    | 757,080        |    | 481,833        |    | 457,760        |     | 650,000        |    | 400,804        |    | 650,000        |    | 249,196        | 62.17%     |
| 5445 School Lunch - Federal              |    | 3,313,938      |    | 3,470,408      |    | 3,632,195      |     | 3,776,500      |    | 3,776,500      |    | 3,741,161      |    | (35,339)       | (0.94%)    |
| 5446 School Breakfast                    |    | 1,088,556      |    | 1,253,553      |    | 1,316,042      |     | 1,340,000      |    | 1,361,000      |    | 1,355,524      |    | (5,476)        | (0.40%)    |
| 5447 School Milk                         |    | 8,882          |    | 6,324          |    | 7,078          |     | 8,000          |    | 8,000          |    | 7,290          |    | (710)          | (8.88%)    |
| 5448 After School Snacks                 |    | 3,455          |    | 1,599          |    | 1,271          |     | 1,500          |    | 1,530          |    | 1,309          |    | (221)          | (14.44%)   |
| 5449 School Fruits & Veggies             |    | 85,985         |    | 67,801         |    | 1,271          |     | 65,000         |    | 67,346         |    | 1,509          |    | (67,346)       | (100.00%)  |
| 5451 Title I                             |    | 4,083,139      |    | ,              |    | 3,956,797      |     | ,              |    | ,              |    | 3,162,348      |    | , , ,          | ,          |
|                                          |    | , ,            |    | 3,714,616      |    |                |     | 4,380,968      |    | 4,471,056      |    |                |    | (1,308,708)    | (29.27%)   |
| 5462 Title III                           |    | 201,924        |    | 176,373        |    | 183,895        |     | 266,757        |    | 266,757        |    | 174,172        |    | (92,585)       | (34.71%)   |
| 5465 Title II                            |    | 697,405        |    | 664,444        |    | 254,543        |     | 785,557        |    | 908,870        |    | 553,944        |    | (354,926)      | (39.05%)   |
| 5472 Child Care Development              |    | 63,934         |    | 59,632         |    | 57,741         |     | 58,352         |    | 50,823         |    | 58,352         |    | 7,529          | 14.81%     |
| 5484 Pell Funds                          |    | 224,020        |    | 314,518        |    | 299,535        |     | 305,000        |    | 150,000        |    | 130,000        |    | (20,000)       | (13.33%)   |
| 5496 E Rate Funds                        |    | 169,074        |    | 102,837        |    | 153,019        |     | -              |    | 165,662        |    | 150,000        |    | (15,662)       | (9.45%)    |
| 5497 Other Federal Revenue               |    | 15,266         |    | 45,952         |    | 13,678         |     | 1,370          |    | -              |    | 1,580          |    | 1,580          | -          |
| - Direct Lending                         |    | 341,296        |    | 343,987        |    | 279,864        |     | 346,636        |    | 324,199        |    | 316,636        |    | (7,563)        | (2.33%)    |
| <ul> <li>US Fish and Wildlife</li> </ul> |    | -              |    | 69,137         |    | 16,908         |     | -              |    | 1,266          |    | -              |    | (1,266)        | (100.00%)  |
| - LSTA                                   |    | -              |    | 28,482         |    | 42,986         |     | 35,414         |    | 38,318         |    | 35,414         |    | (2,904)        | (7.58%)    |
| 54XX Federal Sources                     | \$ | 15,939,054     | \$ | 15,657,146     | \$ | 16,628,271     | \$  | 16,603,069     | \$ | 17,323,330     | \$ | 15,727,273     | \$ | (1,596,057)    | (9.21%)    |
| 5500 Donated Commodities                 |    |                |    |                |    |                |     |                |    |                |    |                |    |                |            |
| 5510 Donated Commodities                 | \$ | 415.707        | \$ | 459.730        | \$ | 476.426        | \$  | 450.000        | \$ | 450.000        | \$ | 490.719        | \$ | 40,719         | 9.05%      |
| 55XX Donated Commodities                 | \$ | 415,707        |    | 459,730        |    | 476,426        |     | 450,000        |    | 450,000        |    | 490,719        |    | 40,719         | 9.05%      |
| coror Bonatoa Commoditio                 | *  | 4.0,.01        | ۲  | 400,100        | ٠  | -1.0,120       | ٠   | 400,000        | *  | 400,000        | •  | 400,110        | ۲  | 40,7 10        | 0.0070     |
| 5600 Other Sources                       |    |                |    |                |    |                |     |                |    |                |    |                |    |                |            |
| 5611 Sale of Bonds                       | \$ | 41,348,000     | \$ | 35,000,000     | \$ | 10,000,000     | \$  | 35,000,000     | \$ | 35,000,000     | \$ | 15,000,000     | \$ | (20,000,000)   | (57.14%)   |
| 5631 Insurance Recoveries                | ·  | 182.595        | •  | 32,313         | •  | 11,638         | •   | -              | •  | 23.563         | •  | _              | \$ | (23,563)       | (100.00%)  |
| 5692 Proceeds - Bond Refunding           |    | 30,137,000     |    | 1,575,000      |    | -              |     | _              |    | 37,955,000     |    | _              |    | , , ,          | (100.00%)  |
| 56XX Other Sources                       | \$ | 71,667,595     | \$ | 36,607,313     | \$ | 10,011,638     | \$  | 35,000,000     | \$ | 72,978,563     | \$ |                |    | (57,978,563)   | (79.45%)   |
| Co.o. Carol Courses                      | Ψ  | . 1,001,000    | Ψ  | 00,001,010     | Ψ  | 10,011,000     | Ψ   | 00,000,000     | Ψ  | . =,5 / 0,505  | Ψ  | 10,000,000     | Ψ  | (31,310,303)   | (10.70/0)  |
| 5800 Tuition                             |    |                |    |                |    |                |     |                |    |                |    |                |    |                |            |
| 5810 Tuition - Other Districts           | \$ | 75,583         | \$ | 100,564        | \$ | 104,831        | \$  | 160,000        | \$ | 210,000        | \$ | 210,000        | \$ | _              | _          |
| 5820 Tuition - Area Voc Fees             | *  | 87,000         | •  | 87,500         | •  | 61,500         | ٠   | 123,000        | •  | 123,000        | •  | 123,000        | \$ | _              | _          |
| 58XX Tuition                             | \$ | 162,583        | \$ | 188,064        | \$ | 166,331        | \$  | 283,000        | \$ | 333,000        | \$ | 333,000        |    | _              | _          |
| 00/01 I GILLOII                          | Ψ  | 102,000        | Ψ  | 100,004        | Ψ  | 100,001        | Ψ   | 200,000        | Ψ  | 555,566        | Ψ  | 555,550        | Ψ  |                |            |

|                              |    |             |    |                |    |             |    |             |    |             |    |             |    | 1 Year Va    | riance     |   |
|------------------------------|----|-------------|----|----------------|----|-------------|----|-------------|----|-------------|----|-------------|----|--------------|------------|---|
|                              |    |             |    |                |    |             |    |             |    |             |    |             |    | 2018-19 vs   | 2017-18    |   |
|                              |    |             |    |                |    |             |    |             |    |             |    |             |    | \$           | %          | ĺ |
|                              |    |             |    |                |    |             |    | Original    |    | Projected   |    | Final       |    | Increase     | Increase   |   |
| Revenue                      |    | Actual      |    | Actual         |    | Actual      |    | Budget      |    | Actual      |    | Budget      | (  | Decrease)    | (Decrease) |   |
| Object Category              |    | 2014-15     |    | <u>2015-16</u> |    | 2016-17     |    | 2017-18     |    | 2017-18     |    | 2018-19     |    | 2018-19      | 2018-19    |   |
|                              |    | · ·         |    |                |    | · ·         |    | ·           |    |             |    | · ·         |    |              |            |   |
|                              |    |             |    |                |    |             |    |             |    |             |    |             |    |              |            |   |
| 5900 Other Financing Sources |    |             |    |                |    |             |    |             |    |             |    |             |    |              |            |   |
|                              |    |             |    |                |    |             |    |             |    |             |    |             |    |              |            |   |
| 5999 Other Financing Sources | \$ | 7,928,876   | \$ | 4,844,826      | \$ | 8,258,834   | \$ | 14,352,692  | \$ | 7,738,336   | \$ | 1,533,441   | \$ | (6,204,895)  | (80.18%)   |   |
| 59XX Other Financing Sources | \$ | 7,928,876   | \$ | 4,844,826      | \$ | 8,258,834   | \$ | 14,352,692  | \$ | 7,738,336   | \$ | 1,533,441   | \$ | (6,204,895)  | (80.18%)   |   |
|                              |    |             |    |                |    |             |    |             |    |             |    |             |    |              |            |   |
| All Funds - Revenues         | \$ | 305,762,822 | \$ | 275,839,787    | \$ | 277,947,431 | \$ | 308,845,505 | \$ | 345,554,866 | \$ | 286,588,515 | \$ | (58,966,351) | (17.06%)   |   |

## Appendix II

**Expenditures** 

#### DISTRICT OPERATING FUNDS EXPENDITURES SUMMARY

|                 |                                                                      | DISTRICT       | OPERATING FU   | NDS EXPENDITO  | IKES SUIVIIVIAK | I              |                |                                           |                |
|-----------------|----------------------------------------------------------------------|----------------|----------------|----------------|-----------------|----------------|----------------|-------------------------------------------|----------------|
|                 |                                                                      |                |                |                |                 |                |                | 1 year Va<br>Projected to I<br>2017-18 vs | New Budget     |
|                 |                                                                      |                |                |                |                 |                |                | \$                                        | %              |
|                 |                                                                      |                |                |                | Original        | Projected      | Final          | Increase                                  | Increase       |
|                 | _                                                                    | Actual         | Actual         | Actual         | Budget          | Actual         | Budget         | (Decrease)                                | (Decrease)     |
| <u>Function</u> | <u>Program</u>                                                       | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u>  | <u>2017-18</u> | <u>2018-19</u> | <u>2018-19</u>                            | <u>2018-19</u> |
|                 | <b>District Operating Funds</b> General Operating and Teachers Funds |                |                |                |                 |                |                |                                           |                |
| 1111-1129       | Elementary Instruction                                               | \$ 30,664,427  | \$ 32,373,239  | \$ 35,636,322  | \$ 36,436,071   | \$ 36,502,218  | \$ 38,054,605  | \$ 1,552,387                              | 4.25%          |
| 1130-1149       | Middle Instruction                                                   | 16,657,409     | 17,121,761     | 18,944,660     | 19,657,288      | 19,773,928     | 20,627,207     | 853,279                                   | 4.32%          |
| 1150-1189       | Senior High Instruction                                              | 19,199,070     | 19,035,111     | 20,341,539     | 21,000,454      | 20,980,372     | 21,764,827     | 784,455                                   | 3.74%          |
| 1191            | Summer School Instruction                                            | 2,563,373      | 2,675,181      | 2,556,762      | 2,695,427       | 2,710,685      | 2,682,899      | (27,786)                                  | (1.03%)        |
| 1195            | Douglass High Instruction                                            | 818,979        | 854,781        | 876,665        | 938,757         | 954,193        | 995,796        | 41,603                                    | 4.36%          |
| 1192-1199       | At Risk Programs                                                     | 311,635        | 314,655        | 315,869        | 276,201         | 249,910        | 1,135,476      | 885,566                                   | 354.35%        |
| 1210            | Special Education Instruction                                        | 14,913,171     | 22,424,284     | 24,522,333     | 25,433,157      | 25,291,262     | 24,849,588     | (441,674)                                 | (1.75%)        |
| 1292            | Early Childhood Special Education                                    | 3,484,625      | 3,824,881      | 4,368,641      | 4,417,350       | 4,291,922      | 4,455,967      | 164,045                                   | 3.82%          |
| 1211            | Gifted Program                                                       | 1,153,645      | 1,178,686      | 1,279,353      | 1,340,719       | 1,495,918      | 1,576,594      | 80,676                                    | 5.39%          |
| 1250-1255       | Title I (K-12)                                                       | 1,186,047      | 1,207,396      | 1,416,428      | 1,625,936       | 1,783,158      | 1,859,365      | 76,207                                    | 4.27%          |
| 1271            | English Language Learners                                            | 1,655,746      | 1,956,176      | 2,229,948      | 2,369,767       | 2,347,569      | 2,584,935      | 237,366                                   | 10.11%         |
| 1301-1399       | Vocational Instruction                                               | 3,768,110      | 3,874,300      | 4,030,419      | 4,198,403       | 3,964,305      | 4,153,101      | 188,796                                   | 4.76%          |
| 1420-1499       | Student Activities & Athletics                                       | 2,049,197      | 2,202,844      | 2,545,406      | 2,268,183       | 2,457,002      | 2,534,353      | 77,351                                    | 3.15%          |
| 1601-1699       | Adult Basic Education                                                | 12,407         | 11,652         | 11,980         | 13,980          | 13,980         | 13,980         | -                                         | -              |
| 1901-1999       | Supplemental Education (Tuition) Services                            | 452,990        | 443,452        | 486,434        | 450,000         | 450,000        | 1,450,000      | 1,000,000                                 | 222.22%        |
| 2122            | Guidance & Counseling Services                                       | 3,944,606      | 4,261,453      | 4,699,817      | 4,836,434       | 4,692,619      | 4,899,236      | 206,617                                   | 4.40%          |
| 2100-2199       | Pupil Services                                                       | 8,991,788      | 4,473,679      | 5,127,340      | 5,377,361       | 5,245,501      | 6,134,427      | 888,926                                   | 16.95%         |
| 2221            | Educational Media Services                                           | 2,995,851      | 3,214,508      | 3,696,481      | 3,893,136       | 3,914,206      | 4,139,904      | 225,698                                   | 5.77%          |
| 2201-2299       | Support Services and Instructional Staff                             | 8,877,794      | 9,070,130      | 11,117,148     | 9,757,937       | 8,814,724      | 10,676,551     | 1,861,827                                 | 21.12%         |
| 2301-2399       | Administrative Services                                              | 3,073,654      | 3,125,750      | 3,836,846      | 3,634,359       | 3,464,633      | 5,968,119      | 2,503,486                                 | 72.26%         |
| 2401-2499       | Other Administrative Services                                        | 12,508,377     | 11,439,950     | 13,105,244     | 13,466,097      | 13,241,467     | 13,908,182     | 666,715                                   | 5.04%          |
| 2525            | Business Services                                                    | 1,151,401      | 1,171,626      | 1,101,588      | 1,189,984       | 1,112,390      | 1,217,453      | 105,063                                   | 9.44%          |

#### DISTRICT OPERATING FUNDS EXPENDITURES SUMMARY

1 year Variance

|                 |                                  |                          |                          |                          |                               |                                       |                                   | Projected to N                 | J                             |  |
|-----------------|----------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|---------------------------------------|-----------------------------------|--------------------------------|-------------------------------|--|
| <u>Function</u> | <u>Program</u>                   | Actual<br><u>2014-15</u> | Actual<br><u>2015-16</u> | Actual<br><u>2016-17</u> | Original<br>Budget<br>2017-18 | Projected<br>Actual<br><u>2017-18</u> | Final<br>Budget<br><u>2018-19</u> | \$ Increase (Decrease) 2018-19 | % Increase (Decrease) 2018-19 |  |
| 2542            | Maintenance Services             | 17,135,885               | 16,714,669               | 19,912,580               | 21,219,240                    | 20,444,991                            | 21,763,382                        | 1,318,391                      | 6.45%                         |  |
| 2546            | Security Services                | 651,149                  | 709,850                  | 778,117                  | 741,575                       | 714,046                               | 738,954                           | 24,908                         | 3.49%                         |  |
| 2550-2559       | Transportation Services          | 12,493,629               | 12,402,247               | 12,399,416               | 12,927,862                    | 12,529,934                            | 13,147,757                        | 617,823                        | 4.93%                         |  |
| 2600-2699       | Research and Information Systems | 4,987,098                | 4,569,175                | 5,209,714                | 5,428,615                     | 5,610,850                             | 3,521,688                         | (2,089,162)                    | (37.23%)                      |  |
| 3001-3999       | Community Services               | 743,792                  | 762,658                  | 869,648                  | 861,869                       | 885,661                               | 937,299                           | 51,638                         | 5.83%                         |  |
| 3512, 3525. 391 | 2 Early Childhood Education      | 2,635,637                | 2,662,656                | 3,221,610                | 3,573,478                     | 3,222,189                             | 3,366,328                         | 144,139                        | 4.47%                         |  |
| 3842            | Parents As Teachers              | 1,132,301                | 1,158,726                | 1,229,362                | 1,164,535                     | 1,168,637                             | 1,212,896                         | 44,259                         | 3.79%                         |  |
| 6999            | Other Financing Uses             | 1,378,119                | 1,538,888                | 8,082,393                | 11,852,692                    | 1,876,843                             | 1,533,441                         | (343,402)                      | (18.30%)                      |  |
|                 | Total - District Operating Funds | \$ 181,591,912           | \$ 186,774,364           | \$ 213,950,063           | \$ 223,046,867                | \$ 210,205,113                        | \$ 221,904,310                    | \$ 11,699,197                  | 5.57%                         |  |

#### C.

#### COLUMBIA SCHOOL DISTRICT FINAL BUDGET 2018-19

#### SPECIAL FUNDED PROGRAMS EXPENDITURES SUMMARY

|                                                                                                                                                   |                       |                       |                       |           | Original          | Projected             |           | Final             | 1 year Variance Projected to New Budget 2017-18 vs 2018-19 \$ % Increase Increase |                       |                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------|-------------------|-----------------------|-----------|-------------------|-----------------------------------------------------------------------------------|-----------------------|-----------------------|
| <u>Programs</u>                                                                                                                                   | Actual <u>2014-15</u> | Actual <u>2015-16</u> | Actual <u>2016-17</u> |           | Budget<br>2017-18 | Actual <u>2017-18</u> |           | Budget<br>2018-19 | (                                                                                 | (Decrease)<br>2018-19 | (Decrease)<br>2018-19 |
| Special Funded Programs  Debt Services, Capital Projects, Nutrition Services, Student Activities, Adult Education, and Grants and Donations Funds |                       |                       |                       |           |                   |                       |           |                   |                                                                                   |                       |                       |
| Debt Services                                                                                                                                     | \$ 31,586,946         | \$<br>22,836,279      | \$<br>50,333,731      | \$        | 24,128,636        | \$<br>23,076,186      | \$        | 23,404,740        | \$                                                                                | 328,554               | 1.42%                 |
| Capital Projects                                                                                                                                  | 33,775,209            | 38,348,657            | 36,129,922            |           | 43,025,421        | 35,366,393            |           | 58,493,369        |                                                                                   | 23,126,976            | 65.39%                |
| Nutrition Services                                                                                                                                | 8,272,584             | 8,115,019             | 8,634,512             |           | 8,893,963         | 8,733,681             |           | 8,821,760         |                                                                                   | 88,079                | 1.01%                 |
| Student Activities                                                                                                                                | 1,972,662             | 2,191,932             | 2,472,063             |           | 2,321,348         | 1,869,800             |           | 2,225,000         |                                                                                   | 355,200               | 19.00%                |
| Adult Education                                                                                                                                   | 2,005,190             | 2,248,565             | 2,231,609             |           | 2,211,403         | 2,262,256             |           | 2,277,382         |                                                                                   | 15,126                | 0.67%                 |
| Grants and Donations Fund                                                                                                                         | 3,915,618             | 3,996,390             | 4,303,194             |           | 3,673,569         | 3,855,045             |           | 3,497,633         |                                                                                   | (357,412)             | (9.27%)               |
| Total - Special Funded Programs                                                                                                                   | \$ 81,528,209         | \$<br>77,736,842      | \$<br>104,105,031     | <u>\$</u> | 84,254,340        | \$<br>75,163,361      | <u>\$</u> | 98,719,884        | \$                                                                                | 23,556,523            | 31.34%                |

#### **SUMMARY EXPENDITURES ALL FUNCTIONS**

1 year Variance

|                                           |               |                |            |                    |                     |                 | Projected to Nev<br>2017-18 vs 20 | •          |
|-------------------------------------------|---------------|----------------|------------|--------------------|---------------------|-----------------|-----------------------------------|------------|
|                                           |               |                |            |                    |                     |                 | \$                                | %          |
|                                           | Actual        | Actual         | Actual     | Original<br>Budget | Projected<br>Actual | Final<br>Budget | Increase<br>(Decrease)            | (Decrease) |
| <u>Programs</u>                           | 2014-15       | <u>2015-16</u> | 2016-17    | <u>2017-18</u>     | 2017-18             | 2018-19         | 2018-19                           | 2018-19%   |
|                                           |               |                |            |                    |                     |                 |                                   | /          |
| Elementary Instruction                    | \$ 30,664,427 | . , ,          |            |                    |                     |                 | \$ 1,552,387                      | 4.25%      |
| Middle Instruction                        | 16,657,409    | 17,121,761     | 18,944,660 | 19,657,288         | 19,773,928          | 20,627,207      | 853,279                           | 4.32%      |
| Senior High Instruction                   | 19,199,070    | 19,035,111     | 20,341,539 | 21,000,454         | 20,980,372          | 21,764,827      | 784,455                           | 3.74%      |
| Summer School Instruction                 | 2,563,373     | 2,675,181      | 2,556,762  | 2,695,427          | 2,710,685           | 2,682,899       | (27,786)                          | (1.03%)    |
| Douglass High Instruction                 | 818,979       | 854,781        | 876,665    | 938,757            | 954,193             | 995,796         | 41,603                            | 4.36%      |
| At Risk Programs                          | 311,635       | 314,655        | 315,869    | 276,201            | 249,910             | 1,135,476       | 885,566                           | 354.35%    |
| Special Education Instruction             | 14,913,171    | 22,424,284     | 24,522,333 | 25,433,157         | 25,291,262          | 24,849,588      | (441,674)                         | (1.75%)    |
| Early Childhood Special Education         | 3,484,625     | 3,824,881      | 4,368,641  | 4,417,350          | 4,291,922           | 4,455,967       | 164,045                           | 3.82%      |
| Gifted Program                            | 1,153,645     | 1,178,686      | 1,279,353  | 1,340,719          | 1,495,918           | 1,576,594       | 80,676                            | 5.39%      |
| Title I                                   | 1,186,047     | 1,207,396      | 1,416,428  | 1,625,936          | 1,783,158           | 1,859,365       | 76,207                            | 4.27%      |
| English Language Learners                 | 1,655,746     | 1,956,176      | 2,229,948  | 2,369,767          | 2,347,569           | 2,584,935       | 237,366                           | 10.11%     |
| Vocational Instruction                    | 3,768,110     | 3,874,300      | 4,030,419  | 4,198,403          | 3,964,305           | 4,153,101       | 188,796                           | 4.76%      |
| Student Activities & Athletics            | 2,049,197     | 2,202,844      | 2,545,406  | 2,268,183          | 2,457,002           | 2,534,353       | 77,351                            | 3.15%      |
| Adult Basic Education                     | 12,407        | 11,652         | 11,980     | 13,980             | 13,980              | 13,980          | -                                 | -          |
| Supplemental Education (Tuition) Services | 452,990       | 443,452        | 486,434    | 450,000            | 450,000             | 1,450,000       | 1,000,000                         | 222.22%    |
| Guidance & Counseling Services            | 3,944,606     | 4,261,453      | 4,699,817  | 4,836,434          | 4,692,619           | 4,899,236       | 206,617                           | 4.40%      |
| Pupil Services                            | 8,991,788     | 4,473,679      | 5,127,340  | 5,377,361          | 5,245,501           | 6,134,427       | 888,926                           | 16.95%     |
| Educational Media Services                | 2,995,851     | 3,214,508      | 3,696,481  | 3,893,136          | 3,914,206           | 4,139,904       | 225,698                           | 5.77%      |
| Support Services and Instructional Staff  | 8,877,794     | 9,070,130      | 11,117,148 | 9,757,937          | 8,814,724           | 10,676,551      | 1,861,827                         | 21.12%     |
| Administrative Services                   | 3,073,654     | 3,125,750      | 3,836,846  | 3,634,359          | 3,464,633           | 5,968,119       | 2,503,486                         | 72.26%     |
| Other Administrative Services             | 12,508,377    | 11,439,950     | 13,105,244 | 13,466,097         | 13,241,467          | 13,908,182      | 666,715                           | 5.04%      |

#### SUMMARY EXPENDITURES ALL FUNCTIONS

1 year Variance

|                                  |                |                |                |                    |                     |                 | Projected to New Budget<br>2017-18 vs 2018-19 |                        |
|----------------------------------|----------------|----------------|----------------|--------------------|---------------------|-----------------|-----------------------------------------------|------------------------|
|                                  |                |                |                |                    |                     |                 | \$                                            | %                      |
|                                  | Actual         | Actual         | Actual         | Original<br>Budget | Projected<br>Actual | Final<br>Budget | Increase<br>(Decrease)                        | Increase<br>(Decrease) |
| <u>Programs</u>                  | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u>     | <u>2017-18</u>      | <u>2018-19</u>  | <u>2018-19</u>                                | <u>2018-19%</u>        |
| Business Services                | 1,151,401      | 1,171,626      | 1,101,588      | 1,189,984          | 1,112,390           | 1,217,453       | 105,063                                       | 9.44%                  |
| Maintenance Services             | 17,135,885     | 16,714,669     | 19,912,580     | 21,219,240         | 20,444,991          | 21,763,382      | 1,318,391                                     | 6.45%                  |
| Security Services                | 651,149        | 709,850        | 778,117        | 741,575            | 714,046             | 738,954         | 24,908                                        | 3.49%                  |
| Transportation Services          | 12,493,629     | 12,402,247     | 12,399,416     | 12,927,862         | 12,529,934          | 13,147,757      | 617,823                                       | 4.93%                  |
| Research and Information Systems | 4,987,098      | 4,569,175      | 5,209,714      | 5,428,615          | 5,610,850           | 3,521,688       | (2,089,162)                                   | (37.23%)               |
| Community Services               | 743,792        | 762,658        | 869,648        | 861,869            | 885,661             | 937,299         | 51,638                                        | 5.83%                  |
| Early Childhood Education        | 2,635,637      | 2,662,656      | 3,221,610      | 3,573,478          | 3,222,189           | 3,366,328       | 144,139                                       | 4.47%                  |
| Parents as Teachers              | 1,132,301      | 1,158,726      | 1,229,362      | 1,164,535          | 1,168,637           | 1,212,896       | 44,259                                        | 3.79%                  |
| Other Financing Uses             | 1,378,119      | 1,538,888      | 8,082,393      | 11,852,692         | 1,876,843           | 1,533,441       | (343,402)                                     | (18.30%)               |
| Debt Services                    | 31,586,946     | 22,836,279     | 50,333,731     | 24,128,636         | 23,076,186          | 23,404,740      | 328,554                                       | 1.42%                  |
| Capital Projects                 | 33,775,209     | 38,348,657     | 36,129,922     | 43,025,421         | 35,366,393          | 58,493,369      | 23,126,976                                    | 65.39%                 |
| Nutrition Services               | 8,272,584      | 8,115,019      | 8,634,512      | 8,893,963          | 8,733,681           | 8,821,760       | 88,079                                        | 1.01%                  |
| Student Activities               | 1,972,662      | 2,191,932      | 2,472,063      | 2,321,348          | 1,869,800           | 2,225,000       | 355,200                                       | 19.00%                 |
| Adult Education                  | 2,005,190      | 2,248,565      | 2,231,609      | 2,211,403          | 2,262,256           | 2,277,382       | 15,126                                        | 0.67%                  |
| Grants and Donations Fund        | 3,915,618      | 3,996,390      | 4,303,194      | 3,673,569          | 3,855,045           | 3,497,633       | (357,412)                                     | (9.27%)                |
| Total                            | \$ 263,120,121 | \$ 264,511,206 | \$ 318,055,094 | \$ 307,301,207     | \$ 285,368,474      | \$ 320,624,194  | \$ 35,255,720                                 | 12.35%                 |

This page intentionally left blank.