

# **Budget 2016-17**

## **Columbia School District**

### **Boone County, Missouri**

**Approved by the  
Board of Education  
June 13, 2016**

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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

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# Columbia Public Schools

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## 2016-17 Annual Budget

### A Message from the Superintendent

The 2016-17 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 are as follows:

**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.

**Values: *The non-negotiable family principles that guide us***

- Honesty
- Teamwork
- Adaptability
- Focus on what works
- Mutual respect
- Positive approach
- 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 **A**chievement, **E**nrichment, and **O**pportunity (**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 fund 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:

<u>Funds (GAAP)</u>	<u>State Fund</u>
General Fund	Incidental
Teacher's Fund – 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

The District's budget for the 2016-17 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 Incidental and Teacher's Fund. Detailed fund schedules provide further information on the activities within each fund and include an analysis of the proposed budget for the 2016-17 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 2016-17, 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 at one owned and one leased facility, with a new facility opening in January 2017. The elementary gifted education program shares a facility with some of our Pre-K classrooms.

K-12 enrollment of the District continues to grow and change, reflecting a more diverse student population. Nearly 45 percent of our students qualify for the free and reduced lunch program and 6 percent are English Language Learners. Today 49 percent of our students attend our elementary schools, 23 percent middle schools and 28 percent 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 percent 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. With a focus on academic progress, 3<sup>rd</sup> 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.

### **Students will read on level by the end of third grade**

	<u>2012</u>	<u>2015</u>	<u>Change</u>
All students	74.0%	77.2%	3.2% increase
Super Subgroup (SSG) students*	56.9%	64.7%	7.8% increase
All third grade students	76.3%	78.3%	2.0% increase
SSG* third grade students	58.6%	66.9%	8.3% increase

\*Super Subgroup students are categorized as free or reduced-price lunch, English Language Learner, Special Education, Black, or Latino

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 which is 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 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 is 100% in 2015-16 and projected to be the same in 2016-17, the SAT is expected to be at \$6,110 which is \$7 less per student than in 2006-07 when the formula was first implemented and \$35 less per pupil than the 2015-16 projection.

The state did make 2016-17 adjustment 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 appropriate percentage for next year is 100%, the SAT must be reduced. Failure to meet the SAT as prescribed in the formula reduces funding for 2016-17 for Columbia Public Schools by an estimated \$12.4 million.

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 allows 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 **A**chievement, **E**nrichment, and **O**pportunity 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 annual operating budgets for the opening of Beulah Ralph Elementary Schools. Details on these improvements are found throughout the document and on the Budget Assumptions, Improvements and Changes page.

The 2016-17 budget totals \$206.4 million of operating revenue and operating expenditures and transfers of \$207.2 million, resulting in a decrease of operating fund balance by \$.8 million. When considering all funds, total revenue is budgeted at \$263.5 million and expenditures at \$333.2 million for a net reduction in fund balance of \$69.8 million.

As summarized by the schedule below, the District is planning for a total beginning fund balance (all funds) of \$155.4 million at July 1, 2016, and ending fund balance of \$85.7 million at June 30, 2017. For District operating funds, beginning fund balance at July 1, 2016 is projected to be \$51.6 million and ending fund balance at June 30, 2017 to be \$50.8 million which is 24.52% of budgeted expenditures. See page 171 for the summary of budgets by fund for 2016-17.

	<u>Operating Funds</u>	<u>All Funds</u>
Projected Beginning Fund Balance, July 1	\$ 51,613,370	\$155,437,747
Budgeted Revenues	\$206,370,847	\$263,455,410
Budgeted Expenses plus Transfers	\$207,174,950	\$333,221,330
Increase (Decrease) in Fund Balance	(\$ 804,103)	(\$ 69,765,920)
Budgeted Ending Fund Balance	\$ 50,809,267	\$ 85,671,827

The decrease in total fund balance comes from the budgeted excess expenditures over revenues in the Debt Service and Capital Projects Funds. The budgeted decrease in the Capital Projects Fund balance is due to use of funds from general obligation bonds sold and funds received in April 2016. Even through the District anticipates spending the 2016 bond issue over a two year period, we have elected to budget the full amount of the projects in the 2016-17 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 reduction of the fund balance in the Debt Service fund is due to a scheduled March 2017 repayment of general obligation refunding bonds. This refunding is a result of recent re-financings which were completed to take advantage of favorable interest rates saving interest costs over time. The funds for the payment are held in escrow until an early repayment or “call” date.

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.

Dr. Peter Stiepleman  
 Superintendent of Schools

# Operating Budget Assumptions, Improvements and Changes for 2016-2017

## *Local Revenue*

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### **1. Current Property Tax Revenue**

- a. 3.00% increase in assessed valuation (preliminary assessed valuation is available July 2016 and final is available January 2017).
- b. Assume a 96.55% collection rate after fees to the county for billing and collection services and excluding prior year protested tax receipts recorded as current taxes, which has been the rate of collection for two years now. Fees collected include:
  - i. 1% Collector Fee on taxes and penalties
  - ii. 1/2% Assessor Fee
  - iii. 1/8% Assessor Fee (with cap of \$125,000)
- c. Assume an operating levy of \$5.0201 to be calculated in August with the following data:
  - i. Current operating levy is \$4.9201 and the capital projects fund at .10
  - ii. Estimated Proposition C Rollback of 3 cents
  - iii. Estimated voluntary rollback of new levy of 9 cents to be used for continued operations over next few fiscal years.
- d. Assume the large one time release of protested taxes that was received in spring 2016 is not received in 2016-17 as there are no large protests currently outstanding.

2. **Delinquent Tax Revenue** assumed a 2.50% increase in delinquent property tax collections due to increase in overall levy.
3. **Proposition C Revenue** assumed at \$977 per Weighted Average Daily Attendance (WADA), an increase of \$35 or 3.72% from the projected actual \$942 per WADA for 2015-16. This results in an increase of \$626,540. In the March 2016 Finance Memo, DESE projects the current year could result in an increase of \$5 if the governor's recommendation for supplemental payments is accepted. The finance memo advises "You are urged to continue to closely monitor the Proposition C receipts very closely for the remainder of the year and caution should be used as determination of budget estimates are made.
4. **Intangible Tax, Surtax (Merchants & Manufacturers) and In Lieu of Tax Payments** assumed flat for 2016-17.
5. **Interest earnings and rate** assumed to be flat for 2016-17.

## *Intermediate Revenue*

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1. **Fines & Forfeitures, State Assessed Railroads & Utilities and County Stock Insurance** projected equal to the projected 2015-16 revenues.

## ***State Revenue***

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### **1. Basic Foundation Formula**

- a. The revenue budgeted in state foundation formula is an increase of \$1,341,621 using the following assumptions:
  - i. New thresholds for Free and Reduced Lunch and English Language Learner students as outlined by DESE, which results in an increase of 314 ADA.
  - ii. A 93.963% attendance rate as realized in 2014-15 and projected for 2015-16.
  - iii. An increase in average membership of 4 as a result of trending decreases in second semester high school ADA counts.
  - iv. Net WADA increase for formula calculation purposes of 260.
  - v. A State Adequacy Target of \$6,110 as compared to the expected 2015-16 SAT of \$6,145. The 2015-16 SAT is inflated by unusually high lottery revenues due to the mega-million dollar Powerball ticket in January 2016. Full funding of the formula requires an SAT of over \$6,800 per WADA.
  - vi. An increase in Dollar Value Modifier (DVM) from 1.031 to 1.034, as indicated by DESE, to account for the difference in cost of living in Columbia.
  - vii. An increase in the modified payment per ADA of \$31 to \$3,076 per WADA.
  - viii. A 100% proration of the formula with these assumptions.
2. **Transportation** is budgeted for a 3.27% increase as compared to the projected actual 2015-16 revenues.
3. **Early Childhood Special Education Funding** is budgeted for a decrease of \$324,150 as a result of reduced program expenditures.
4. **Parents as Teachers revenue** is budgeted at the current 2015-16 projected actual.
5. **High Need & Residential Placement Funds** are budgeted with an increase for 2016-17 of \$150,000 due to additional revenues expected when reporting the costs of the High Roads School (SESI) program.

## ***Federal Revenue***

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1. **Medicaid funding** is budgeted level to the projected actual for 2015-16.
2. **Title funds** are budgeted at a slight increase due to intentional plan to carry forward some funding from 2015-16. Final allocations are not yet known.
3. **Special education** is being budgeted at the projected actual for 2015-16.
4. **Title II-A funding** is budgeted at a decrease of \$62,387 due to lower expected allocations and use of carryover funds.

## Expenditures

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Program additions and improvements are made in three primary areas as reflected during the recent operating levy campaign: recruiting and retaining high quality employees, providing improved Achievement, Enrichment and Opportunity for all students, and continued planned operations with a sustained avoidance of deficit spending.

1. **Increases in compensation for experience** and increases for salaried employees who are not on a salary schedule at the same average percentage increase as the average teacher schedule increase (1.63%) are included. This increased the salaries and benefits operating budget by \$1.9 million. The overall increase is 1.63% when considering all employee groups.
2. **Improved compensation through salary schedule** redesign was achieved resulting in a total increase in cost, including benefits, of \$6,852,288. The improvements were prioritized and made using comparison data from other districts and/or local employers. The redesign included an increase to the minimum teacher salary making it \$35,500 and a \$1,601 increase to the base pay used to determine all other cells on the teacher schedule. Hourly schedules for custodians and nutrition services staff were improved throughout via an increase of the lowest wage from \$9.14 to \$10 per hour. Administrative schedules were improved using comparisons.
3. **A stipend for certain professional certifications** has been added for teachers, speech language pathologists and school psychologists at an estimated total cost of \$156,250.
4. **An additional step for experience has been provided** to personnel who were eligible for a step in 2008-09 and did not receive it at an estimated total cost of salaries and benefits of \$543,950.
5. **Educational credit** is budgeted in 2016-17 at a projected cost of \$434,813.
6. **Retiree/resignation savings** of \$434,813 as compared to the annual cost of salaries and benefits for newly hired teachers and administrators is projected in the budget.
7. **No change in retirement rates** for PSRS/PEERS which will remain at 14.50% and 6.86% respectively for both the employee and the Board of Education. This budget does consider increased retirement and FICA/Medicare expense on all increased compensation when appropriate, using these rates. Those costs are added to the individual improvement lines.
8. **Medical premiums** are budgeted at a 6% average increase to allow for expected increased claim costs as we transition out of grandfathered status under healthcare reform. The employee benefits committee is working to determine plan re-design options which will maintain manageable costs of medical coverage. Final rates will be set in the fall of 2016. This budget assumes no employee participation in premium costs for full time employees. The budgeted increase in cost is \$1,200,000.
9. **Dental premiums** are expected to remain flat at \$31 per month. This budget assumes no employee participation in premium costs for full time employees.
10. **Worker's Compensation premiums** are budgeted at the same dollar level of contribution which will reduce the rate paid into the fund per \$100 of salary.
11. **No increase** in life insurance is budgeted and the budget decreases by just over \$21,000 due to a lower rate which became effective in January 2016.
12. **Improvement in the Category I** (student activity coach/director) stipends has been added to the budget at a total estimated cost of salaries and benefits of \$224,250.
13. **Improvement in Club Stipend budgets** available to pay more teachers who are currently providing club activities without compensation. Improvements were made at all grade levels at a total increase of \$102,190

14. **Addition of a full time Assistant Superintendent of Secondary Education and Assistant Superintendent of Human Resources** after those positions were unfilled for 2015-16. Net increase when eliminating a temporary administrative assistant position of \$218,000.
15. **Fixed Cost increases** of \$858,451 for utilities, transportation, fuel & insurance have been added when comparing to the projected actual for 2015-16. These funds allow for an increase in rates for utilities and fuel costs for district owned vehicles and student buses. Increases in property and liability insurances are provided as well.
16. **Increases in operating budgets for opening of Beulah Ralph Elementary and the Center for Early Learning – North** for utilities, insurance and busing, are included in the fixed cost portion of the budget.
17. **Additional teacher, principal, and support personnel** totaling 34.82 FTE are included for the addition of these new buildings at a projected cost of \$1,640,985.
18. **Increase in grounds and FCS budgets** of \$107,500 to continue the replacement of playground mulch, and provide funding for safety equipment.
19. **Increase safety and security budget** to allow for increase required by City for off duty officer compensation. Estimated cost of \$20,000.
20. **Addition of \$6,000 for professional development** for Parents as Teachers program to provide compensation for PD beyond the program requirements.
21. **Professional services in special education** has been increased by \$150,000 in order to increase the number of students placed with High Road School (formerly referred to as SESI). This increase will be partially funded in future years by increased funding through the High Needs Fund as well as current year reductions to other program budgets.
22. **A needed increase in the technology devices budget** for the student 1:1 initiative is included requiring a net technology services budget increase of \$160,000 rollover from prior year and an increase for 5<sup>th</sup> grade class size.
23. **An increase to the Vocational Instructional Budget** allowing for the implementation of virtual servers and instruction in certain courses. The increase is \$70,000 as saved and rolled forward from the 2015-16 budget.
24. **Improvement of substitute teacher daily rate of pay** from \$75 per day at a cost of \$101 to \$80 per day at a cost of \$108. The estimated cost of this improvement is \$140,000.
25. **Addition of full time STEAM Bus Conductor** and operating budget for STEAM program expansion. The total estimated cost of these additions is \$130,000.
26. **Addition of parent support funds** for Cradle to Career partnership, \$15,000.
27. **Addition of two early childhood classrooms** to support growing Pre-K population. The estimated cost including start up materials is \$138,150, some of which will be one time need.
28. **Addition of after program meal budgets** at high schools to be used to serve dinner to students who have late schedules due to activities. A budget of \$90,000 has been established which may be partially funded by grants.
29. **Increase to the human resources budget** for teacher evaluation and administrator evaluation tools. The estimated cost of these is \$100,000.
30. **Reduction in departmental budgets** for science, secondary mathematics, elementary and secondary language arts service and supply and PD budgets based on zero based budgeting efforts. A total of \$1,521,795 was reallocated to allow for other improvements outlined here.
31. **New teachers for growth** in the areas of ELL , Elementary, Middle and High School to address projected growth and class size concerns are added to the 2016-17 budget. The estimated cost of salaries and benefits is \$379,500. These additions are only made available to buildings/programs if enrollment changes warrant the increase in FTE.

32. **The addition of a support staff member** in the ELL Department has been made to work with families as they become a part of the CPS system. The estimated cost of salaries and benefits is \$38,716.
33. **Additional staffing in student health services** in the form of a full time substitute nurse, an RN and a health secretary to support growing medical needs of the student population. An increase of \$105,613 for 2.50 FTE has been made.
34. **Add 2.50 teacher FTE** to allow for full teams at Oakland Middle School at an estimated cost of \$136,250.
35. **Add 5.66 fine arts teacher FTE** to support growing participation in fine arts programming, particularly at the middle school level at an estimated cost of \$308,470.
36. **Addition of Assistant Principals** at Benton and West Boulevard Elementary schools to support a growing student population at an estimated cost of \$212,000 including salary and benefit costs.
37. **Addition of AVID Building Coordinators and teachers** at the secondary schools to support growing program demands. The estimated cost is \$239,119 for 4.08 FTE.
38. **Addition of 2.0 School Counselor FTE at secondary** to support growing student caseloads. The estimated cost of salaries and benefits is \$109,000.
39. **Creation of District Data Services** department to respond to changing need for data creation, response planning and use. The department adds two staff members, allowing for a director and allowing for succession planning, at an estimated cost of \$165,000.
40. **Additional staffing to support gifted program testing** and teaching have been added for .70 FTE and \$46,677 in total costs.
41. **Addition of one Instructional Technology Specialist** as aligned to the technology plan and to support continued 1:1 efforts. The estimated cost with extra days for this addition is \$60,638.
42. **Add classroom aides at all elementary schools** to improve building and playground supervision model. This addition along with the elimination of the playground and lunch monitor positions has a net cost of \$369,815 for the salaries and benefits.
43. **Addition of partial kindergarten play kits** as established by kindergarten teachers. The budget of \$54,000 will need to remain in place for four years in order to provide the entire kit.
44. **Increase in media specialist and media clerk FTE** to provide full time specialists at all elementary schools and full time clerks at all middle schools. This increase of 1.80 FTE is projected to cost \$80,000.
45. **Increase work days for Instructional Aides, Paraprofessionals and LPNs** by two to allow them to participate in training and/or collaboration days in buildings. The estimated cost of salaries and benefits is \$54,054.
46. **Addition of 3 FTE to allow each high school** to focus on small group instruction providing intensive student support, at an estimated cost of \$163,500.
47. **Addition of elementary MAC Scholars stipends** to pilot the program at 10 elementary schools. The estimated cost of the stipend and benefits is \$5,775.
48. **Addition of three lead practical arts teacher stipends**, one in each program, to support the move from a full time program coordinator to part time. The cost of salary and benefits for this added stipend is \$5,200.
49. **Addition of a net 2.96 teacher FTE** in vocational instruction to support program growth in various vocational programs, mostly at HHS and BHS. These FTE allow continued efforts to provide vocational options to more students and reduces student time spent traveling between their building and the Columbia Area Career Center.
50. **Addition of 10 minority interns** for summer programming and experiences.

**51. One time additions** are made for the following items. These budgets will only be necessary during the 2016-17 fiscal year.

- a. **Budget to purchase non-capital start up** furniture, fixtures, equipment, technology and supplies for Beulah Ralph and the Center for Early Learning- North for a total of \$1,200,000.
- b. **Purchase of Hickman High School** marching band uniforms at a cost of \$140,000.
- c. **Elementary Social Studies curriculum** materials for new learning standards at a cost of \$175,000.
- d. **Grounds budget for professional services** to install and expand playground mulch areas at all elementary and Pre-K buildings at a cost of \$300,000.
- e. **Budget to engage outside firm** to perform an inventory and create an inventory system for all assets, regardless of value, in each building. This inventory would be maintained going forward and used for replacement of assets, in the event of a major event at a given building. The budget was estimated at \$45,000.
- f. **Increase to community relations budget** for new district mission, vision and value signs to promote focus on vision, mission, purpose and values as well as **AEO**.

## ***Transfers***

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**1. Transfers included** in the operating budget include the following.

- a. Energy Lease - \$251,110
- b. Aslin Lease Purchase Payment - \$505,402
- c. Discovery Early Childhood Center Lease Purchase Payment – \$119,458
- d. Career Center Matching Funds - \$100,000
- e. Nutrition Services Fund - \$350,000
- f. Teacher Fund - \$2,972,333 – This transfer is made to assure that the teacher fund balance stays at zero at year end allowing the entire operating fund balance to be retained in the Incidental Fund for ease of fund management.

## ***Annual Operating Revenue as Compared to Expenditures***

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- 1.** The proposed operating budget results in increased revenue of \$15.1 million when compared to the 2015-16 projected actual revenues. The expenditure and transfer budgets are increased by \$16.2 million as compared to the final 2015-16 budget. The average monthly operating costs of the District increases by roughly \$1.35 million dollars with the proposed budget.



## *Fund Balance*

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1. The Operating Fund Balance is budgeted to decrease by \$804,103 during 2016-17, after an increase in 2015-16. Fund balance makes a natural adjustment downward by percentage as total annual spending increases. Our projected fund balance at 06/30/2017 should all revenues be received and expenditures realized as budgeted, will be \$50,809,267 or 24.48% of total expenditures and transfers. When making this calculation the transfer between incidental and teachers fund is not considered.

The annual budget creates an average monthly expense total of \$17,264,745. The Board of Education's goal is to maintain roughly 2.50 to 3.00 months of expenditures in the 6/30/2016 fund balance to assure appropriate cash flow. The budgeted ending fund balance for 06/30/2017 of \$50,809,267 is equal to 2.94 months of regular district bills.

The model assumes certain revenue growths under the four source functions as well as the following expense increases.

- a. continued increases in compensation for experience
- b. educational credit for employees who are eligible
- c. staffing and operating budgets for new buildings as they open
- d. teacher staffing for student growth each year
- e. continued district funded medical, dental and life insurance for full time employees
- f. annual increases in fixed costs (transportation, insurance, utilities, etc.)
- g. annual transfer to capital projects for capital lease payments (energy, Aslin, Discovery
- h. annual transfer to nutrition services fund to support operations
- i. planned one time expenditures for opening of schools and curriculum implementation

This budget allows for adequate future fund balances in the district's working 5 year financial model, maintaining a projected fund balance just above 23% which supports 2.81 months of expenditures at the projected balance on 6/30/2021. A low point in balances occurs 6/30/2019 at just above 22% and 2.69 months of expenditures held in fund balance.

**Columbia Public School District**  
**Board of Education**  
**2016-2017 Budget Parameters**  
**Approved February 8, 2016**

**Preface**

The Board of Education has used a multi-year budget planning process in recent years which resulted in intentionally increased operating fund balances. These balances, along with conservative revenue improvement forecasts allow sustained operations without continued reductions. The state foundation formula has not been fully funded since 2008-2009 and is projected to remain under funded for the foreseeable future. This has 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 2.35%. This is different from the five previous years where the assessed valuation averaged 3.52% between 2006-2007 and 2010-2011. The recent year trends in assessed valuation create fewer local revenue dollars to support the growth of the District.

The District acknowledges deficit spending is not a long term sustainable strategy, however, it was intentionally applied for 2013-2014 and is planned for future budget years to continue operations, open new schools and maintain class size at reasonable levels. The current 5-year financial model will require revenue improvements in order to eliminate deficit spending and continue current operations.

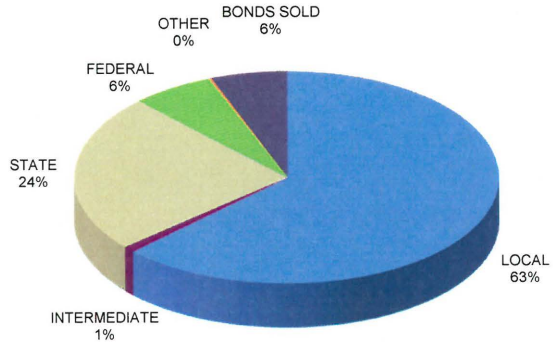
With this long term vision, the 2016-2017 budget will be developed in a collaborative process and consider priorities and the District's Mission, Vision and Values using the following parameters.

1. The Board of Education will consider program and departmental budget adjustments as necessary to promote student achievement.
2. The Board of Education will consider salary improvements for all employee groups through the budget and negotiation processes.
3. The Board of Education will consider employee benefit programs for eligible employees through the budget and negotiation processes.
4. Operating efficiencies will continue to be reviewed and considered throughout the budget process.
5. An 18-20% level of fund balances will be reflected in the five year model based on current and projected future total expenditures. Controlled spending will ensure financial integrity.

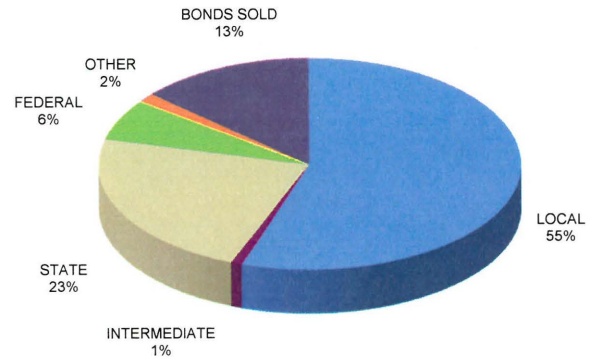
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

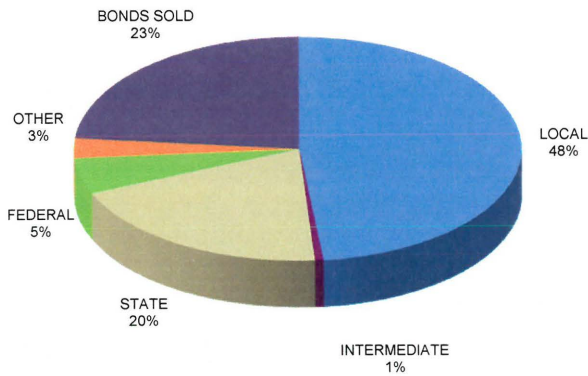
**REVENUES  
FINAL BUDGET 2016-17**



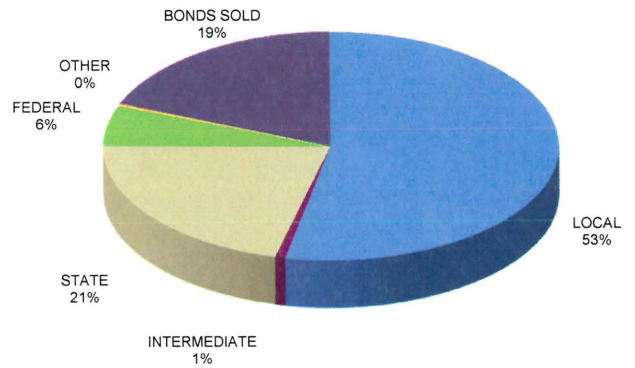
**REVENUES  
PROJECTED ACTUAL 2015-16**



**REVENUES  
ACTUAL 2014-15**

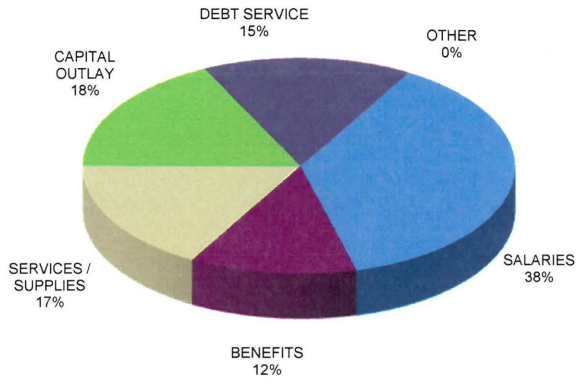


**REVENUES  
ACTUAL 2013-14**

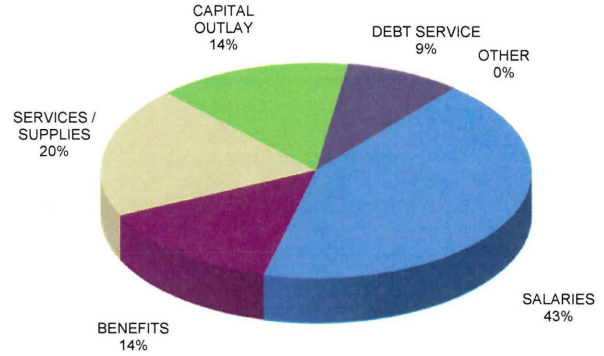


**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

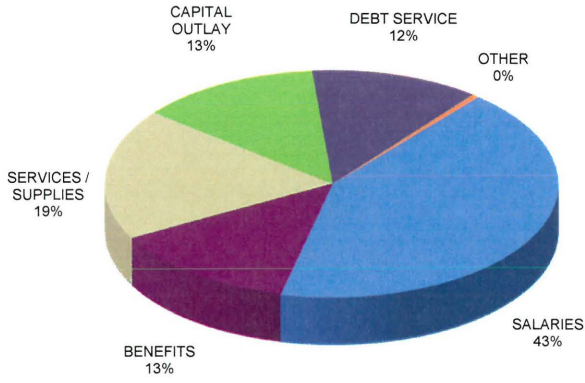
**EXPENDITURES  
FINAL BUDGET 2016-17**



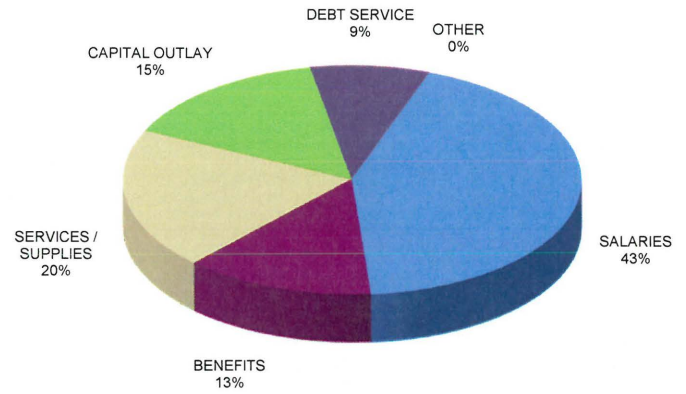
**EXPENDITURES  
PROJECTED ACTUAL 2015-16**



**EXPENDITURES  
ACTUAL 2014-15**

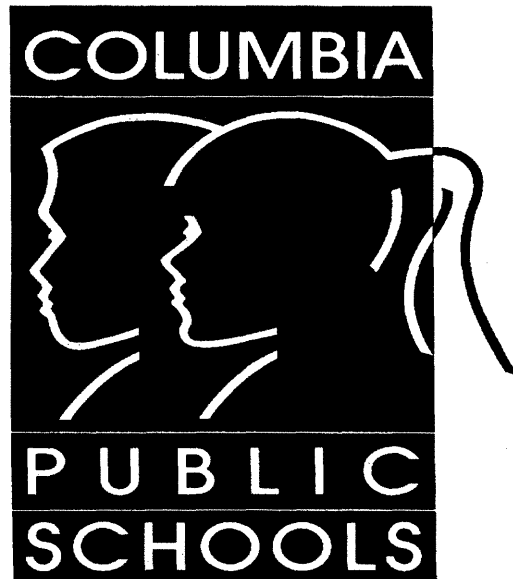


**EXPENDITURES  
ACTUAL 2013-14**



**Final Budget  
2016-17**

**Expenditures  
District Operating Funds**



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**District Operating Funds  
Expenditures**

**General Operating Fund  
Teachers Fund**

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Elementary Instruction**

**Function(s): Elementary Instruction  
1111 through 1129**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 20,882,976	\$ 21,118,989	\$ 21,846,572	\$ 21,304,518	\$ 23,518,422
Employee Benefits	\$ 6,513,830	\$ 6,733,925	\$ 7,243,985	\$ 7,174,273	\$ 7,917,053
Services/Supplies	\$ 2,705,631	\$ 2,811,513	\$ 3,255,955	\$ 3,555,921	\$ 4,660,046
<b>Total</b>	<b>\$ 30,102,437</b>	<b>\$ 30,664,427</b>	<b>\$ 32,346,512</b>	<b>\$ 32,034,712</b>	<b>\$ 36,095,521</b>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Number of Schools	19	19	20	20	21
Number of Students					
September membership	8,225	8,315	8,344	8,247	8,151
February membership	8,275	8,301	8,357	8,224	8,125
Average membership	8,250	8,308	8,351	8,236	8,138
Per Pupil Cost Instructional Expense Only	\$ 3,705	\$ 3,691	\$ 3,874	\$ 3,890	\$ 4,435
Enrollment (September head counts)	8,288	8,360	8,310	8,261	8,211
Staff FTE:					
Teachers	423.46	432.34	434.26	431.60	441.60
Title IIA Teachers	11.00	11.42	11.00	10.42	10.42
Fellows (cost in 2201-2299 Student Support)	23.00	22.00	17.00	17.00	26.00
Instructional/Classroom Aides	15.13	17.00	20.13	22.00	73.00
Playground Monitors	39.82	30.12	29.00	26.26	-
<b>Total</b>	<b>512.41</b>	<b>512.88</b>	<b>511.39</b>	<b>507.28</b>	<b>551.02</b>

Membership per FTE	16.10	16.20	16.33	16.23	14.77
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<b>Costs Specific to location:</b>		<b>Note - does not include district wide costs</b>					<b>15-16 Average Membership</b>	<b>15-16 Avg Cost Per Member</b>
Alpha Hart Lewis	Title	\$ 2,334,374	\$ 2,161,500	\$ 2,058,443	\$ 1,613,244	\$ 1,694,006	451	\$ 3,577
Battle	Title	\$ -	\$ 2,979	\$ 1,403,866	\$ 1,449,941	\$ 1,533,545	386	\$ 3,756
Benton	Title	\$ 1,146,323	\$ 1,203,580	\$ 1,214,507	\$ 1,046,240	\$ 1,117,825	299	\$ 3,499
Beulah Ralph		\$ -	\$ -	\$ -	\$ 55,000	\$ 1,713,850	-	\$ -
Blue Ridge	Title	\$ 1,552,750	\$ 1,552,287	\$ 1,584,774	\$ 1,519,818	\$ 1,636,849	455	\$ 3,340
Cedar Ridge	Title	\$ 721,196	\$ 710,459	\$ 734,606	\$ 765,819	\$ 831,803	200	\$ 3,829
Derby Ridge	Title	\$ 1,620,479	\$ 1,605,520	\$ 1,506,288	\$ 1,564,134	\$ 1,698,110	502	\$ 3,116
Fairview		\$ 1,782,532	\$ 1,840,401	\$ 1,874,336	\$ 1,778,692	\$ 1,915,704	514	\$ 3,460
Grant		\$ 1,144,810	\$ 1,219,930	\$ 1,252,215	\$ 1,346,113	\$ 1,440,599	358	\$ 3,760
Lee		\$ 1,141,760	\$ 1,325,391	\$ 1,370,956	\$ 1,367,104	\$ 1,447,516	326	\$ 4,194
Midway Heights		\$ 975,877	\$ 992,600	\$ 1,021,923	\$ 1,048,469	\$ 1,143,764	229	\$ 4,578
Mill Creek		\$ 2,766,252	\$ 2,413,818	\$ 2,471,754	\$ 2,511,506	\$ 2,686,743	737	\$ 3,408
New Haven		\$ 1,176,469	\$ 1,163,431	\$ 1,194,005	\$ 1,168,227	\$ 1,265,910	264	\$ 4,425
Parkade	Title	\$ 1,545,913	\$ 1,607,969	\$ 1,635,067	\$ 1,469,993	\$ 1,578,566	404	\$ 3,639
Paxton Keeley		\$ 2,114,318	\$ 2,237,893	\$ 2,179,196	\$ 2,261,377	\$ 2,439,478	698	\$ 3,240
Ridgeway		\$ 850,742	\$ 861,605	\$ 886,592	\$ 907,436	\$ 963,707	237	\$ 3,829
Rockbridge		\$ 1,594,148	\$ 1,702,921	\$ 1,736,758	\$ 1,808,548	\$ 1,943,846	601	\$ 3,009
Russell		\$ 1,907,830	\$ 1,895,189	\$ 1,835,759	\$ 1,929,050	\$ 2,067,520	522	\$ 3,695
Shepard		\$ 1,971,675	\$ 2,125,789	\$ 2,078,943	\$ 2,100,159	\$ 2,252,340	521	\$ 4,031
Two Mile Prairie		\$ 1,041,670	\$ 1,047,734	\$ 807,633	\$ 746,690	\$ 817,357	215	\$ 3,473
West Boulevard	Title	\$ 1,265,494	\$ 1,460,747	\$ 1,484,730	\$ 1,383,230	\$ 1,499,587	305	\$ 4,535
All Elementary Costs		\$ 1,447,825	\$ 1,532,684	\$ 2,014,161	\$ 2,193,922	\$ 2,406,896	12	\$ 266
<b>Total Instructional Expense</b>		<b>\$ 30,102,437</b>	<b>\$ 30,664,427</b>	<b>\$ 32,346,512</b>	<b>\$ 32,034,712</b>	<b>\$ 36,095,521</b>	<b>8,236</b>	<b>\$ 3,890</b>



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 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 to recruit and retain highly qualified employees per the operating levy plan
- Increase in salaries for employees eligible for a step for experience in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Increase of 10.00 teacher FTE and 2.00 instructional aide FTE to facilitate the opening of Beulah Ralph Elementary School
- Increase in classroom aide FTE and elimination of playground/lunch monitors to support playground, lunchroom and classroom management
- Additions of one-time furniture and equipment budgets for Beulah Ralph Elementary and the Center for Early Learning - North to support the opening of those buildings
- Increases to instructional operating budgets to support Beulah Ralph Elementary School
- Addition for purchase of new elementary social studies curriculum
- Addition of kindergarten play kits for all classrooms
- Increase in working days for instructional aides
- Increase in service and supply budget for STEAM Bus classroom materials
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Middle Instruction**

**Function(s): Middle Instruction  
1130 through 1149**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 11,293,940	\$ 11,527,755	\$ 11,770,973	\$ 11,795,081	\$ 12,982,591
Employee Benefits	\$ 3,417,006	\$ 3,555,188	\$ 3,812,562	\$ 3,828,650	\$ 4,268,932
Services/Supplies	\$ 1,889,983	\$ 1,574,466	\$ 1,924,831	\$ 1,724,026	\$ 1,618,629
<b>Total</b>	<b>\$ 16,600,929</b>	<b>\$ 16,657,409</b>	<b>\$ 17,508,366</b>	<b>\$ 17,347,757</b>	<b>\$ 18,870,152</b>

<b>Program Data:</b>	<b>Grades 6-8 2013-14</b>	<b>Grades 6-8 2014-15</b>	<b>Grades 6-8 2015-16</b>	<b>Grades 6-8 2015-16</b>	<b>Grades 6-8 2016-17</b>
Number of Schools	6	6	6	6	6
Number of Students					
September membership	3,833	3,784	3,796	3,859	3,910
February membership	3,801	3,778	3,803	3,827	3,889
Average membership	3,817	3,781	3,800	3,843	3,900
Per Pupil Cost Instructional Expense Only	\$ 4,349	\$ 4,406	\$ 4,607	\$ 4,514	\$ 4,839
Enrollment (September head counts)	3,849	3,797	3,850	3,877	3,927
Staff FTE:					
Teachers	234.03	229.86	230.70	233.19	241.35
Fellows (cost in 2201-2299 Student Support)	1.00	2.00	2.00	2.00	-
Instructional Aides	6.00	9.00	9.00	8.00	8.00
AVID Tutors	-	9	9.00	9.00	9.00
Lunch Monitors	-	1	1	0.59	1.00
<b>Total</b>	<b>241.03</b>	<b>250.04</b>	<b>251.70</b>	<b>252.78</b>	<b>259.35</b>
Membership per FTE	15.84	15.12	15.10	15.20	15.04

<b>Costs Specific to location</b>	<b>Note - does not include district wide costs</b>					<b>15-16 Average Membership</b>	<b>15-16 Avg Cost Per Member</b>
Gentry Middle	\$ 3,162,918	\$ 3,387,608	\$ 3,422,488	\$ 3,436,656	\$ 3,704,360	811	\$ 4,238
Jefferson Middle	\$ 2,371,489	\$ 2,472,531	\$ 2,536,484	\$ 2,586,563	\$ 2,757,051	537	\$ 4,817
Lange Middle	\$ 2,408,938	\$ 2,352,088	\$ 2,417,462	\$ 2,413,833	\$ 2,621,563	605	\$ 3,990
Oakland Middle	\$ 2,107,977	\$ 1,926,664	\$ 2,004,968	\$ 2,225,138	\$ 2,589,143	524	\$ 4,246
Smithton Middle	\$ 3,036,997	\$ 3,095,681	\$ 3,127,564	\$ 2,981,085	\$ 3,215,962	738	\$ 4,039
West Middle	\$ 2,590,256	\$ 2,690,101	\$ 2,771,417	\$ 2,722,890	\$ 3,076,977	628	\$ 4,336
All Middle Costs	\$ 922,354	\$ 732,736	\$ 1,227,983	\$ 981,592	\$ 905,096	N/A	\$ 255
<b>Total Instructional Expense</b>	<b>\$ 16,600,929</b>	<b>\$ 16,657,409</b>	<b>\$ 17,508,366</b>	<b>\$ 17,347,757</b>	<b>\$ 18,870,152</b>	<b>3,843</b>	<b>\$ 4,514</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 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 to recruit and retain highly qualified employees per the operating levy plan
- Increase in salaries for employees eligible for a step for experience in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Increase of 3.00 teacher FTE to address growing population and class size
- Increase in 2.66 FTE for the fine arts program to address growing needs (these
- Increase of 2.50 teacher FTE to support full teams at Oakland Middle School
- Increase in working days for instructional aides

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** High School Instruction

**Function(s):** High School Instruction  
1150 through 1189

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 12,061,514	\$ 12,825,270	\$ 12,998,092	\$ 12,652,882	\$ 13,679,034
Employee Benefits	\$ 3,620,489	\$ 3,921,676	\$ 4,156,895	\$ 4,091,685	\$ 4,483,953
Services/Supplies	\$ 2,508,552	\$ 2,452,124	\$ 3,026,942	\$ 2,511,710	\$ 2,145,446
Total	<u>\$ 18,190,555</u>	<u>\$ 19,199,070</u>	<u>\$ 20,181,929</u>	<u>\$ 19,256,277</u>	<u>\$ 20,308,433</u>

<b>Program Data:</b>	<b>Grades 9-12 2013-14</b>	<b>Grades 9-12 2014-15</b>	<b>Grades 9-12 2015-16</b>	<b>Grades 9-12 2015-16</b>	<b>Grades 9-12 2016-17</b>
Number of Schools	3	3	3	3	3
Number of Students					
September membership	4,760	4,766	4,783	4,756	4,831
February membership	4,624	4,598	4,629	4,551	4,670
Average membership	4,692	4,682	4,706	4,654	4,751
Per Pupil Cost Instructional Expense Only	\$ 3,877	\$ 4,101	\$ 4,289	\$ 4,138	\$ 4,275
Enrollment (September head counts)	4,904	4,959	4,900	4,742	4,787
Staff FTE:					
Teachers	244.36	252.94	254.12	247.97	253.99
Fellows (cost in 2201-2299 Student Support)	11.00	11.00	9.00	11.00	8.00
Permanent Substitutes	-	6.00	6.00	7.00	7.00
Instructional Aides	4.84	5.71	5.71	5.00	5.00
Total	<u>260.20</u>	<u>275.65</u>	<u>274.83</u>	<u>270.97</u>	<u>273.99</u>

<i>2 fellows at no cost</i>	<i>3 fellows at no cost</i>	<i>3 fellows at no cost</i>	<i>3 fellows at no cost</i>	<i>3 fellows at no cost</i>
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Membership per FTE	18.03	16.99	17.12	17.17	17.34
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<b>Costs Specific to location</b>	Note - does not include district wide costs					15-16 Average Membership	15-16 Avg Cost Per Member
	Battle	\$ 3,676,723	\$ 4,939,436	\$ 5,052,855	\$ 4,784,629	\$ 5,189,240	1,294
Hickman	\$ 7,045,517	\$ 6,622,201	\$ 6,757,853	\$ 6,616,855	\$ 7,309,697	1,562	\$ 4,236
Rock Bridge	\$ 6,001,087	\$ 6,044,527	\$ 6,165,053	\$ 6,174,680	\$ 6,668,433	1,798	\$ 3,434
All Sr. High Costs	\$ 1,467,228	\$ 1,592,906	\$ 2,206,168	\$ 1,680,113	\$ 1,141,063	N/A	\$ 361
Total Instructional Expense	<u>\$ 18,190,555</u>	<u>\$ 19,199,070</u>	<u>\$ 20,181,929</u>	<u>\$ 19,256,277</u>	<u>\$ 20,308,433</u>	4,654	\$ 4,138

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 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 to recruit and retain highly qualified employees per the operating levy plan
- Increase in salaries for employees eligible for a step for experience in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Increase of 2.00 teacher FTE to allow for growth in student population
- Increase of teacher FTE at each comprehensive high school, for a total increase of 3.00 FTE, to support small group instruction
- Increase of 1.02 teacher FTE to support six additional AVID sections
- Increase in supply budget to allow purchase of new band uniforms at Hickman High School
- Addition of lead practical arts teachers stipends
- Increase in instructional aide work days by two
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Summer School Instruction**

**Function(s): Summer School Instruction  
1191**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 1,482,971	\$ 1,794,112	\$ 1,555,792	\$ 1,732,553	\$ 1,850,746
Employee Benefits	\$ 236,095	\$ 290,679	\$ 262,688	\$ 295,429	\$ 315,573
Services/Supplies	\$ 504,733	\$ 478,582	\$ 561,800	\$ 561,800	\$ 561,800
<b>Total</b>	<b>\$ 2,223,799</b>	<b>\$ 2,563,373</b>	<b>\$ 2,380,280</b>	<b>\$ 2,589,782</b>	<b>\$ 2,728,119</b>

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

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Summer School Enrollment	7,899	8,949	8,484	9,006	9,056
Summer School ADA (Avg. Daily Attend)	766.23	796.87	783.41	831.61	836.23

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	\$ 2,902	\$ 3,217	\$ 3,038	\$ 3,114	\$ 3,262
Staff FTE:					
Support Staff	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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 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

Improvements/Increases

- Continued 2015-16 budget amendment to increase to allow for expanded programming and course offerings
- Addition of 10 minority interns to increase student learning opportunities
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Douglass High Instruction**

**Function(s): Douglass High Instruction  
1195**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 574,527	\$ 583,711	\$ 592,979	\$ 603,403	\$ 643,788
Employee Benefits	\$ 161,503	\$ 165,430	\$ 178,126	\$ 184,010	\$ 199,829
Services/Supplies	\$ 73,476	\$ 69,838	\$ 73,293	\$ 72,614	\$ 73,399
<b>Total</b>	<b>\$ 809,506</b>	<b>\$ 818,979</b>	<b>\$ 844,398</b>	<b>\$ 860,027</b>	<b>\$ 917,016</b>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Number of Students					
September membership	142	129	129	108	108
February membership	110	135	136	160	160
Average membership	126	132	133	134	134
Per Pupil Cost	\$ 6,425	\$ 6,204	\$ 6,373	\$ 6,418	\$ 6,843
Enrollment (September head counts)	146	148	148	189	150
Number of Students Served in MoOptions Program	48	72	75	72	75
Staff FTE:					
Teachers	13.00	11.42	11.42	11.42	11.42
Membership per FTE	9.69	11.56	11.60	11.73	11.73



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Douglass High Instruction

**Function(s):** Douglass High Instruction  
1195

**Mission:** The mission of Douglass High School is to offer academic and social opportunities so students will demonstrate academic progress while developing and refining self esteem, life and communication skills, and their ability to make decisions as responsible citizens.

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Educational credit compensation allowance
- Increase in salaries for teachers who were eligible for a step in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** At Risk Programs for Delinquent and Neglected Youth

**Function(s):** General Instruction  
1192 through 1199 (other than 1195 DHS)

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 291,728	\$ 225,869	\$ 153,144	\$ 209,233	\$ 222,169
Employee Benefits	\$ 89,142	\$ 57,080	\$ 42,176	\$ 71,596	\$ 76,046
Services/Supplies	\$ 21,712	\$ 28,686	\$ 29,250	\$ 30,160	\$ 47,150
Total	<u>\$ 402,582</u>	<u>\$ 311,635</u>	<u>\$ 224,570</u>	<u>\$ 310,989</u>	<u>\$ 345,365</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Number of Students					
September	54	59	59	81	81
February	61	56	56	57	57
Average	58	58	58	69	69
Per Pupil Cost	\$ 6,941	\$ 5,420	\$ 3,906	\$ 4,507	\$ 5,005
Staff FTE:					
ACE (Suspension Center)	2.00	2.00	2.00	2.00	2.00
Juvenile Justice Center	2.00	1.00	1.00	1.00	1.00
Boys & Girls Town of Missouri	1.00	-	-	-	-
CFSP Program	1.00	1.00	1.00	1.00	1.00
Instructional Aide - ACE	-	-	1.00	1.00	1.00
Total	<u>6.00</u>	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

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

Avg number of students per FTE	9.67	14.38	11.50	13.80	13.80
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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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase in professional service budget to support at risk students who cannot be in the traditional school setting via proposed partnership with Youth Empowerment Zone
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Special Education Instruction**

**Function(s): Special Education Instruction  
1210**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 10,254,562	\$ 10,620,375	\$ 10,787,299	\$ 10,232,867	\$ 11,060,494
Employee Benefits	\$ 3,686,283	\$ 3,856,376	\$ 4,090,256	\$ 3,955,125	\$ 4,231,359
Services/Supplies	\$ 386,245	\$ 436,420	\$ 939,071	\$ 961,782	\$ 1,031,685
Total	<u>\$ 14,327,090</u>	<u>\$ 14,913,171</u>	<u>\$ 15,816,626</u>	<u>\$ 15,149,774</u>	<u>\$ 16,323,538</u>

Summer School included above

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Number of Students					
December Count - SPED	1,690	1,673	1,668	1,636	1,644
Per Pupil Cost	\$ 8,478	\$ 8,914	\$ 9,482	\$ 9,260	\$ 9,929
Staff FTE:					
Teachers	165.82	164.87	163.67	162.32	163.32
Fellows	-	5.00	-	-	-
Instructional Aides	10.00	14.00	14.00	9.00	9.00
Braille Transcriber	1.00	1.00	1.00	1.00	1.00
Special Needs Nurse	-	1.00	1.00	1.00	1.00
Paraprofessionals	<u>141.93</u>	<u>143.71</u>	<u>144.71</u>	<u>145.28</u>	<u>145.28</u>
Total	318.75	329.58	324.38	318.60	319.60

Some professional staff and costs in 2100 Pupil Support
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December student count per FTE	5.30	5.08	5.14	5.13	5.14
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Special Education Instruction

**Function(s):** Special Education Instruction  
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 increase as compared to 2015-16 projected actual after the following reductions and improvements. In a given year, the department reallocates FTE between instructional and diagnostic, which is an ancillary service and is included on pages 34 and 35 of this document.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Improvement of salary schedules other than teacher's schedule
- Educational credit compensation allowance
- Increase in salaries for teachers who were eligible for a step in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Increase of 1.00 teacher FTE for opening of Beulah Ralph Elementary School
- Increase of professional service budget for placement of 3.00 additional students placed with High Road School (formally referred to as SESI)
- Increase in working days for paraprofessionals by two
- Increase in daily rate of pay for substitute teachers

**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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Early Childhood Special Education

**Function(s):** Early Childhood Special Education  
1292

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 2,417,004	\$ 2,481,646	\$ 2,499,973	\$ 2,577,548	\$ 2,784,346
Employee Benefits	\$ 761,046	\$ 796,500	\$ 842,762	\$ 903,705	\$ 964,976
Services/Supplies	\$ 207,583	\$ 206,479	\$ 214,799	\$ 213,737	\$ 214,799
Total	<u>\$ 3,385,633</u>	<u>\$ 3,484,625</u>	<u>\$ 3,557,534</u>	<u>\$ 3,694,990</u>	<u>\$ 3,964,121</u>

Summer School included above

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Number of Students					
December Count - ECSE	181	186	190	180	190
Per Pupil Cost \$	\$ 18,705	\$ 18,735	\$ 18,724	\$ 20,528	\$ 20,864
Staff FTE:					
Teachers	21.10	20.30	20.30	22.00	22.00
Instructional Aides	4.00	9.50	9.50	14.52	14.52
Paraprofessionals	-	4.00	4.00	1.00	1.00
Administrator	1.00	1.00	1.00	1.00	1.00
Support Staff	0.70	0.80	0.80	0.80	1.68
Nurse/OTPT/SLPs	24.80	24.20	23.90	25.00	25.00
Total	<u>51.60</u>	<u>59.80</u>	<u>59.50</u>	<u>64.32</u>	<u>65.20</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Early Childhood Special Education</b>
<b>Function(s):</b>	<b>Early Childhood Special Education 1292</b>
<b>Mission:</b>	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.
<b>Program Information:</b>	Special Education services are specially designed instruction, materials, equipment, or other related services necessary to address individual student needs in the least restrictive environment.
<b>Variance Discussion:</b>	<p>Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Educational credit compensation allowance</li><li>• Increases in compensation to recruit and retain highly qualified employees per the operating levy plan</li><li>• Increase in salaries for teachers who were eligible for a step in 2008-09</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Addition of .88 support staff FTE to support Discovery Center traffic management</li><li>• Increase in paraprofessional and instructional aide days by two</li><li>• Increase in daily rate of pay for substitute teachers</li></ul>
<b>Funding Sources:</b>	District operating funds. This includes federal funding which is based on reimbursement of prior year expense.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Gifted Program

**Function(s):** Gifted Program  
1211

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 872,931	\$ 852,640	\$ 861,794	\$ 803,676	\$ 889,594
Employee Benefits	\$ 241,634	\$ 241,777	\$ 256,449	\$ 240,075	\$ 267,734
Services/Supplies	\$ 62,982	\$ 59,228	\$ 61,300	\$ 60,950	\$ 60,950
Total	<u>\$ 1,177,547</u>	<u>\$ 1,153,645</u>	<u>\$ 1,179,543</u>	<u>\$ 1,104,701</u>	<u>\$ 1,218,278</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Number of Students					
Students Served (as per the October Student Assignment File reported to DESE)	1,239	1,289	1,221	1,264	1,264
Per Pupil Cost \$	\$ 950	\$ 895	\$ 966	\$ 874	\$ 964
Staff FTE:					
Elementary Teachers	8.20	8.20	8.20	8.30	9.00
Secondary Teachers	6.69	6.69	6.69	5.69	5.69
Total	14.89	14.89	14.89	13.99	14.69
Students Served per FTE	83.21	86.57	82.00	90.35	86.04

The change in students served in 2013-14 is a result of using actual enrolled rather than eligible for the program.
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase in salaries for teachers eligible for a step in 2008-09
- Increase of .5 FTE for elementary EEE testing to support more students
- Increase of .2 teacher FTE to move teaching position to full time
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Title I  
**Function(s):** Title I  
1250 through 1255 and 2569

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 807,844	\$ 881,555	\$ 1,080,000	\$ 849,851	\$ 907,160
Employee Benefits	\$ 234,247	\$ 263,840	\$ 275,000	\$ 262,902	\$ 279,327
Services/Supplies	\$ 268,906	\$ 40,652	\$ 51,336	\$ 51,336	\$ 51,336
Total	<u>\$ 1,310,997</u>	<u>\$ 1,186,047</u>	<u>\$ 1,406,336</u>	<u>\$ 1,164,089</u>	<u>\$ 1,237,823</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Number of Title Buildings	8	8	8	8	9
Number of Students:					
Regular School Program	2,912	3,007	3,040	2,765	2,840
(as per the October Student Core Data Files reported to DESE)					
Cost per Pupil \$	\$ 450	\$ 394	\$ 463	\$ 421	\$ 436
Staff FTE:					
Teach	19.97	17.80	17.22	12.80	12.80
Juvenile Justice Center	0.42	0.42	0.42	0.42	0.42
Outreach Counselor	0.50	-	-	-	-
Instructional Aides	1.00	1.00	1.00	2.00	2.00
Total	<u>21.89</u>	<u>19.22</u>	<u>18.64</u>	<u>15.22</u>	<u>15.22</u>
Students Served per FTE	133.03	156.45	163.09	181.67	186.60

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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Title I</b>
<b>Function(s):</b>	<b>Title I 1250 through 1255 and 2569</b>
<b>Mission:</b>	The mission of the Title I program is to provide instructional support for educationally disadvantaged children and their families from preschool through high school.
<b>Program Information:</b>	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, and through instruction provided for children in small groups. Supplementary support services are also provided for students at Douglass High School.
<b>Variance Discussion:</b>	<p>Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Educational credit compensation allowance</li><li>• Increases in compensation to recruit and retain highly qualified employees per the operating levy plan</li><li>• Increase in salaries for teachers eligible for a step in 2008-09</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Increase in instructional aide days by two</li><li>• Increase in daily rate of pay for substitute teachers</li></ul>
<b>Funding Sources:</b>	District operating funds. This includes federal and state funding for the support of this program.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** English Language Learners

**Function(s):** English Language Learners  
1271

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 1,123,613	\$ 1,249,582	\$ 1,259,770	\$ 1,364,078	\$ 1,573,820
Employee Benefits	\$ 328,934	\$ 369,844	\$ 391,176	\$ 434,155	\$ 507,544
Services/Supplies	\$ 15,035	\$ 36,320	\$ 21,800	\$ 96,300	\$ 25,750
Total	<u>\$ 1,467,582</u>	<u>\$ 1,655,746</u>	<u>\$ 1,672,746</u>	<u>\$ 1,894,533</u>	<u>\$ 2,107,114</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Number of Students					
October Count as reported to DESE	920	988	1,050	1,002	1,067
Count at the end of the school year				1,042	
Per Pupil Cost \$	\$ 1,595	\$ 1,676	\$ 1,593	\$ 1,818	\$ 1,975
Students official count per teacher	42.79	41.90	41.05	38.54	36.79
Staff FTE:					
Teacher	21.50	23.58	25.58	26.00	29.00
Instructional Aides	1.00	1.00	1.00	-	-
Total	<u>22.50</u>	<u>24.58</u>	<u>26.58</u>	<u>26.00</u>	<u>29.00</u>
Students Served per FTE	40.89	40.20	39.50	38.54	36.79

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase in salaries for teachers eligible for a step in 2008-09
- Increase of 1.00 FTE to add a full time secretary to support the ELL Coordinator
- Increase of 3.00 teacher FTE due to increasing student enrollment
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Vocational Instruction**

**Function(s): Vocational Instruction  
1301 through 1399**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 2,545,793	\$ 2,546,961	\$ 2,546,503	\$ 2,558,627	\$ 2,777,380
Employee Benefits	\$ 736,475	\$ 739,787	\$ 782,115	\$ 801,716	\$ 881,153
Services/Supplies	\$ 546,956	\$ 481,362	\$ 750,673	\$ 600,673	\$ 820,673
Total	<u>\$ 3,829,224</u>	<u>\$ 3,768,110</u>	<u>\$ 4,079,291</u>	<u>\$ 3,961,016</u>	<u>\$ 4,479,206</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Number of Students Served (as per the June Student Files of students enrolled in courses)	1,966	2,016	2,016	2,041	2,066
Per Pupil Cost \$	\$ 2,001	\$ 1,881	\$ 2,023	\$ 1,941	\$ 2,168
Staff FTE:					
Teacher	45.58	45.27	45.27	45.25	47.21
Instructional Aides	1.00	1.00	1.00	-	-
Total	<u>46.58</u>	<u>46.27</u>	<u>46.27</u>	<u>45.25</u>	<u>47.21</u>
Students Served per FTE	42.21	43.57	43.57	45.10	43.76

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Vocational Instruction</b>
<b>Function(s):</b>	<b>Vocational Instruction 1301 through 1399</b>
<b>Mission:</b>	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.
<b>Program Information:</b>	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.
<b>Variance Discussion:</b>	<p>Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Educational credit compensation allowance</li><li>• Increases in compensation to recruit and retain highly qualified employees per the operating levy plan</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Increase in salaries for teachers who were eligible for a step in 2008-09</li><li>• Increase of 2.96 teacher FTE to support program growth at Hickman and Battle high schools</li><li>• Increase in daily rate of pay for substitute teachers</li></ul>
<b>Funding Sources:</b>	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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Student Activities & Athletics**

**Function(s): Student Activities & Athletics  
1420 through 1499**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 1,167,358	\$ 1,161,756	\$ 1,172,268	\$ 1,171,697	\$ 1,530,459
Employee Benefits	\$ 290,642	\$ 294,823	\$ 305,729	\$ 297,776	\$ 362,368
Services/Supplies	\$ 612,049	\$ 592,618	\$ 645,439	\$ 659,240	\$ 665,991
Total	<u>\$ 2,070,049</u>	<u>\$ 2,049,197</u>	<u>\$ 2,123,436</u>	<u>\$ 2,128,713</u>	<u>\$ 2,558,818</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Staff FTE:					
Support Staff	3.00	3.00	3.00	3.00	3.00
<u>Athletic Expenditures by School:</u>					
All Secondary Schools	\$ 115,005	\$ 170,513	\$ 195,648	\$ 271,111	\$ 282,061
Hickman High School	\$ 497,340	\$ 444,376	\$ 446,891	\$ 449,495	\$ 547,196
Rock Bridge High School	\$ 476,683	\$ 411,198	\$ 411,698	\$ 408,356	\$ 504,488
Battle High School	\$ 365,929	\$ 408,957	\$ 428,112	\$ 428,132	\$ 523,180
Douglass High School	\$ 2,182	\$ 3,281	\$ 3,200	\$ 3,200	\$ 3,200
All Middle Schools	\$ 276	\$ -	\$ 500	\$ 780	\$ 700
Jefferson Middle School	\$ 97,215	\$ 99,325	\$ 102,610	\$ 102,410	\$ 120,544
Oakland Middle School	\$ 83,454	\$ 94,647	\$ 101,269	\$ 98,574	\$ 117,322
West Middle School	\$ 93,531	\$ 98,467	\$ 103,414	\$ 94,897	\$ 114,008
Gentry Middle School	\$ 117,715	\$ 84,105	\$ 94,126	\$ 89,638	\$ 108,185
Lange Middle School	\$ 115,298	\$ 97,083	\$ 104,374	\$ 88,387	\$ 107,029
Smithton Middle School	\$ 105,421	\$ 94,678	\$ 90,612	\$ 92,806	\$ 112,604
All Elementary Schools	\$ -	\$ 42,567	\$ 40,982	\$ 927	\$ 18,301
	<u>\$ 2,070,049</u>	<u>\$ 2,049,197</u>	<u>\$ 2,123,436</u>	<u>\$ 2,128,713</u>	<u>\$ 2,558,818</u>

Athletic travel budgets are included in transportation function 2551
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase to allow for improvement in Category I stipends to coaches and directors
- Addition of 10 elementary MAC Scholars sponsor stipends
- Increase to elementary and secondary club stipends

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Adult Basic Education**

**Function(s): Adult Basic Education  
1601 through 1699**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies	\$ -	\$ 12,407	\$ 15,000	\$ 11,480	\$ 13,980
Total	<u>\$ -</u>	<u>\$ 12,407</u>	<u>\$ 15,000</u>	<u>\$ 11,480</u>	<u>\$ 13,980</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 is moved out of Douglass High School (DHS) in 2014-15 in order to allow expansion of the DHS programs.

Reductions

- None

Improvements/Increases

- Increase lease budget for actual expected cost of facility leases. The grant funding Adult Basic Education will not support cost of facilities.

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

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

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

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies	\$ 358,623	\$ 452,990	\$ 450,000	\$ 450,000	\$ 490,000
Total	<u>\$ 358,623</u>	<u>\$ 452,990</u>	<u>\$ 450,000</u>	<u>\$ 450,000</u>	<u>\$ 490,000</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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

- None

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Guidance & Counseling Services**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 3,028,495	\$ 2,985,341	\$ 3,107,237	\$ 3,205,078	\$ 3,672,114
Employee Benefits	\$ 885,656	\$ 903,560	\$ 980,628	\$ 1,008,731	\$ 1,165,238
Services/Supplies	\$ 63,205	\$ 55,705	\$ 60,186	\$ 60,186	\$ 62,786
Total	<u>\$ 3,977,356</u>	<u>\$ 3,944,606</u>	<u>\$ 4,148,051</u>	<u>\$ 4,273,995</u>	<u>\$ 4,900,138</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Guidance Counselors	54.62	50.77	55.15	55.07	58.07
Support Staff	4.88	6.00	4.88	6.00	6.00
Total	<u>59.50</u>	<u>56.77</u>	<u>60.03</u>	<u>61.07</u>	<u>64.07</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 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 to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase in salaried for counselors eligible for a step in 2008-09
- Increase in 2.00 FTE for school counselors to support secondary student needs
- Increase in 1.00 guidance counselor FTE due to opening of Beulah Ralph Elementary School
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Pupil Services  
**Function(s):** Pupil Services  
2100-2199 (other than 2122)

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 6,436,678	\$ 6,665,462	\$ 6,958,978	\$ 7,228,906	\$ 8,165,465
Employee Benefits	\$ 1,880,579	\$ 1,956,200	\$ 2,124,313	\$ 2,225,136	\$ 2,472,703
Services/Supplies	\$ 304,707	\$ 370,126	\$ 496,190	\$ 444,876	\$ 626,206
Total	<u>\$ 8,621,964</u>	<u>\$ 8,991,788</u>	<u>\$ 9,579,481</u>	<u>\$ 9,898,918</u>	<u>\$ 11,264,374</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
OTPT/SLP/Psychologists/Diagnosticians	71.85	67.79	68.79	77.05	78.55
School Psych Interns	5.00	2.00	2.00	2.00	2.00
Home School Communicators	17.00	18.00	19.00	19.00	20.00
Outreach Counselors	11.30	10.30	11.30	10.00	11.00
Social Worker	0.50	3.00	3.00	3.00	3.00
Nursing Staff	28.20	29.40	30.40	27.70	31.70
Student Advocate/Parent Liaison	2.00	2.00	1.00	2.00	1.00
Administrative Staff	0.52	0.42	1.42	1.00	2.00
Support Staff	14.14	16.14	17.14	19.14	21.14
Total	<u>150.51</u>	<u>149.05</u>	<u>154.05</u>	<u>160.89</u>	<u>170.39</u>



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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, pupil accounting, and ancillary services (OT/PT, speech language pathologists, psychologists).

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase in salaries for teachers and staff eligible for a step in 2008-09
- Addition of 1.00 OTPT/SLP/Diagnostician FTE due to the opening of Beulah Ralph Elementary
- Net zero increase of 1.00 FTE for Home School Communicator via reduction of Student Advocate/Parent Liaison position
- Addition of 2.00 FTE for nursing and support staff due to opening of Beulah Ralph Elementary School
- Addition of 1.00 FTE for nursing due to the opening of the Center for Early Learning – North
- Addition of 1.00 outreach counselor due to opening of new elementary school
- Addition of 2.50 nursing staff due to growing student needs
- Increase in service and supply budget for skilled nursing services to meet individual student needs
- Addition of stipend for national school psychologist designation
- Increase in daily rate of pay for substitute teachers
- Addition of 1.00 FTE in special education diagnostician

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Educational Media Services**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 1,807,613	\$ 2,138,665	\$ 2,189,603	\$ 2,232,583	\$ 2,491,191
Employee Benefits	\$ 535,205	\$ 707,312	\$ 754,503	\$ 775,679	\$ 851,502
Services/Supplies	\$ 196,325	\$ 149,874	\$ 206,025	\$ 206,025	\$ 201,985
Total	<u>\$ 2,539,143</u>	<u>\$ 2,995,851</u>	<u>\$ 3,150,131</u>	<u>\$ 3,214,287</u>	<u>\$ 3,544,678</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Professional	32.17	30.67	32.17	32.17	34.17
Instructional Aides	-	19.00	32.00	19.33	19.33
Support Staff	<u>13.56</u>	<u>12.04</u>	<u>13.20</u>	<u>11.91</u>	<u>13.66</u>
Total	45.73	61.71	77.37	63.41	67.16

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in salaries for teachers eligible for a step in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Addition of 1.00 media specialist and 1.00 clerk due to opening of Beulah Ralph Elementary School
- Addition of 1.00 FTE in elementary media specialists to provide full time support in all buildings
- Increase in hours worked by media clerks in elementary buildings to provide growing 1:1 support
- Increase in daily rate of pay for substitute teachers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Support Services and Instructional Staff**

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

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 4,417,564	\$ 4,638,825	\$ 4,640,296	\$ 4,639,757	\$ 5,303,296
Employee Benefits	\$ 1,223,465	\$ 1,267,803	\$ 1,288,812	\$ 1,346,687	\$ 1,514,442
Services/Supplies	\$ 3,019,925	\$ 2,971,166	\$ 3,598,845	\$ 3,504,252	\$ 3,996,639
Total	<u>\$ 8,660,954</u>	<u>\$ 8,877,794</u>	<u>\$ 9,527,953</u>	<u>\$ 9,490,696</u>	<u>\$ 10,814,377</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Staff FTE:					
Manager & Instruct Tech Trainers	5.42	8.58	8.58	7.33	8.33
Curriculum & Program Coordinators	18.86	18.66	22.86	17.88	17.88
Clinical Associates - Fellow Mentors	19.50	19.80	16.80	17.60	17.60
Building Dept Chairs & Coordinators	9.61	10.48	9.61	10.07	13.13
Instructional Mentor	1.00	1.00	1.00	2.00	2.00
Support Staff	<u>18.20</u>	<u>18.04</u>	<u>18.20</u>	<u>17.67</u>	<u>18.67</u>
Total	72.59	76.56	77.05	72.55	77.61

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase 1.00 FTE for ELL support staff to assist families
- Increase 1.00 FTE for instructional technology to support middle school 1:1 implementation
- Increase of 3.06 FTE for secondary AVID coordination in buildings
- Roll forward of \$160,000 self-insured device repair fund
- Increase 1:1 instructional device budget (from Technology Services Function 2600) to support large 5<sup>th</sup> grade class size
- Increase in daily rate of pay for substitute teachers for curriculum writing release

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Administrative Services**

**Function(s): Administrative Services  
2301 through 2399**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 1,644,817	\$ 1,671,006	\$ 1,725,849	\$ 1,806,424	\$ 1,923,398
Employee Benefits	\$ 412,654	\$ 441,129	\$ 456,443	\$ 483,139	\$ 515,255
Services/Supplies	\$ 883,998	\$ 961,519	\$ 959,970	\$ 896,160	\$ 1,128,066
Total	<u>\$ 2,941,469</u>	<u>\$ 3,073,654</u>	<u>\$ 3,142,262</u>	<u>\$ 3,185,723</u>	<u>\$ 3,566,719</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Professional	8.00	8.00	8.00	10.26	10.26
Support Staff	15.59	17.42	17.25	17.08	17.08
Total	<u>23.59</u>	<u>25.42</u>	<u>25.25</u>	<u>27.34</u>	<u>27.34</u>

**Service/supply costs specific to Budget Manager:**

Board of Education	\$ 545,340	\$ 629,945	\$ 627,800	\$ 576,660	\$ 647,500
Superintendent	\$ 23,809	\$ 27,030	\$ 21,850	\$ 27,850	\$ 34,227
CFO/COO	\$ 61,521	\$ 54,247	\$ 71,450	\$ 56,494	\$ 101,095
Asst Superintendent Elementary	\$ 15,601	\$ 13,476	\$ 14,250	\$ 14,250	\$ 12,250
Asst Superintendent Secondary	\$ 25,090	\$ 21,444	\$ 24,050	\$ 20,336	\$ 23,075
Deputy Superintendent	\$ 17,266	\$ 30,765	\$ 25,680	\$ 25,680	\$ 17,319
Human Resources	\$ 189,283	\$ 157,792	\$ 160,890	\$ 160,890	\$ 278,600
Student Family Advocacy	\$ 6,088	\$ 14,287	\$ 14,000	\$ 14,000	\$ 14,000
	<u>\$ 883,998</u>	<u>\$ 948,986</u>	<u>\$ 959,970</u>	<u>\$ 896,160</u>	<u>\$ 1,128,066</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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. This includes the positions of and support staff for:

Superintendent  
Deputy Superintendent  
Chief Financial Officer/Chief Operations Officer  
Assistant Superintendents – Elementary and Secondary  
Assistant Superintendent of Human Resources  
Director of Certified Personnel  
Director of Classified Personnel  
Director of Student Services (Family and Student Advocacy)  
Administrative Project Manager  
Coordinator of Summer Programs

**Variance Discussion:** Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.

Reductions

- Elimination of 1.00 FTE one year temporary administration support in professional development

Improvements/Increases

- Increased compensation for experience
- Increase in medical and dental insurance rates paid for employees
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in Board of Education budget for projected increases in liability and property insurance and election expenses
- Increase in Human Resources service and supply budget for teacher and administrator evaluation tools
- Increase in CFO/COO services and supply budget for inventory tracking system
- Net increase of 1.00 FTE for filling of vacant Assistant Superintendent of Secondary Education and Assistant Superintendent of Human Resources.

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Other Administrative Services**

**Function(s): Other Administrative Services  
2401 through 2499**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 9,236,089	\$ 9,526,608	\$ 9,661,357	\$ 9,716,380	\$ 11,078,354
Employee Benefits	\$ 2,605,534	\$ 2,714,859	\$ 2,862,830	\$ 2,857,911	\$ 3,148,085
Services/Supplies	\$ 263,684	\$ 266,910	\$ 295,314	\$ 296,777	\$ 323,722
Total	<u>\$ 12,105,307</u>	<u>\$ 12,508,377</u>	<u>\$ 12,819,501</u>	<u>\$ 12,871,068</u>	<u>\$ 14,550,161</u>

<u>Program Data:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Staff FTE:					
Professional	76.90	77.80	78.40	83.00	88.00
Support Staff	<u>99.82</u>	<u>97.14</u>	<u>100.14</u>	<u>97.39</u>	<u>99.39</u>
Total	176.72	174.94	178.54	180.39	187.39
September Membership per Administrator	220.56	218.69	217.02	204.54	192.96
January Membership per Administrator	218.96	216.36	214.70	201.98	192.62



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Educational credit compensation allowance
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Continued increase for high school graduation budgets due to rental costs
- Addition of 1.00 principal FTE, 1.00 assistant principal FTE and 2.00 support staff FTE to open Beulah Ralph Elementary School
- Addition of 2.00 assistant principal FTE to support Benton and West Boulevard Elementary Schools
- Addition of 1.00 FTE for a CACC Assistant Director to support program growth and practical arts coordination
- Addition of principal service and supply budget for new elementary school

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Business Services**

**Function(s): Business Services  
2525**

<b>Expenditure Object Category</b>	<b>Actual <u>2013-14</u></b>	<b>Actual <u>2014-15</u></b>	<b>Original Budget <u>2015-16</u></b>	<b>Projected Actual <u>2015-16</u></b>	<b>Final Budget <u>2016-17</u></b>
Salaries	\$ 762,706	\$ 749,180	\$ 764,722	\$ 746,035	\$ 811,903
Employee Benefits	\$ 198,141	\$ 197,834	\$ 208,059	\$ 199,158	\$ 212,890
Services/Supplies	<u>\$ 205,066</u>	<u>\$ 204,387</u>	<u>\$ 217,250</u>	<u>\$ 200,330</u>	<u>\$ 91,448</u>
Total	<u>\$ 1,165,913</u>	<u>\$ 1,151,401</u>	<u>\$ 1,190,031</u>	<u>\$ 1,145,523</u>	<u>\$ 1,116,241</u>

<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:	13.00	13.00	13.00	13.00	13.00

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- Transfer of budget funds to Data Services in 2600's

Improvements/Increases

- Increased compensation for experience
- Improvement of salary schedules
- Increases in compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Maintenance Services**

**Function(s): Maintenance Services  
2542**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 6,069,041	\$ 5,940,742	\$ 6,129,399	\$ 5,893,046	\$ 6,828,249
Employee Benefits	\$ 2,425,668	\$ 2,417,974	\$ 2,569,637	\$ 2,467,020	\$ 2,703,596
Services/Supplies	\$ 9,056,766	\$ 8,777,169	\$ 9,580,365	\$ 9,016,513	\$ 10,221,029
Total	<u>\$ 17,551,475</u>	<u>\$ 17,135,885</u>	<u>\$ 18,279,401</u>	<u>\$ 17,376,579</u>	<u>\$ 19,752,874</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Administration	15.00	14.00	14.00	15.00	15.00
Support Staff	4.00	4.00	4.00	4.00	4.00
Maintenance Service Staff	35.88	38.00	39.00	35.00	36.00
Warehouse Staff	3.00	3.00	3.00	2.00	2.00
Custodial Service Staff	<u>149.30</u>	<u>131.61</u>	<u>148.83</u>	<u>130.16</u>	<u>137.91</u>
Total	207.18	190.61	208.83	186.16	194.91
Utilities:					
Electric	\$ 3,548,421	\$ 3,007,991	\$ 3,709,245	\$ 3,337,833	\$ 3,436,711
Natural Gas	\$ 738,071	\$ 751,238	\$ 776,894	\$ 752,475	\$ 914,450
Water/Sewer	\$ 419,812	\$ 416,505	\$ 454,445	\$ 458,309	\$ 485,537
Refuse Removal	\$ 209,149	\$ 245,324	\$ 280,311	\$ 270,243	\$ 285,904
	<u>\$ 4,915,453</u>	<u>\$ 4,421,058</u>	<u>\$ 5,220,895</u>	<u>\$ 4,818,860</u>	<u>\$ 5,122,602</u>
Building Rental Expense - WACO	\$ 104,087	\$ 106,200	\$ 107,210	\$ 108,324	\$ 108,324

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Maintenance Services</b>
<b>Function(s):</b>	<b>Maintenance Services 2542</b>
<b>Mission:</b>	Maintenance Services provide for the operation, maintenance, and improvement of the District's physical plants and campuses.
<b>Program Information:</b>	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.
<b>Variance Discussion:</b>	<p>Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Increases in compensation to recruit and retain highly qualified employees per the operating levy plan</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Increases in utility budgets for expected rate increases and opening of Beulah Ralph Elementary School and the Center for Early Learning - North</li><li>• Increase in districtwide fuel budget for possible rate increases</li><li>• Addition of 1.00 FTE for special maintenance and 7.75 custodial FTE due to opening of Beulah Ralph Elementary School and the Center for Early Learning - North</li><li>• Increase in operating budget for maintenance and custodial due to opening of Beulah Ralph Elementary School and the Center for Early Learning – North including elevator maintenance, fire and safety, etc.</li><li>• Increase in operating budget to quicken mulch replace/replenish cycle</li></ul>
<b>Funding Sources:</b>	District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Security Services**

**Function(s): Security Services  
2546**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 198,810	\$ 142,916	\$ 155,082	\$ 207,857	\$ 226,851
Employee Benefits	\$ 48,315	\$ 40,522	\$ 38,358	\$ 50,955	\$ 54,563
Services/Supplies	\$ 347,127	\$ 467,711	\$ 450,879	\$ 450,879	\$ 470,879
Total	<u>\$ 594,252</u>	<u>\$ 651,149</u>	<u>\$ 644,319</u>	<u>\$ 709,691</u>	<u>\$ 752,293</u>

<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:					
Professional Staff	3.31	2.00	2.00	3.00	3.00
Crossing Guards	-	0.60	2.00	2.75	2.00

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increased compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase service and supply budget due to increase in rates for off duty security officers

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Transportation Services**

**Function(s): Transportation Services  
2550 through 2559**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 92,393	\$ 102,021	\$ 104,117	\$ 98,179	\$ 104,576
Employee Benefits	\$ 21,611	\$ 22,331	\$ 23,330	\$ 22,028	\$ 23,684
Services/Supplies	<u>\$ 12,565,136</u>	<u>\$ 12,369,277</u>	<u>\$ 13,265,946</u>	<u>\$ 12,601,648</u>	<u>\$ 13,369,525</u>
Total	<u>\$ 12,679,140</u>	<u>\$ 12,493,629</u>	<u>\$ 13,393,393</u>	<u>\$ 12,721,855</u>	<u>\$ 13,497,785</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
<u>Contracted Services:</u>					
Number of Buses	185	193	196	194	197
Eligible Miles	2,476,185	2,451,323	2,613,750	2,514,802	2,565,098
Total Miles	3,054,423	2,950,611	2,870,000	2,707,672	2,761,825
Cost per Mile	\$ 4.15	\$ 4.23	\$ 4.67	\$ 4.70	\$ 4.89
Eligible Riders (Average Daily) Includes those less than 1 mile (estimated 165)	9,338	9,553	9,300	9,152	9,172
Staff FTE:	1.25	1.25	1.25	1.25	1.25



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increased compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in medical and dental insurance rates paid for employees
- Increase as per contract for all transportation services
- Increase in fuel budget for buses

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Research and Information Systems**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 1,907,755	\$ 1,981,855	\$ 2,028,489	\$ 2,003,005	\$ 2,267,096
Employee Benefits	\$ 535,462	\$ 557,388	\$ 590,375	\$ 584,170	\$ 656,626
Services/Supplies	<u>\$ 2,221,323</u>	<u>\$ 2,447,855</u>	<u>\$ 2,188,381</u>	<u>\$ 2,198,381</u>	<u>\$ 2,220,555</u>
Total	<u>\$ 4,664,540</u>	<u>\$ 4,987,098</u>	<u>\$ 4,807,245</u>	<u>\$ 4,785,556</u>	<u>\$ 5,144,277</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Professional	21.00	20.00	19.25	18.92	20.92
Technician Staff	13.00	15.00	13.75	14.75	15.75
Support Staff	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.17</u>	<u>5.17</u>
Total	<u>39.50</u>	<u>40.50</u>	<u>38.50</u>	<u>38.84</u>	<u>41.84</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Research and Information Systems</b>
<b>Function(s):</b>	<b>Research and Information Systems 2600 through 2699</b>
<b>Mission:</b>	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.
<b>Program Information:</b>	This program represents District expenditures for activities which are designed to assess, improve and deliver instruction and technology services.
<b>Variance Discussion:</b>	<p>This section has a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Increased compensation to recruit and retain highly qualified employees per the operating levy plan</li><li>• Addition of 1.00 FTE for an Executive Director of Data Services</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Increase of 1.00 FTE for technology services support due to opening of Beulah Ralph Elementary School</li><li>• Increase of 1.00 FTE for administrative computing services due to increased support needs and plans for retirement</li><li>• Roll forward of technology services supply budget to allow replacement of teacher devices in 2016-17</li></ul>
<b>Funding Sources:</b>	District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program:** Community Services

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 272,757	\$ 291,187	\$ 286,196	\$ 297,195	\$ 313,415
Employee Benefits	\$ 84,269	\$ 77,131	\$ 79,342	\$ 83,399	\$ 89,127
Services/Supplies	\$ 388,039	\$ 375,474	\$ 357,300	\$ 406,780	\$ 506,187
Total	<u>\$ 745,065</u>	<u>\$ 743,792</u>	<u>\$ 722,838</u>	<u>\$ 787,374</u>	<u>\$ 908,729</u>

<b>Program Data:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Staff FTE:					
Community Relations	3.00	3.33	3.33	3.33	3.33
Infant and Toddler Program - DHS	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total	5.00	5.33	5.33	5.33	5.33

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Community Services</b>
<b>Function(s):</b>	<b>Community Services 3001 through 3999 (Excluding PAT - 3842 and Preschool – 3512 &amp; 3525)</b>
<b>Mission:</b>	Community Services encompass Community Relations Programs, Print Center, Enrichment Summer School and other family/student services.
<b>Program Information:</b>	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.
<b>Variance Discussion:</b>	Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.  <u>Reductions</u> <ul style="list-style-type: none"><li>• None</li></ul> <u>Improvements/Increases</u> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Increased compensation to recruit and retain highly qualified employees per operating levy plan</li><li>• Increase in medical and dental insurance rates paid for employees</li><li>• Increase to copier center budget as per contract to provide lower building level charges</li><li>• Addition of after school meal program for high school students involved in activities</li></ul>
<b>Funding Sources:</b>	District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Early Childhood Education  
(Title Funded and Locally Funded)**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 1,740,618	\$ 1,839,878	\$ 1,868,870	\$ 1,824,407	\$ 2,126,885
Employee Benefits	\$ 608,027	\$ 656,387	\$ 784,507	\$ 691,232	\$ 797,450
Services/Supplies	\$ 97,340	\$ 139,372	\$ 160,825	\$ 160,825	\$ 226,225
Total	<u>\$ 2,445,985</u>	<u>\$ 2,635,637</u>	<u>\$ 2,814,202</u>	<u>\$ 2,676,464</u>	<u>\$ 3,150,560</u>

Enrollment (September head counts)	526	686	736	751	750
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<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:					
Pre School Teachers - Title I	19.50	21.00	19.00	19.00	19.00
Pre School Teachers - Locally funded	6.50	6.00	7.00	7.00	9.00
Screeners - Locally funded	1.21	1.37	1.21	0.37	1.21
Instructional Aide - Title I	18.00	17.50	18.30	17.00	18.30
Instructional Aide - Locally funded	2.00	5.50	5.25	7.00	7.25
Pre School Support - Locally funded	1.00	1.00	1.00	1.00	1.00
Total	<u>48.21</u>	<u>52.37</u>	<u>51.76</u>	<u>51.37</u>	<u>55.76</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Early Childhood Education (Title Funded and Locally Funded)</b>
<b>Function(s):</b>	<b>Early Childhood Education 3512, 3525 and 3912</b>
<b>Mission:</b>	Early Childhood programming includes locally funded and Title I funded pre-kindergarten and Missouri Preschool Project programs.
<b>Program Information:</b>	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.
<b>Variance Discussion:</b>	<p>Expenditures have a net increase as compared to 2015-16 projected actual after the following reductions and improvements.</p> <p><u>Reductions</u></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><u>Improvements/Increases</u></p> <ul style="list-style-type: none"><li>• Increased compensation for experience</li><li>• Increased compensation to recruit and retain qualified staff per the operating levy plan</li><li>• Educational credit compensation allowance</li><li>• Increase of 2.00 teacher FTE and 2.00 instructional aide FTE for the addition of two early childhood classrooms</li><li>• Increase in medical and dental insurance rates paid for employees</li></ul>
<b>Funding Sources:</b>	District operating funds and Title I funds are used and reflected in this budget.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Parents as Teachers**

**Function(s): Parents as Teachers  
3842**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 829,757	\$ 840,576	\$ 854,834	\$ 846,222	\$ 895,216
Employee Benefits	\$ 217,260	\$ 234,094	\$ 241,835	\$ 256,779	\$ 274,712
Services/Supplies	\$ 55,773	\$ 57,631	\$ 60,000	\$ 58,362	\$ 58,362
Total	<u>\$ 1,102,790</u>	<u>\$ 1,132,301</u>	<u>\$ 1,156,669</u>	<u>\$ 1,161,363</u>	<u>\$ 1,228,290</u>
<b>Children Served</b>	2,031	1,452	1,840	1,339	1,350
<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:					
Teachers	16.79	18.77	16.71	17.20	17.20
Administration	1.00	1.00	1.00	1.00	1.00
Support Staff	1.00	1.00	1.00	1.00	1.00
Total	<u>18.79</u>	<u>20.77</u>	<u>18.71</u>	<u>19.20</u>	<u>19.20</u>
State Funding	\$ 471,903	\$ 536,039	\$ 470,000	\$ 499,185	\$ 499,185
Percentage funded	42.79%	47.34%	40.63%	42.98%	40.64%



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 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 2015-16 projected actual after the following reductions and improvements.

Reductions

- None

Improvements/Increases

- Increased compensation for experience
- Increased compensation to recruit and retain highly qualified employees per the operating levy plan
- Increase in salaries for staff eligible for a step in 2008-09
- Increase in medical and dental insurance rates paid for employees
- Addition of salary and benefit budget for approved professional development hours beyond those provided during scheduled work time

**Funding Sources:** District operating funds.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Other Financing Uses**

**Function(s): Other Financing Uses  
6999**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Uses	<u>\$ 816,050</u>	<u>\$ 1,378,119</u>	<u>\$ 962,535</u>	<u>\$ 1,530,746</u>	<u>\$ 4,298,303</u>
Total	<u>\$ 816,050</u>	<u>\$ 1,378,119</u>	<u>\$ 962,535</u>	<u>\$ 1,530,746</u>	<u>\$ 4,298,303</u>
 <b>Interfund Transfers</b>					
To Cap Proj Fund various	\$ 105,618	\$ 530,800	\$ 100,000	\$ 683,157	\$ 100,000
To Cap Proj Energy Lease Payment	\$ 216,310	\$ 227,710	\$ 242,310	\$ 227,710	\$ 251,110
To Cap Proj Admin Bldg Lease Purchase	\$ 494,122	\$ 496,714	\$ 498,897	\$ 496,714	\$ 505,402
To Cap Proj Rainforest Bldg Lease Purchase	\$ -	\$ 122,895	\$ 121,328	\$ 122,895	\$ 119,458
To Nutrition Services Fund	\$ -	\$ -	\$ -	\$ -	\$ 350,000
To Teachers Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,972,333</u>
	<u>\$ 816,050</u>	<u>\$ 1,378,119</u>	<u>\$ 962,535</u>	<u>\$ 1,530,476</u>	<u>\$ 4,298,303</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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 to move energy savings to capital for the payment on the energy lease and for the lease purchase payment on the administration building addition.

**Variance Discussion:** The other financing increases shown are the expected interfund transfers necessary to avoid budgeting for a deficit in the nutrition services and/or 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

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Summary Budget**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 104,221,854	\$ 107,384,483	\$ 109,600,188	\$ 108,601,088	\$ 120,628,012
Employee Benefits	\$ 31,999,172	\$ 33,481,449	\$ 35,642,891	\$ 35,593,121	\$ 39,235,720
Services/Supplies	\$ 39,830,880	\$ 39,347,861	\$ 43,918,965	\$ 42,063,723	\$ 45,985,248
Other Financing Uses	<u>\$ 816,050</u>	<u>\$ 1,378,119</u>	<u>\$ 962,535</u>	<u>\$ 1,530,746</u>	<u>\$ 4,298,303</u>
Total	<u>\$ 176,867,956</u>	<u>\$ 181,591,912</u>	<u>\$ 190,124,579</u>	<u>\$ 187,788,678</u>	<u>\$ 210,147,283</u>

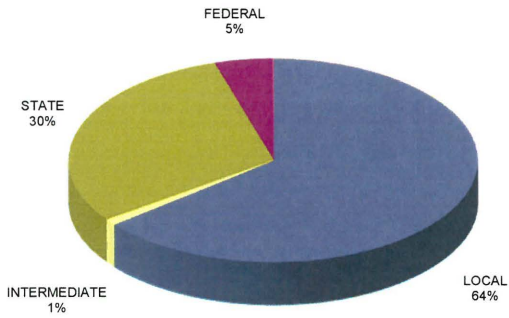
**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

	<u>FINAL BUDGET 2016-17</u> <u>District Operating Funds</u>		<b>TOTAL OPERATING FUNDS</b>
	<u>GENERAL OPERATING</u>	<u>TEACHERS</u>	
<b>REVENUES:</b>			
LOCAL	\$ 67,833,524	\$ 64,687,614	\$ 132,521,138
INTERMEDIATE	\$ 1,095,051	\$ 774,062	\$ 1,869,113
STATE	\$ 18,487,030	\$ 43,766,187	\$ 62,253,217
FEDERAL	\$ 3,535,366	\$ 6,054,745	\$ 9,590,111
OTHER	\$ 43,750	\$ 93,518	\$ 137,268
<b>TOTAL REVENUES</b>	<u>\$ 90,994,721</u>	<u>\$ 115,376,126</u>	<u>\$ 206,370,847</u>
<b>EXPENDITURES:</b>			
SALARIES	\$ 26,635,053	\$ 93,992,959	\$ 120,628,012
BENEFITS	\$ 9,662,421	\$ 29,573,299	\$ 39,235,720
SERVICES / SUPPLIES	\$ 45,495,248	\$ 490,000	\$ 45,985,248
<b>TOTAL EXPENDITURES</b>	<u>\$ 81,792,722</u>	<u>\$ 124,056,258</u>	<u>\$ 205,848,980</u>
EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES.....	<u>\$ 9,201,999</u>	<u>\$ (8,680,132)</u>	<u>\$ 521,867</u>
INTERFUND TRANSFERS	<u>\$ (4,298,303)</u>	<u>\$ 2,972,333</u>	<u>\$ (1,325,970)</u>
EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES.....	<u>\$ 4,903,696</u>	<u>\$ (5,707,799)</u>	<u>\$ (804,103)</u>

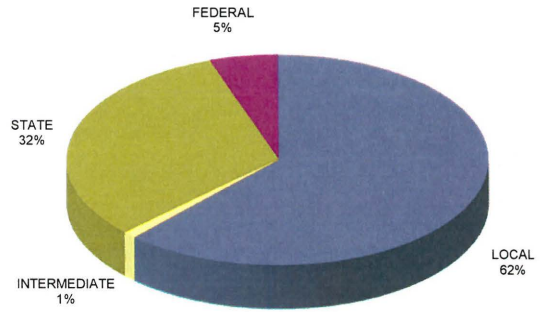
COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17

DISTRICT OPERATING FUNDS

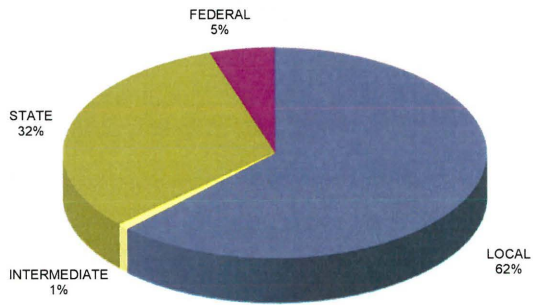
REVENUES  
FINAL BUDGET 2016-17



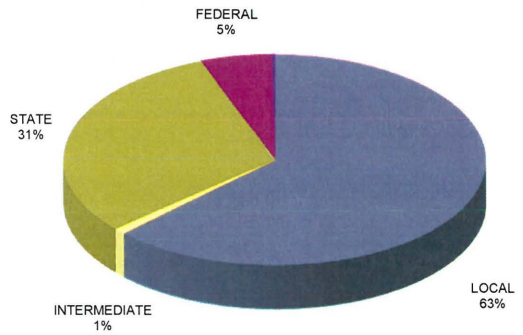
REVENUES  
PROJECTED ACTUAL 2015-16



REVENUES  
ACTUAL 2014-15



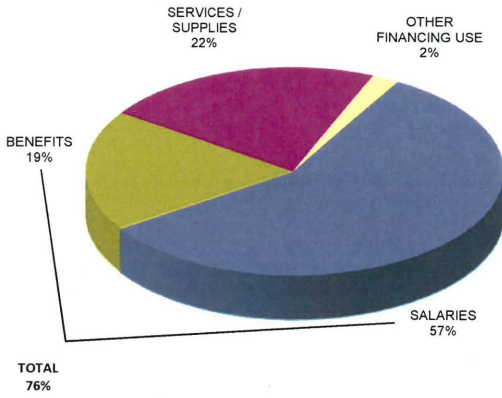
REVENUES  
ACTUAL 2013-14



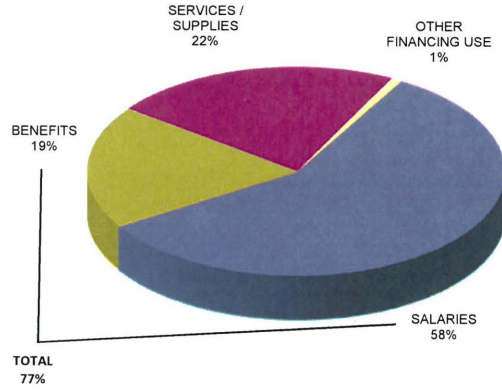
**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**DISTRICT OPERATING FUNDS**

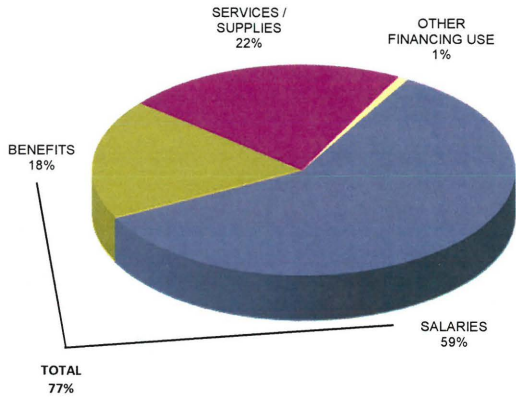
**EXPENDITURES  
FINAL BUDGET 2016-17**



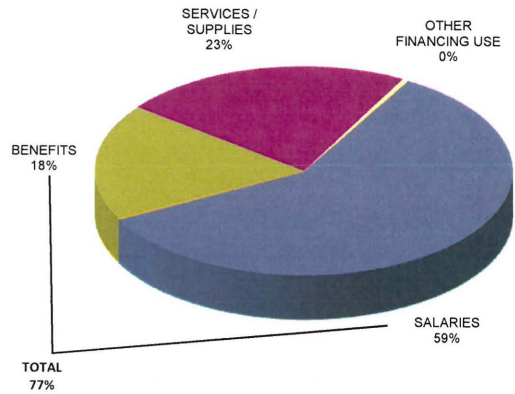
**EXPENDITURES  
PROJECTED ACTUAL 2015-16**



**EXPENDITURES  
ACTUAL 2014-15**



**EXPENDITURES  
ACTUAL 2013-14**



*Summary Budget Variances*

*District Operating Funds*

*General Operating Fund*  
*Teachers Fund*



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**DISTRICT OPERATING FUNDS REVENUE SUMMARY**

<b>Revenue Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>	<b>1 Year Variance 2016-17 vs 2015-16</b>	
						<b>\$ Increase (Decrease) 2016-17</b>	<b>% Increase (Decrease) 2016-17</b>
<b>District Operating Funds</b>							
<i>General Operating and Teachers Funds</i>							
5100 Local Sources							
5111 Current Tax	\$ 89,505,838	\$ 93,994,538	\$ 94,941,907	\$ 96,726,930	\$ 110,288,593	\$ 13,561,663	14.02%
5112 Delinquent Tax	2,993,921	3,015,967	3,086,448	2,937,071	3,012,296	75,225	2.56%
5113 Proposition C Sales Tax	15,050,485	15,596,185	15,811,950	16,085,592	16,712,132	626,540	3.90%
5114 Intangible Tax	223,046	134,247	134,247	134,406	134,406	-	-
5115 Surtax	1,650,998	1,831,250	1,831,249	1,755,535	1,755,535	-	-
5122 Summer School Tuition	12,898	37,606	10,000	35,000	35,000	-	-
5141 Interest - Daily Account	28,416	21,230	18,626	19,626	19,626	-	-
5142 Interest - Investments	73,030	91,988	110,475	105,000	105,000	-	-
5144 Interest - Collector	36,666	20,127	10,851	18,550	18,550	-	-
5171 Student Activities	566	30	-	-	-	-	-
5180 Summer School Tuition	30,922	-	35,000	-	-	-	-
5190 Other Local	-	9	-	204	-	(204)	-
5191 Rentals	141,364	164,088	185,000	170,000	170,000	-	-
5192 Donations	142	-	-	411	-	(411)	-
5193 Offset Printing	145,499	99,471	98,861	125,000	125,000	-	-
5195 Refund of Expenditure	59,234	28,268	30,000	87,972	30,000	(57,972)	(65.90%)
5197 Sale of Misc. Items	51,193	30,233	35,000	35,000	35,000	-	-
5198 Fundraising Activities	3	-	-	-	-	-	-
5199 Misc. Local Revenue	184,301	145,440	50,000	85,000	80,000	(5,000)	(5.88%)
<b>51XX Local Sources</b>	<b>\$ 110,188,522</b>	<b>\$ 115,210,677</b>	<b>\$ 116,389,614</b>	<b>\$ 118,321,297</b>	<b>\$ 132,521,138</b>	<b>\$ 14,199,841</b>	<b>12.00%</b>
5200 Intermediate Sources							
5211 Fines and Forfeitures	\$ 514,737	\$ 470,537	\$ 470,537	\$ 486,420	\$ 486,420	\$ -	-
5221 State Assessed Utilities	996,971	937,838	937,838	1,009,501	1,009,501	-	-

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**DISTRICT OPERATING FUNDS REVENUE SUMMARY**

<u>Revenue Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>	<b>1 Year Variance 2016-17 vs 2015-16</b>	
						<u>\$ Increase (Decrease) 2016-17</u>	<u>% Increase (Decrease) 2016-17</u>
5200 Intermediate Sources (cont.)							
5234 County Stock Insurance	61,256	122,078	122,078	373,192	373,192	-	-
<b>52XX Intermediate Sources</b>	<b>\$ 1,572,964</b>	<b>\$ 1,530,453</b>	<b>\$ 1,530,453</b>	<b>\$ 1,869,113</b>	<b>\$ 1,869,113</b>	<b>\$ -</b>	<b>-</b>
5300 State Sources							
5311 Basic Formula - State Aid	\$ 41,047,900	\$ 43,354,675	\$ 45,811,223	\$ 45,631,727	\$ 46,993,771	\$ 1,362,044	2.98%
5312 Transportation	1,984,959	2,627,397	2,350,000	2,296,069	2,371,069	75,000	3.27%
5314 Early Childhood, Spec Ed	2,835,365	3,223,087	3,226,463	3,550,613	3,226,463	(324,150)	(9.13%)
5319 Classroom Trust Fund	5,413,160	6,203,412	6,232,776	6,448,399	6,345,277	(103,122)	(1.60%)
5324 Parents as Teachers	471,903	536,039	470,000	499,185	499,185	-	-
5332 Vocational Aid	654,749	652,933	626,813	655,000	655,000	-	-
5369 Resid Place/Excess Cost	230,843	520,100	520,099	483,791	483,791	-	-
5371 Readers for the Blind	2,116	2,065	-	-	-	-	-
5381 Extraordinary Cost	1,518,551	1,649,786	1,649,785	1,528,661	1,678,661	150,000	9.81%
5397 Other State Revenue	10,479	16,313	-	-	-	-	-
<b>53XX State Sources</b>	<b>\$ 54,170,025</b>	<b>\$ 58,785,807</b>	<b>\$ 60,887,159</b>	<b>\$ 61,093,445</b>	<b>\$ 62,253,217</b>	<b>\$ 1,159,772</b>	<b>1.86%</b>
5400 Federal Sources							
5412 Medicaid	\$ 535,382	\$ 509,537	\$ 470,000	\$ 470,000	\$ 470,000	\$ -	-
5427 Title II - Basic Grant	277,979	263,041	243,000	271,633	295,271	23,638	8.70%
5437 IDEA Grant	104,209	-	90,000	154,381	150,000	(4,381)	(2.84%)
5441 Entitlement PL 94-142	3,218,728	3,388,306	3,392,561	3,392,561	3,578,673	186,112	5.49%
5442 Early Childhood, Spec Ed	945,122	757,080	650,000	650,000	650,000	-	-
5451 Title I	3,704,560	3,538,044	3,824,772	4,104,388	3,810,256	(294,132)	(7.17%)
5462 Title III	4,851	4,530	-	5,000	5,000	-	-
5465 Title II	710,773	697,405	700,000	762,387	572,038	(190,349)	(24.97%)
5472 Child Care Development	2,420	2,164	-	-	-	-	-
5496 E Rate Funds	37,922	52,978	46,076	58,873	58,873	-	-

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**DISTRICT OPERATING FUNDS REVENUE SUMMARY**

<u>Revenue Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>	<b>1 Year Variance 2016-17 vs 2015-16</b>	
						<u>\$ Increase (Decrease) 2016-17</u>	<u>% Increase (Decrease) 2016-17</u>
5400 Federal Sources (cont.)							
5497 Other Federal Revenue	36	1,000	-	45	-	(45)	-
<b>54XX Federal Sources</b>	<b>\$ 9,541,982</b>	<b>\$ 9,214,085</b>	<b>\$ 9,416,409</b>	<b>\$ 9,869,268</b>	<b>\$ 9,590,111</b>	<b>\$ (279,157)</b>	<b>(2.83%)</b>
5600 Other Sources							
5631 Insurance Recoveries	\$ 152,220	\$ 560	\$ -	\$ -	\$ -	\$ -	-
<b>56XX Other Sources</b>	<b>\$ 152,220</b>	<b>\$ 560</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
5800 Tuition							
5810 Tuition - Other Districts	\$ 208,076	\$ 75,583	\$ 77,003	\$ 49,768	\$ 49,768	\$ -	-
5820 Tuition - Area Voc Fees	98,000	87,000	87,000	87,500	87,500	-	-
<b>58XX Tuition</b>	<b>\$ 306,076</b>	<b>\$ 162,583</b>	<b>\$ 164,003</b>	<b>\$ 137,268</b>	<b>\$ 137,268</b>	<b>\$ -</b>	<b>-</b>
5900 Other Financing Sources							
5999 Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ 2,972,333	\$ 2,972,333	-
<b>59XX Other Financing Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,972,333</b>	<b>\$ 2,972,333</b>	<b>-</b>
<b>District Operating Funds - Revenues</b>	<b><u>\$ 175,931,789</u></b>	<b><u>\$ 184,904,165</u></b>	<b><u>\$ 188,387,638</u></b>	<b><u>\$ 191,290,391</u></b>	<b><u>\$ 209,343,180</u></b>	<b><u>\$ 18,052,789</u></b>	<b>8.62%</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**DISTRICT OPERATING FUNDS SUMMARY**

<u>Function</u>	<u>Program</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>	<b>1 year Variance Projected to New Budget 2015-16 vs 2016-17</b>	
							<u>\$ Increase (Decrease) 2016-17</u>	<u>% Increase (Decrease) 2016-17</u>
<b>District Operating Funds</b>								
<i>General Operating and Teachers Funds</i>								
1111-1129	Elementary Instruction	\$ 30,102,437	\$ 30,664,427	\$ 32,346,512	\$ 32,034,712	\$ 36,095,521	\$ 4,060,809	12.68%
1130-1149	Middle Instruction	16,600,929	16,657,409	17,508,366	17,347,757	18,870,152	1,522,395	8.78%
1150-1189	Senior High Instruction	18,190,555	19,199,070	20,181,929	19,256,277	20,308,433	1,052,156	5.46%
1191	Summer School Instruction	2,223,799	2,563,373	2,380,280	2,589,782	2,728,119	138,337	5.34%
1195	Douglass High Instruction	809,506	818,979	844,398	860,027	917,016	56,989	6.63%
1192-1199	At Risk Programs	402,582	311,635	224,570	310,989	345,365	34,376	11.05%
1210	Special Education Instruction	14,327,090	14,913,171	15,816,626	15,149,774	16,323,538	1,173,764	7.75%
1292	Early Childhood Special Education	3,385,633	3,484,625	3,557,534	3,694,990	3,964,121	269,131	7.28%
1211	Gifted Program	1,177,547	1,153,645	1,179,543	1,104,701	1,218,278	113,577	10.28%
1250-1255	Title I (K-12)	1,310,997	1,186,047	1,406,336	1,164,089	1,237,823	73,734	6.33%
1271	English Language Learners	1,467,582	1,655,746	1,672,746	1,894,533	2,107,114	212,581	11.22%
1301-1399	Vocational Instruction	3,829,224	3,768,110	4,079,291	3,961,016	4,479,206	518,190	13.08%
1420-1499	Student Activities & Athletics	2,070,049	2,049,197	2,123,436	2,128,713	2,558,818	430,105	20.20%
1601-1699	Adult Basic Education	-	12,407	15,000	11,480	13,980	2,500	21.78%
1901-1999	Supplemental Education (Tuition) Services	358,623	452,990	450,000	450,000	490,000	40,000	8.89%
2122	Guidance & Counseling Services	3,977,356	3,944,606	4,148,051	4,273,995	4,900,138	626,143	14.65%
2100-2199	Pupil Services	8,621,964	8,991,788	9,579,481	9,898,918	11,264,374	1,365,456	13.79%
2221	Educational Media Services	2,539,143	2,995,851	3,150,131	3,214,287	3,544,678	330,391	10.28%
2201-2299	Support Services and Instructional Staff	8,660,954	8,877,794	9,527,953	9,490,696	10,814,377	1,323,681	13.95%
2301-2399	Administrative Services	2,941,469	3,073,654	3,142,262	3,185,723	3,566,719	380,996	11.96%
2401-2499	Other Administrative Services	12,105,307	12,508,377	12,819,501	12,871,068	14,550,161	1,679,093	13.05%

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

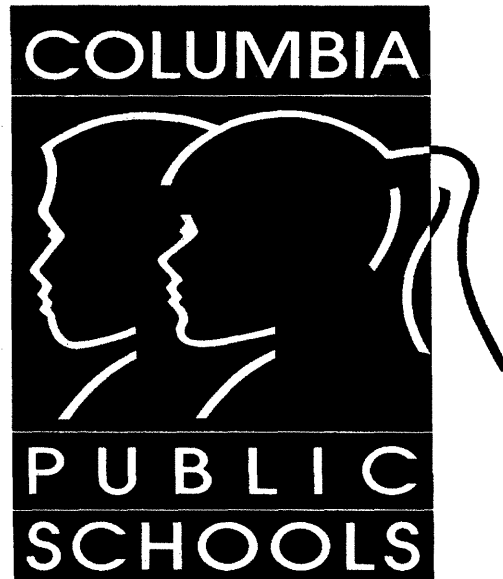
**DISTRICT OPERATING FUNDS SUMMARY**

<u>Function</u>	<u>Program</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>	<b>1 year Variance Projected to New Budget 2015-16 vs 2016-17</b>	
							<b>\$ Increase (Decrease) 2016-17</b>	<b>% Increase (Decrease) 2016-17</b>
2525	Business Services	1,165,913	1,151,401	1,190,031	1,145,523	1,116,241	(29,282)	(2.56%)
2542	Maintenance Services	17,551,475	17,135,885	18,279,401	17,376,579	19,752,874	2,376,295	13.68%
2546	Security Services	594,252	651,149	644,319	709,691	752,293	42,602	6.00%
2550-2559	Transportation Services	12,679,140	12,493,629	13,393,393	12,721,855	13,497,785	775,930	6.10%
2600-2699	Research and Information Systems	4,664,540	4,987,098	4,807,245	4,785,556	5,144,277	358,721	7.50%
3001-3999	Community Services	745,065	743,792	722,838	787,374	908,729	121,355	15.41%
3512, 3525, 3912	Early Childhood Education	2,445,985	2,635,637	2,814,202	2,676,464	3,150,560	474,096	17.71%
3842	Parents As Teachers	1,102,790	1,132,301	1,156,669	1,161,363	1,228,290	66,927	5.76%
6999	Other Financing Uses	816,050	1,378,119	962,535	1,530,746	4,298,303	2,767,557	180.80%
<b>Total - District Operating Funds</b>		<b><u>\$ 176,867,956</u></b>	<b><u>\$ 181,591,912</u></b>	<b><u>\$ 190,124,579</u></b>	<b><u>\$ 187,788,678</u></b>	<b><u>\$ 210,147,283</u></b>	<b><u>\$ 22,358,605</u></b>	<b><u>11.91%</u></b>

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**Final Budget  
2016-17**

**Expenditures  
Special Funded Programs**



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Special Funded Programs  
Expenditures**

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



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Debt Services**

**Function(s): Debt Services  
5000**

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service/Lease Purchase	\$ 21,330,786	\$ 31,586,946	\$ 24,850,933	\$ 22,945,079	\$ 51,810,909
Total	<u>\$ 21,330,786</u>	<u>\$ 31,586,946</u>	<u>\$ 24,850,933</u>	<u>\$ 22,945,079</u>	<u>\$ 51,810,909</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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. General Obligation Refunding bonds totaling \$27,300,000 are scheduled to be repaid in March 2017.

**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 making a total debt service levy is \$.9719 per \$100 of assessed valuation.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Capital Projects**

**Function(s): Capital Projects  
4001 through 4999**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies/Capital Outlay	\$ 37,893,462	\$ 33,775,209	\$ 80,237,248	\$ 38,406,913	\$ 59,172,381
Total	<u>\$ 37,893,462</u>	<u>\$ 33,775,209</u>	<u>\$ 80,237,248</u>	<u>\$ 38,406,913</u>	<u>\$ 59,172,381</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Capital Projects</b>
<b>Function(s):</b>	<b>Capital Projects 4001 through 4999</b>
<b>Mission:</b>	Capital Projects are the major projects of the District to provide for the space and equipment needs of the District.
<b>Program Information:</b>	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 2016-17 is the remaining \$15,000,000 of the \$50,000,000 presented and approved by the voters in April 2014. The primary purpose of this authorization is building addition to Grant Elementary School, as well as other school building improvements.
<b>Variance Discussion:</b>	The budgeted increase in Capital Projects Fund expenditures is due to use of funds from general obligation bonds sold and funds received in April 2016. Even through the District anticipates spending the 2016 bond issue over a two year period, we have elected to budget the full amount of the projects in the 2016-17 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 182.
<b>Funding Sources:</b>	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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Nutrition Services**

**Function(s): Nutrition Services  
2561**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 2,617,216	\$ 2,606,565	\$ 2,804,084	\$ 2,542,528	\$ 2,826,421
Employee Benefits	\$ 1,156,944	\$ 1,183,126	\$ 1,224,911	\$ 1,150,791	\$ 1,218,577
Services/Supplies/Capital Outlay	\$ 4,962,547	\$ 4,482,893	\$ 4,134,225	\$ 4,531,855	\$ 4,606,141
Total	<u>\$ 8,736,707</u>	<u>\$ 8,272,584</u>	<u>\$ 8,163,220</u>	<u>\$ 8,225,174</u>	<u>\$ 8,651,139</u>

<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:					
Administrative	5.00	4.66	4.66	4.50	4.66
Support Staff/Technology Staff	3.94	4.94	4.94	4.94	4.94
Warehouse/Maintenance Staff	4.00	3.66	3.66	3.66	3.66
Kitchen Staff	<u>110.03</u>	<u>107.26</u>	<u>107.47</u>	<u>108.82</u>	<u>109.82</u>
Total	122.97	120.52	120.73	121.92	123.08
Free & Reduced Lunch Population (January Count as reported to DESE)	6,661.11	6,931.71	6,850.00	6,909.76	6,917.76
Free & Reduced Lunch Population (October head counts)					
Free	6,696	6,657	6,657	6,613	6,650
Reduced	<u>1,014</u>	<u>1,077</u>	<u>1,077</u>	<u>1,025</u>	<u>1,025</u>
Total Free & Reduced	7,710	7,734	7,734	7,638	7,675
Percentage of enrollment	42.93%	42.68%	42.68%	42.04%	42.23%
Meals Served	2,480,814	2,569,028	2,360,000	2,620,556	2,650,000
Average Daily Participation	12,722	13,232	13,258	13,671	13,660
Program Average Cost per Meal	\$ 3.52	\$ 3.22	\$ 3.46	\$ 3.14	\$ 3.26

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Program:</b>	<b>Nutrition Services</b>
<b>Function(s):</b>	<b>Nutrition Services 2561</b>
<b>Mission:</b>	Nutrition Services provide the breakfast and lunch programs during the regular school year and summer school.
<b>Program Information:</b>	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.
<b>Variance Discussion:</b>	<p>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.</p> <p>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 projected expenditures in 2014-15 and in 2015-16.</p> <p>During 2016-17, 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. Thus, the District expects to transfer \$350,000 from the operating fund to support the additional expenses in the Nutrition Services Fund.</p>
<b>Funding Sources:</b>	Funding for the operation of the Nutrition Services program is from lunch and breakfast sales, federal funding, donated commodities and state and federal funding.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Student Activities**

**Function(s): Student Activities  
1401 through 1499**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 43,368	\$ 60,617	\$ 70,100	\$ 70,500	\$ 76,725
Employee Benefits	\$ 22,672	\$ 25,622	\$ 32,967	\$ 31,850	\$ 33,750
Services/Supplies/Capital Outlay	\$ 1,972,370	\$ 1,886,423	\$ 1,709,333	\$ 1,838,890	\$ 1,855,025
Total	<u>\$ 2,038,410</u>	<u>\$ 1,972,662</u>	<u>\$ 1,812,400</u>	<u>\$ 1,941,240</u>	<u>\$ 1,965,500</u>

<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
<u>Expenditure by School:</u>					
All Secondary Schools	\$ 22,269	\$ 20,739	\$ 24,400	\$ 239,500	\$ 240,000
Hickman High School	\$ 636,022	\$ 484,185	\$ 450,000	\$ 465,000	\$ 470,000
Rock Bridge High School	\$ 624,350	\$ 531,243	\$ 480,000	\$ 445,000	\$ 450,000
Battle High School	\$ 320,420	\$ 522,834	\$ 485,000	\$ 405,000	\$ 410,000
Douglass High School	\$ 4,124	\$ 8,219	\$ 3,000	\$ 1,200	\$ 3,000
Columbia Career Center	\$ 293,909	\$ 275,100	\$ 250,000	\$ 265,000	\$ 265,000
Jefferson Middle School	\$ 16,365	\$ 21,086	\$ 20,000	\$ 19,075	\$ 20,000
Oakland Middle School	\$ 25,659	\$ 28,689	\$ 25,000	\$ 28,660	\$ 30,000
West Middle School	\$ 29,244	\$ 21,472	\$ 15,000	\$ 13,030	\$ 15,000
Gentry Middle School	\$ 15,232	\$ 13,744	\$ 15,000	\$ 8,000	\$ 10,000
Lange Middle School	\$ 20,601	\$ 20,149	\$ 20,000	\$ 21,675	\$ 22,500
Smithton Middle School	\$ 30,215	\$ 25,202	\$ 25,000	\$ 30,100	\$ 30,000
	<u>\$ 2,038,410</u>	<u>\$ 1,972,662</u>	<u>\$ 1,812,400</u>	<u>\$ 1,941,240</u>	<u>\$ 1,965,500</u>

Staff FTE					
Parking Lot Attendant - High Schools	3.00	3.00	3.00	3.00	3.00

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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.



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Adult Education**

**Function(s): Adult Education  
1601 through 1699**

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 799,397	\$ 839,696	\$ 837,434	\$ 871,001	\$ 926,854
Employee Benefits	\$ 224,355	\$ 236,918	\$ 233,840	\$ 238,919	\$ 254,248
Services/Supplies/Capital Outlay	\$ 1,036,613	\$ 928,576	\$ 940,820	\$ 982,428	\$ 995,840
Total	<u>\$ 2,060,365</u>	<u>\$ 2,005,190</u>	<u>\$ 2,012,094</u>	<u>\$ 2,092,348</u>	<u>\$ 2,176,942</u>

<b>Program Data:</b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Staff FTE:					
Admin & Admin Support	4.80	11.80	10.60	10.60	10.60
Adult Teachers	<u>15.88</u>	<u>13.86</u>	<u>13.75</u>	<u>13.21</u>	<u>13.75</u>
Total	20.68	25.66	24.35	23.81	24.35

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Grants and Donations Fund**

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

<u>Expenditure Object Category</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
Salaries	\$ 880,411	\$ 1,019,481	\$ 1,026,987	\$ 893,439	\$ 740,307
Employee Benefits	\$ 246,371	\$ 289,981	\$ 390,735	\$ 295,322	\$ 256,501
Services/Supplies/Capital Outlay	\$ 2,479,097	\$ 2,606,156	\$ 1,621,843	\$ 2,737,430	\$ 2,598,671
Total	<u>\$ 3,605,879</u>	<u>\$ 3,915,618</u>	<u>\$ 3,039,565</u>	<u>\$ 3,926,191</u>	<u>\$ 3,595,479</u>

**Staff FTE:**

Adult Basic Education Grant	This information was not gathered during this time period.	13.02	16.96	14.96	14.96
DHS School Improvement Grant		2.50	2.00	2.00	-
Title I Focus Grant		1.20	0.72	-	-
Montessori PreSchool		1.70	1.95	2.00	2.00
MO-T Grant		2.00	2.00	2.00	2.50
Missouri PreSchool Project Grant		-	0.75	-	-
Title III Language Learners Grant		3.00	4.00	4.00	4.00
Missouri Career Center Leadership		1.00	1.00	1.00	1.00
		<u>24.42</u>	<u>29.38</u>	<u>25.96</u>	<u>24.46</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**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.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Program: Summary Budget**

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

<b>Expenditure Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
Salaries	\$ 4,340,392	\$ 4,526,359	\$ 4,738,605	\$ 4,377,468	\$ 4,570,307
Employee Benefits	\$ 1,650,342	\$ 1,735,647	\$ 1,882,453	\$ 1,716,882	\$ 1,763,076
Services/Supplies/Capital Outlay	\$ 48,344,089	\$ 43,679,257	\$ 88,643,469	\$ 48,497,516	\$ 69,228,058
Debt Service/Lease Purchase	\$ 21,330,786	\$ 31,586,946	\$ 24,850,933	\$ 22,945,079	\$ 51,810,909
Total	<u>\$ 75,665,609</u>	<u>\$ 81,528,209</u>	<u>\$ 120,115,460</u>	<u>\$ 77,536,945</u>	<u>\$ 127,372,350</u>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>FINAL BUDGET 2016-17 Special Funded Programs</b>							
	<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>NUTRITION SERVICES</u>	<u>STUDENT ACTIVITIES</u>	<u>ADULT EDUCATION</u>	<u>GRANTS AND DONATIONS</u>	<u>TOTAL SPECIAL FUNDED PROGRAMS</u>
<b>REVENUES:</b>							
LOCAL	\$ 23,066,127	\$ 1,979,396	\$ 2,851,500	\$ 1,965,500	\$ 1,529,424	\$ 1,522,278	\$ 32,914,225
INTERMEDIATE	\$ 384,211	\$ 14,974	\$ -	\$ -	\$ -	\$ -	\$ 399,185
STATE	\$ -	\$ 82,698	\$ 60,000	\$ -	\$ 243,600	\$ 1,137,640	\$ 1,523,938
FEDERAL	\$ 335,468	\$ 3,556	\$ 4,991,500	\$ -	\$ 581,130	\$ 935,561	\$ 6,847,215
OTHER	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
BONDS SOLD	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
<b>TOTAL REVENUES</b>	<b>\$ 23,785,806</b>	<b>\$ 17,080,624</b>	<b>\$ 8,303,000</b>	<b>\$ 1,965,500</b>	<b>\$ 2,354,154</b>	<b>\$ 3,595,479</b>	<b>\$ 57,084,563</b>
<b>EXPENDITURES:</b>							
SALARIES	\$ -	\$ -	\$ 2,826,421	\$ 76,725	\$ 926,854	\$ 740,307	\$ 4,570,307
BENEFITS	\$ -	\$ -	\$ 1,218,577	\$ 33,750	\$ 254,248	\$ 256,501	\$ 1,763,076
SERVICES / SUPPLIES	\$ -	\$ -	\$ 4,606,141	\$ 1,855,025	\$ 995,840	\$ 2,598,671	\$ 10,055,677
CAPITAL OUTLAY	\$ -	\$ 59,172,381	\$ -	\$ -	\$ -	\$ -	\$ 59,172,381
DEBT SERVICE	\$ 51,810,909	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,810,909
OTHER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 51,810,909</b>	<b>\$ 59,172,381</b>	<b>\$ 8,651,139</b>	<b>\$ 1,965,500</b>	<b>\$ 2,176,942</b>	<b>\$ 3,595,479</b>	<b>\$ 127,372,350</b>
<b>EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES.....</b>							
	\$ (28,025,103)	\$ (42,091,757)	\$ (348,139)	\$ -	\$ 177,212	\$ -	\$ (70,287,787)
<b>INTERFUND TRANSFER</b>							
	\$ -	\$ 975,970	\$ 350,000	\$ -	\$ -	\$ -	\$ 1,325,970
<b>EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES.....</b>							
	\$ (28,025,103)	\$ (41,115,787)	\$ 1,861	\$ -	\$ 177,212	\$ -	\$ (68,961,817)

*Summary Budget Variances*

*Special Funded Programs*

*Debt Services Fund*

*Capital Projects Fund*

*Nutrition Services Fund*

*Student Activities Fund*

*Adult Education Fund*

*Grants and Donations Fund*

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SPECIAL FUNDED PROGRAMS REVENUE SUMMARY**

Revenue Object Category	Actual 2012-13	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
							\$	%
							Increase (Decrease) 2016-17	Increase (Decrease) 2016-17
<b>Special Funded Programs</b>								
<i>Debt Services, Capital Projects, Food Services, Student Activities, Adult Education and Grants and Donations Funds</i>								
5100 Local Sources								
5111 Current Tax	\$ 21,605,949	\$ 21,071,263	\$ 22,149,874	\$ 22,459,228	\$ 22,903,851	\$ 23,405,120	\$ 501,269	2.19%
5112 Delinquent Tax	653,878	711,548	714,775	740,322	796,594	803,669	7,075	0.89%
5114 Intangible Tax	37,133	52,449	31,602	31,603	29,553	29,553	-	-
5115 Surtax	404,219	388,227	431,084	431,084	415,249	415,249	-	-
5116 In Lieu of Tax Payments	740,731	594,525	415,323	226,637	248,542	248,542	-	-
68 5121 Tuition - K-12	27,440	25,230	26,397	30,000	43,500	27,000	(16,500)	(37.93%)
5123 Tuition - Adult Ed	1,407,379	1,395,948	1,110,102	1,200,000	1,525,000	1,525,000	-	-
5141 Interest - Daily Account	21,267	14,868	23,465	20,700	25,400	25,700	300	1.18%
5142 Interest - Investments	68,408	54,272	91,560	75,000	83,000	83,000	-	-
5143 Interest - Intangible	2	-	-	-	-	-	-	-
5144 Interest - Collector	6,271	8,622	4,737	1,458	4,388	4,315	(73)	(1.66%)
5145 Interest - Escrow Agent	27,769	3,267	9,708	4,875	4,875	4,875	-	-
5151 Food Sales - Program	1,899,362	1,904,180	1,830,290	2,960,000	1,600,000	1,650,000	50,000	3.13%
5165 Food Sales - Non Program	1,220,140	1,134,595	1,113,206	1,200,000	1,200,000	1,200,000	-	-
5171 Student Activities	1,541,192	1,823,825	1,698,846	1,677,400	1,654,181	2,319,500	665,319	40.22%
5172 Vending Revenue	77,869	61,013	50,574	75,000	21,399	17,400	(3,999)	(18.69%)
5190 Other Local	196,860	373,247	322,821	222,761	321,365	122,592	(198,773)	(61.85%)
5191 Rentals	8,470	190	-	-	-	-	-	-
5192 Donations	1,442,576	892,525	1,050,528	1,000,000	891,636	572,136	(319,500)	(35.83%)
5195 Refund of Expenditure	9,972	7,920	5,164	1,300	1,000	1,000	-	-
5197 Sale of Misc Items	5,116	-	28,629	-	39,414	17,200	(22,214)	(56.36%)
5198 Fundraising Activities	248,228	589,559	671,874	518,000	464,589	75,817	(388,772)	(83.68%)
5199 Misc. Local Revenue	163,774	225,487	241,743	69,000	95,005	88,432	(6,573)	(6.92%)
- Project Construct	301,005	312,369	301,113	275,000	275,000	275,000	-	-
- Moving on Together	600	1,020	1,050	1,000	3,125	3,125	-	-
- Sports Marketing	171,617	240,000	217,000	-	-	-	-	-
<b>51XX Local Sources</b>	<b>\$ 32,287,227</b>	<b>\$ 31,891,072</b>	<b>\$ 32,541,502</b>	<b>\$ 33,220,368</b>	<b>\$ 32,646,666</b>	<b>\$ 32,914,225</b>	<b>\$ 267,559</b>	<b>0.82%</b>



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SPECIAL FUNDED PROGRAMS REVENUE SUMMARY**

Revenue Object Category	Actual 2012-13	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
							\$ Increase (Decrease) 2016-17	% Increase (Decrease) 2016-17
5200 Intermediate Sources								
5221 State Assessed Utilities	\$ 288,049	\$ 304,693	\$ 285,993	\$ 285,992	\$ 310,911	\$ 310,911	\$ -	-
5234 County Stock Insurance	13,262	14,404	28,736	28,736	88,274	88,274	-	-
<b>52XX Intermediate Sources</b>	<b>\$ 301,311</b>	<b>\$ 319,097</b>	<b>\$ 314,729</b>	<b>\$ 314,728</b>	<b>\$ 399,185</b>	<b>\$ 399,185</b>	<b>\$ -</b>	<b>-</b>
5300 State Sources								
5319 Classroom Trust Fund	1,425,338	1,333,795	235,043	77,993	82,698	82,698	\$ -	-
5332 Vocational Aid	292,187	285,677	350,525	200,000	200,000	200,000	-	-
5333 School Lunch Assistance	59,947	57,962	60,702	60,000	60,000	60,000	-	-
06 5337 Adult Basic Education	102,408	275,731	51,376	200,000	69,507	69,507	-	-
5359 Vocational Enhancement Grant	229,382	228,723	197,304	200,000	581,753	581,753	-	-
5362 A+ Schools	27,684	-	-	20,000	-	-	-	-
5382 Missouri Preschool Project	41,438	27,625	-	-	-	-	-	-
5397 Other State Revenue	11,590	41,203	50,103	90,000	43,600	43,600	-	-
- Project Construct	-	163,618	313,461	64,062	458,910	473,880	14,970	3.26%
- Lewis & Clark Conservation	22,003	30,284	-	-	1,250	-	(1,250)	-
- Child Care Consortium - PAT	18,833	19,833	-	23,000	-	-	-	-
<b>53XX State Sources</b>	<b>\$ 2,230,810</b>	<b>\$ 2,464,451</b>	<b>\$ 1,265,839</b>	<b>\$ 935,055</b>	<b>\$ 1,510,218</b>	<b>\$ 1,523,938</b>	<b>\$ 13,720</b>	<b>0.91%</b>
5400 Federal Sources								
5427 Title II - Basic Grant	\$ 59,897	\$ 52,996	\$ 52,926	\$ 54,372	\$ -	\$ -	\$ -	-
5436 Adult Basic Education	395,644	192,258	360,310	273,132	273,132	273,132	-	-
5445 School Lunch - Federal	2,951,188	3,095,786	3,313,938	2,950,000	3,650,000	3,650,000	-	-
5446 School Breakfast	993,044	981,282	1,088,556	950,000	1,250,000	1,250,000	-	-
5447 School Milk	9,161	6,748	8,882	8,000	8,000	9,000	1,000	12.50%
5448 After School Snacks	1,742	2,995	3,455	5,000	2,500	2,500	-	-
5449 School Fruits & Veggies	95,371	35,472	85,985	65,000	77,838	80,000	2,162	2.78%
5451 Title I	108,967	320,202	545,095	405,698	496,563	201,901	(294,662)	(59.34%)
5462 Title III	276,416	165,568	197,394	177,690	286,453	194,067	(92,386)	(32.25%)

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SPECIAL FUNDED PROGRAMS REVENUE SUMMARY**

Revenue Object Category	Actual 2012-13	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
							\$ Increase (Decrease) 2016-17	% Increase (Decrease) 2016-17
5400 Federal Sources (cont.)								
5472 Child Care Development	57,546	61,560	61,770	58,352	58,352	58,352	-	-
5496 E Rate Funds	203,109	115,614	116,096	203,109	43,965	203,109	159,144	361.98%
5497 Other Federal Revenue	-	-	14,266	-	-	-	-	-
- Direct Lending	280,311	367,668	341,296	340,000	348,630	348,630	-	-
- US Fish and Wildlife	855	-	-	-	37,025	-	(37,025)	-
- Forestry Grant	3,201	-	-	-	5,000	5,000	-	-
- Interest on Qualified School Construction Bonds	320,876	301,754	310,980	335,468	335,468	335,468	-	-
<b>54XX Federal Sources</b>	<b>\$ 6,087,580</b>	<b>\$ 5,975,108</b>	<b>\$ 6,724,969</b>	<b>\$ 6,063,321</b>	<b>\$ 7,105,426</b>	<b>\$ 6,847,215</b>	<b>\$ (258,211)</b>	<b>(3.63%)</b>
5500 Donated Commodities								
5510 Donated Commodities	\$ 429,997	\$ 339,817	\$ 415,707	\$ 350,000	\$ 400,000	\$ 400,000	\$ -	-
<b>55XX Donated Commodities</b>	<b>\$ 429,997</b>	<b>\$ 339,817</b>	<b>\$ 415,707</b>	<b>\$ 350,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>-</b>
5600 Other Sources								
5611 Sale of Bonds	\$ 5,000,000	\$ 50,000,000	\$ 41,348,000	\$ 30,000,000	\$ 35,000,000	\$ 15,000,000	\$ (20,000,000)	(57.14%)
5631 Insurance Recoveries	1,095,816	-	182,035	-	32,313	-	(32,313)	-
5692 Proceeds - Bond Refunding	4,290,000	-	30,137,000	-	1,575,000	-	(1,575,000)	-
<b>56XX Other Sources</b>	<b>\$ 10,387,026</b>	<b>\$ 50,000,000</b>	<b>\$ 71,667,035</b>	<b>\$ 30,000,000</b>	<b>\$ 36,607,313</b>	<b>\$ 15,000,000</b>	<b>\$ (21,607,313)</b>	<b>(59.02%)</b>
5900 Other Financing Sources								
5999 Other Financing Sources	\$ 3,456,991	\$ 5,482,531	\$ 7,928,876	\$ 962,535	\$ 4,814,232	\$ 1,325,970	\$ (3,488,262)	(72.46%)
<b>59XX Other Financing Sources</b>	<b>\$ 3,456,991</b>	<b>\$ 5,482,531</b>	<b>\$ 7,928,876</b>	<b>\$ 962,535</b>	<b>\$ 4,814,232</b>	<b>\$ 1,325,970</b>	<b>\$ (3,488,262)</b>	<b>(72.46%)</b>
<b>Special Funded Programs - Revenues</b>	<b>\$ 55,180,942</b>	<b>\$ 96,472,076</b>	<b>\$ 120,858,657</b>	<b>\$ 71,846,007</b>	<b>\$ 83,483,040</b>	<b>\$ 58,410,533</b>	<b>\$ (25,072,507)</b>	<b>(30.03%)</b>

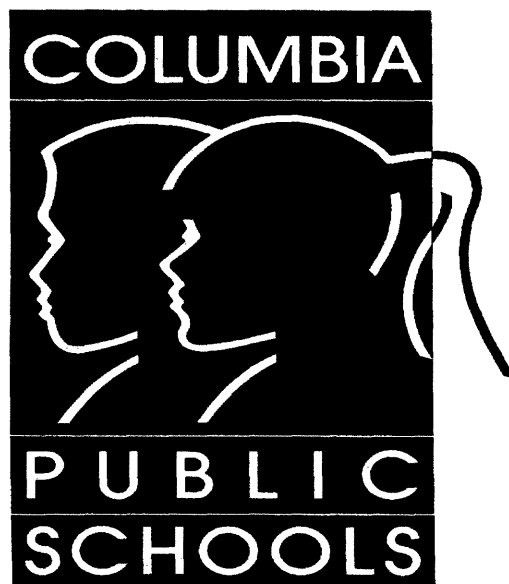
**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SPECIAL FUNDED PROGRAMS SUMMARY**

<b>Programs</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>	<b>1 year Variance Projected to New Budget 2015-16 vs 2016-17</b>	
						<b>\$ Increase (Decrease) 2016-17</b>	<b>% Increase (Decrease) 2016-17</b>
<b>Special Funded Programs</b>							
<i>Debt Services, Capital Projects, Nutrition Services, Student Activities, Adult Education ,and Grants and Donations Funds</i>							
Debt Services	\$ 21,330,786	\$ 31,586,946	\$ 24,850,933	\$ 22,945,079	\$ 51,810,909	\$ 28,865,830	125.80%
Capital Projects	37,893,462	33,775,209	80,237,248	38,406,913	59,172,381	20,765,468	54.07%
Nutrition Services	8,736,707	8,272,584	8,163,220	8,225,174	8,651,139	425,965	5.18%
Student Activities	2,038,410	1,972,662	1,812,400	1,941,240	1,965,500	24,260	1.25%
Adult Education	2,060,365	2,005,190	2,012,094	2,092,348	2,176,942	84,594	4.04%
Grants and Donations Fund	3,605,879	3,915,618	3,039,565	3,926,191	3,595,479	(330,712)	(8.42%)
<b>Total - Special Funded Programs</b>	<b>\$ 75,665,609</b>	<b>\$ 81,528,209</b>	<b>\$ 120,115,460</b>	<b>\$ 77,536,945</b>	<b>\$ 127,372,350</b>	<b>\$ 49,835,405</b>	<b>64.27%</b>

**Final Budget  
2016-17**

**Revenues**



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL OBJECTS**

<b>Revenue Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
<b>All Funds - Revenues</b>					
5100 Local Sources					
5111 Current Tax	\$ 110,577,101	\$ 116,144,412	\$ 117,401,135	\$ 119,630,781	\$ 133,693,713
5112 Delinquent Tax	3,705,469	3,730,742	3,826,770	3,733,665	3,815,965
5113 Proposition C Sales Tax	15,050,485	15,596,185	15,811,950	16,085,592	16,712,132
5114 Intangible Tax	275,495	165,849	165,850	163,959	163,959
5115 Surtax	2,039,225	2,262,334	2,262,333	2,170,784	2,170,784
5116 In Lieu of Tax Payments	594,525	415,323	226,637	248,542	248,542
5121 Tuition - K-12	25,230	26,397	30,000	43,500	27,000
5122 Summer School Tuition	12,898	37,606	10,000	35,000	35,000
5123 Tuition - Adult Ed	1,395,948	1,110,102	1,200,000	1,525,000	1,525,000
5141 Interest - Daily Account	43,284	44,695	39,326	45,026	45,326
5142 Interest - Investments	127,302	183,548	185,475	188,000	188,000
5143 Interest - Intangible	-	-	-	-	-
5144 Interest - Collector	45,288	24,864	12,309	22,938	22,865
5145 Interest - Escrow Agent	3,267	9,708	4,875	4,875	4,875
5151 Food Sales - Program	1,904,180	1,830,290	2,960,000	1,600,000	1,650,000
5165 Food Sales - Non Program	1,134,595	1,113,206	1,200,000	1,200,000	1,200,000
5171 Student Activities	1,824,391	1,698,876	1,677,400	1,654,181	2,319,500
5172 Vending Revenue	61,013	50,574	75,000	21,399	17,400
5189 Enrichment Tuition	30,922	37	35,000	-	-
5190 Other Local	373,247	322,830	222,761	321,569	122,592
5191 Rentals	141,554	164,088	185,000	170,000	170,000
5192 Donations	892,667	1,050,528	1,000,000	892,047	572,136
5193 Offset Printing	145,499	99,471	98,861	125,000	125,000
5195 Refund of Expenditure	67,154	33,432	31,300	88,972	31,000
5197 Sale of Misc. Items	51,193	58,862	35,000	74,414	52,200
5198 Fundraising Activities	589,562	671,874	518,000	464,589	75,817
5199 Misc. Local Revenue	409,788	387,183	119,000	180,005	168,432
- Project Construct	312,369	301,113	275,000	275,000	275,000
- Moving on Together	1,020	1,050	1,000	3,125	3,125
- Sports Marketing	240,000	217,000	-	-	-
<b>51XX Local Sources</b>	<b>\$ 142,079,594</b>	<b>\$ 147,752,179</b>	<b>\$ 149,609,982</b>	<b>\$ 150,967,963</b>	<b>\$ 165,435,363</b>
5200 Intermediate Sources					
5211 Fines and Forfeitures	\$ 514,737	\$ 470,537	\$ 470,537	\$ 486,420	\$ 486,420
5221 State Assessed Utilities	1,301,664	1,223,831	1,223,830	1,320,412	1,320,412
5234 County Stock Insurance	75,660	150,814	150,814	461,466	461,466
<b>52XX Intermediate Sources</b>	<b>\$ 1,892,061</b>	<b>\$ 1,845,182</b>	<b>\$ 1,845,181</b>	<b>\$ 2,268,298</b>	<b>\$ 2,268,298</b>
5300 State Sources					
5311 Basic Formula - State Aid	\$ 41,047,900	\$ 43,354,675	\$ 45,811,223	\$ 45,631,727	\$ 46,993,771
5312 Transportation	1,984,959	2,627,397	2,350,000	2,296,069	2,371,069
5314 Early Childhood, Spec Ed	2,835,365	3,223,087	3,226,463	3,550,613	3,226,463
5319 Classroom Trust Fund	6,746,955	6,438,455	6,310,769	6,531,097	6,427,975
5324 Parents as Teachers	471,903	536,039	470,000	499,185	499,185

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL OBJECTS**

<b>Revenue Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
5300 State Sources (cont.)					
5332 Vocational Aid	940,426	1,003,458	826,813	855,000	855,000
5333 School Lunch Assistance	57,962	60,702	60,000	60,000	60,000
5337 Adult Basic Education	275,731	51,376	200,000	69,507	69,507
5359 Vocational Enhancement Grant	228,723	197,304	200,000	581,753	581,753
5362 A+ Schools	-	-	20,000	-	-
5369 Resid Place/Excess Cost	230,843	520,100	520,099	483,791	483,791
5371 Readers for the Blind	2,116	2,065	-	-	-
5381 Extraordinary Cost	1,518,551	1,649,786	1,649,785	1,528,661	1,678,661
5382 Missouri Preschool Project	27,625	-	-	-	-
5397 Other State Revenue	51,682	66,416	90,000	43,600	43,600
- Project Construct	163,618	313,461	64,062	458,910	473,880
- Lewis & Clark Conservation	30,284	-	-	1,250	-
- Child Care Consortium - Parents as Teachers	19,833	-	23,000	-	-
<b>53XX State Sources</b>	<b>\$ 56,634,476</b>	<b>\$ 60,051,646</b>	<b>\$ 61,822,214</b>	<b>\$ 62,603,663</b>	<b>\$ 63,777,155</b>
5400 Federal Sources					
5412 Medicaid	\$ 535,382	\$ 509,537	\$ 470,000	\$ 470,000	\$ 470,000
5427 Title II - Basic Grant	330,975	315,967	297,372	271,633	295,271
5436 Adult Basic Education	192,258	360,310	273,132	273,132	273,132
5437 IDEA Grants	104,209	-	90,000	154,381	150,000
5441 Entitlement PL 94-142	3,218,728	3,388,306	3,392,561	3,392,561	3,578,673
5442 Early Childhood, Spec Ed	945,122	757,080	650,000	650,000	653,556
5445 School Lunch - Federal	3,095,786	3,313,938	2,950,000	3,650,000	3,650,000
5446 School Breakfast	981,282	1,088,556	950,000	1,250,000	1,250,000
5447 School Milk	6,748	8,882	8,000	8,000	9,000
5448 After School Snacks	2,995	3,455	5,000	2,500	2,500
5449 School Fruits & Veggies	35,472	85,985	65,000	77,838	80,000
5451 Title I	4,024,762	4,083,139	4,230,470	4,600,951	4,012,157
5462 Title III	170,419	201,924	177,690	291,453	199,067
5465 Title II	710,773	697,405	700,000	762,387	572,038
5472 Child Care Development	63,980	63,934	58,352	58,352	58,352
5484 Pell Funds	275,205	224,020	237,500	232,500	232,500
5496 E Rate Funds	153,536	169,074	249,185	102,838	261,982
5497 Other Federal Revenue	36	15,266	-	45	-
- Direct Lending	367,668	341,296	340,000	348,630	348,630
- US Fish and Wildlife	-	-	-	37,025	-
- Forestry Grant	-	-	-	5,000	5,000
- Parent Involvement	301,754	310,980	335,468	335,468	335,468
<b>54XX Federal Sources</b>	<b>\$ 15,517,090</b>	<b>\$ 15,939,054</b>	<b>\$ 15,479,730</b>	<b>\$ 16,974,694</b>	<b>\$ 16,437,326</b>
5500 Donated Commodities					
5510 Donated Commodities	\$ 339,817	\$ 415,707	\$ 350,000	\$ 400,000	\$ 400,000
<b>55XX Donated Commodities</b>	<b>\$ 339,817</b>	<b>\$ 415,707</b>	<b>\$ 350,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL OBJECTS**

<b>Revenue Object Category</b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Original Budget 2015-16</b>	<b>Projected Actual 2015-16</b>	<b>Final Budget 2016-17</b>
5600 Other Sources					
5611 Sale of Bonds	\$ 50,000,000	\$ 41,348,000	\$ 30,000,000	\$ 35,000,000	\$ 15,000,000
5631 Insurance Recoveries	152,220	182,595	-	32,313	-
5692 Proceeds - Bond Refunding	-	30,137,000	-	1,575,000	-
<b>56XX Other Sources</b>	<b>\$ 50,152,220</b>	<b>\$ 71,667,595</b>	<b>\$ 30,000,000</b>	<b>\$ 36,607,313</b>	<b>\$ 15,000,000</b>
5800 Tuition					
5810 Tuition - Other Districts	\$ 208,076	\$ 75,583	\$ 77,003	\$ 49,768	\$ 49,768
5820 Tuition - Area Voc Fees	98,000	87,000	87,000	87,500	87,500
<b>58XX Tuition</b>	<b>\$ 306,076</b>	<b>\$ 162,583</b>	<b>\$ 164,003</b>	<b>\$ 137,268</b>	<b>\$ 137,268</b>
5900 Other Financing Sources					
5999 Other Financing Sources	\$ 5,482,531	\$ 7,928,876	\$ 962,535	\$ 4,814,232	\$ 4,298,303
<b>59XX Other Financing Sources</b>	<b>\$ 5,482,531</b>	<b>\$ 7,928,876</b>	<b>\$ 962,535</b>	<b>\$ 4,814,232</b>	<b>\$ 4,298,303</b>
 <b>All Funds - Revenues</b>	 <b><u>\$ 272,403,865</u></b>	 <b><u>\$ 305,762,822</u></b>	 <b><u>\$ 260,233,645</u></b>	 <b><u>\$ 274,773,431</u></b>	 <b><u>\$ 267,753,713</u></b>

*Summary Budget Variances*  
*All Funds / All Programs*



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL FUNDS**

Revenue Object Category	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
						\$	%
						Increase (Decrease) 2016-17	Increase (Decrease) 2016-17
<b>All Funds - Revenues</b>							
5100 Local Sources							
5111 Current Tax	\$ 110,577,101	\$ 116,144,412	\$ 117,401,135	\$ 119,630,781	\$ 133,693,713	\$ 14,062,932	11.76%
5113 Proposition C Sales Tax	15,050,485	15,596,185	15,811,950	16,085,592	16,712,132	626,540	3.90%
5114 Intangible Tax	275,495	165,849	165,850	163,959	163,959	-	-
5115 Surtax	2,039,225	2,262,334	2,262,333	2,170,784	2,170,784	-	-
5116 In Lieu of Tax Payments	594,525	415,323	226,637	248,542	248,542	-	-
5121 Tuition - K-12	25,230	26,397	30,000	43,500	27,000	(16,500)	(37.93%)
5122 Summer School Tuition	12,898	37,606	10,000	35,000	35,000	-	-
5123 Tuition - Adult Ed	1,395,948	1,110,102	1,200,000	1,525,000	1,525,000	-	-
5141 Interest - Daily Account	43,284	44,695	39,326	45,026	45,326	300	0.67%
5142 Interest - Investments	127,302	183,548	185,475	188,000	188,000	-	-
5144 Interest - Collector	45,288	24,864	12,309	22,938	22,865	(73)	(0.32%)
5145 Interest - Escrow Agent	3,267	9,708	4,875	4,875	4,875	-	-
5151 Food Sales - Program	1,904,180	1,830,290	2,960,000	1,600,000	1,650,000	50,000	3.13%
5165 Food Sales - Non Program	1,134,595	1,113,206	1,200,000	1,200,000	1,200,000	-	-
5171 Student Activities	1,824,391	1,698,876	1,677,400	1,654,181	2,319,500	665,319	40.22%
5172 Vending Revenue	61,013	50,574	75,000	21,399	17,400	(3,999)	(18.69%)
5189 Enrichment Tuition	30,922	37	35,000	-	-	-	-
5190 Other Local	373,247	322,830	222,761	321,569	122,592	(198,977)	(61.88%)
5191 Rentals	141,554	164,088	185,000	170,000	170,000	-	-
5192 Donations	892,667	1,050,528	1,000,000	892,047	572,136	(319,911)	(35.86%)
5193 Offset Printing	145,499	99,471	98,861	125,000	125,000	-	-
5195 Refund of Expenditure	67,154	33,432	31,300	88,972	31,000	(57,972)	(65.16%)
5197 Sale of Misc. Items	51,193	58,862	35,000	74,414	52,200	(22,214)	(29.85%)
5198 Fundraising Activities	589,562	671,874	518,000	464,589	75,817	(388,772)	(83.68%)
5199 Misc. Local Revenue	409,788	387,183	119,000	180,005	168,432	(11,573)	(6.43%)
- Project Construct	312,369	301,113	275,000	275,000	275,000	-	-
- Moving on Together	1,020	1,050	1,000	3,125	3,125	-	-
- Sports Marketing	240,000	217,000	-	-	-	-	-
<b>51XX Local Sources</b>	<b>\$ 142,079,594</b>	<b>\$ 147,752,179</b>	<b>\$ 149,609,982</b>	<b>\$ 150,967,963</b>	<b>\$ 165,435,363</b>	<b>\$ 14,467,400</b>	<b>9.58%</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL FUNDS**

Revenue Object Category	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
						\$ Increase (Decrease) 2016-17	% Increase (Decrease) 2016-17
5200 Intermediate Sources							
5211 Fines and Forfeitures	\$ 514,737	\$ 470,537	\$ 470,537	\$ 486,420	\$ 486,420	\$ -	-
5221 State Assessed Utilities	1,301,664	1,223,831	1,223,830	1,320,412	1,320,412	-	-
5234 County Stock Insurance	75,660	150,814	150,814	461,466	461,466	-	-
<b>52XX Intermediate Sources</b>	<b>\$ 1,892,061</b>	<b>\$ 1,845,182</b>	<b>\$ 1,845,181</b>	<b>\$ 2,268,298</b>	<b>\$ 2,268,298</b>	<b>\$ -</b>	<b>-</b>
5300 State Sources							
5311 Basic Formula - State Aid	\$ 41,047,900	\$ 43,354,675	\$ 45,811,223	\$ 45,631,727	\$ 46,993,771	\$ 1,362,044	2.98%
5312 Transportation	1,984,959	2,627,397	2,350,000	2,296,069	2,371,069	75,000	3.27%
5314 Early Childhood, Spec Ed	2,835,365	3,223,087	3,226,463	3,550,613	3,226,463	(324,150)	(9.13%)
5319 Classroom Trust Fund	6,746,955	6,438,455	6,310,769	6,531,097	6,427,975	(103,122)	(1.58%)
5324 Parents as Teachers	471,903	536,039	470,000	499,185	499,185	-	-
5332 Vocational Aid	940,426	1,003,458	826,813	855,000	855,000	-	-
5333 School Lunch Assistance	57,962	60,702	60,000	60,000	60,000	-	-
5337 Adult Basic Education	275,731	51,376	200,000	69,507	69,507	-	-
5359 Vocational Enhancement Grant	228,723	197,304	200,000	581,753	581,753	-	-
5362 A+ Schools	-	-	20,000	-	-	-	-
5369 Resid Place/Excess Cost	230,843	520,100	520,099	483,791	483,791	-	-
5371 Readers for the Blind	2,116	2,065	-	-	-	-	-
5381 Extraordinary Cost	1,518,551	1,649,786	1,649,785	1,528,661	1,678,661	150,000	9.81%
5382 Missouri Preschool Project	27,625	-	-	-	-	-	-
5397 Other State Revenue	51,682	66,416	90,000	43,600	43,600	-	-
- Project Construct	163,618	313,461	64,062	458,910	473,880	14,970	3.26%
- Lewis & Clark Conservation	30,284	-	-	1,250	-	(1,250)	-
- Child Care Consortium - PAT	19,833	-	23,000	-	-	-	-
<b>53XX State Sources</b>	<b>\$ 56,634,476</b>	<b>\$ 60,051,646</b>	<b>\$ 61,822,214</b>	<b>\$ 62,603,663</b>	<b>\$ 63,777,155</b>	<b>\$ 1,173,492</b>	<b>1.87%</b>
5400 Federal Sources							
5412 Medicaid	\$ 535,382	\$ 509,537	\$ 470,000	\$ 470,000	\$ 470,000	\$ -	-
5427 Title II - Basic Grant	330,975	315,967	297,372	271,633	295,271	23,638	8.70%
5436 Adult Basic Education	192,258	360,310	273,132	273,132	273,132	-	-

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL FUNDS**

06

Revenue Object Category	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
						\$ Increase (Decrease) 2016-17	% Increase (Decrease) 2016-17
5400 Federal Sources (cont.)							
5437 IDEA Grants	104,209	-	90,000	154,381	150,000	(4,381)	(2.84%)
5441 Entitlement PL 94-142	3,218,728	3,388,306	3,392,561	3,392,561	3,578,673	186,112	5.49%
5442 Early Childhood, Spec Ed	945,122	757,080	650,000	650,000	653,556	3,556	0.55%
5445 School Lunch - Federal	3,095,786	3,313,938	2,950,000	3,650,000	3,650,000	-	-
5446 School Breakfast	981,282	1,088,556	950,000	1,250,000	1,250,000	-	-
5447 School Milk	6,748	8,882	8,000	8,000	9,000	1,000	12.50%
5448 After School Snacks	2,995	3,455	5,000	2,500	2,500	-	-
5449 School Fruits & Veggies	35,472	85,985	65,000	77,838	80,000	2,162	2.78%
5451 Title I	4,024,762	4,083,139	4,230,470	4,600,951	4,012,157	(588,794)	(12.80%)
5462 Title III	170,419	201,924	177,690	291,453	199,067	(92,386)	(31.70%)
5465 Title II	710,773	697,405	700,000	762,387	572,038	(190,349)	(24.97%)
5472 Child Care Development	63,980	63,934	58,352	58,352	58,352	-	-
5484 Pell Funds	275,205	224,020	237,500	232,500	232,500	-	-
5496 E Rate Funds	153,536	169,074	249,185	102,838	261,982	159,144	154.75%
5497 Other Federal Revenue	36	15,266	-	45	-	(45)	-
- Direct Lending	367,668	341,296	340,000	348,630	348,630	-	-
- US Fish and Wildlife	-	-	-	37,025	-	(37,025)	-
- LSTA	-	-	-	5,000	5,000	-	-
<b>54XX Federal Sources</b>	<b>\$ 15,517,090</b>	<b>\$ 15,939,054</b>	<b>\$ 15,479,730</b>	<b>\$ 16,974,694</b>	<b>\$ 16,437,326</b>	<b>\$ (537,368)</b>	<b>(3.17%)</b>
5500 Donated Commodities							
5510 Donated Commodities	\$ 339,817	\$ 415,707	\$ 350,000	\$ 400,000	\$ 400,000	\$ -	-
<b>55XX Donated Commodities</b>	<b>\$ 339,817</b>	<b>\$ 415,707</b>	<b>\$ 350,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>-</b>
5600 Other Sources							
5611 Sale of Bonds	\$ 50,000,000	\$ 41,348,000	\$ 30,000,000	\$ 35,000,000	\$ 15,000,000	\$ (20,000,000)	(57.14%)
5631 Insurance Recoveries	152,220	182,595	-	32,313	-	\$ (32,313)	-
5692 Proceeds - Bond Refunding	-	30,137,000	-	1,575,000	-	\$ (1,575,000)	-
<b>56XX Other Sources</b>	<b>\$ 50,152,220</b>	<b>\$ 71,667,595</b>	<b>\$ 30,000,000</b>	<b>\$ 36,607,313</b>	<b>\$ 15,000,000</b>	<b>\$ (21,607,313)</b>	<b>(59.02%)</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY REVENUE ALL FUNDS**

Revenue Object Category	Actual 2013-14	Actual 2014-15	Original Budget 2015-16	Projected Actual 2015-16	Final Budget 2016-17	1 Year Variance 2016-17 vs 2015-16	
						\$ Increase (Decrease) 2016-17	% Increase (Decrease) 2016-17
5800 Tuition							
5810 Tuition - Other Districts	\$ 208,076	\$ 75,583	\$ 77,003	\$ 49,768	\$ 49,768	\$ -	-
5820 Tuition - Area Voc Fees	98,000	87,000	87,000	87,500	87,500	\$ -	-
<b>58XX Tuition</b>	<b>\$ 306,076</b>	<b>\$ 162,583</b>	<b>\$ 164,003</b>	<b>\$ 137,268</b>	<b>\$ 137,268</b>	<b>\$ -</b>	<b>-</b>
5900 Other Financing Sources							
5999 Other Financing Sources	\$ 5,482,531	\$ 7,928,876	\$ 962,535	\$ 4,814,232	\$ 4,298,303	\$ (515,929)	(10.72%)
<b>59XX Other Financing Sources</b>	<b>\$ 5,482,531</b>	<b>\$ 7,928,876</b>	<b>\$ 962,535</b>	<b>\$ 4,814,232</b>	<b>\$ 4,298,303</b>	<b>\$ (515,929)</b>	<b>(10.72%)</b>
<b>All Funds - Revenues</b>	<b>\$ 272,403,865</b>	<b>\$ 305,762,822</b>	<b>\$ 260,233,645</b>	<b>\$ 274,773,431</b>	<b>\$ 267,753,713</b>	<b>\$ (7,019,718)</b>	<b>(2.55%)</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY ALL FUNCTIONS**

<u>Programs</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Original Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>	<b>1 year Variance Projected to New Budget 2015-16 vs 2016-17</b>	
						<b>\$ Increase (Decrease) 2016-17</b>	<b>% Increase (Decrease) 2016-17%</b>
Elementary Instruction	\$ 30,102,437	\$ 30,664,427	\$ 32,346,512	\$ 32,034,712	\$ 36,095,521	\$ 4,060,809	12.68%
Middle Instruction	16,600,929	16,657,409	17,508,366	17,347,757	18,870,152	1,522,395	8.78%
Senior High Instruction	18,190,555	19,199,070	20,181,929	19,256,277	20,308,433	1,052,156	5.46%
Summer School Instruction	2,223,799	2,563,373	2,380,280	2,589,782	2,728,119	138,337	5.34%
Douglass High Instruction	809,506	818,979	844,398	860,027	917,016	56,989	6.63%
At Risk Programs	402,582	311,635	224,570	310,989	345,365	34,376	11.05%
Special Education Instruction	14,327,090	14,913,171	15,816,626	15,149,774	16,323,538	1,173,764	7.75%
Early Childhood Special Education	3,385,633	3,484,625	3,557,534	3,694,990	3,964,121	269,131	7.28%
Gifted Program	1,177,547	1,153,645	1,179,543	1,104,701	1,218,278	113,577	10.28%
Title I	1,310,997	1,186,047	1,406,336	1,164,089	1,237,823	73,734	6.33%
English Language Learners	1,467,582	1,655,746	1,672,746	1,894,533	2,107,114	212,581	11.22%
Vocational Instruction	3,829,224	3,768,110	4,079,291	3,961,016	4,479,206	518,190	13.08%
Student Activities & Athletics	2,070,049	2,049,197	2,123,436	2,128,713	2,558,818	430,105	20.20%
Adult Basic Education	-	12,407	15,000	11,480	13,980	2,500	21.78%
Supplemental Education (Tuition) Services	358,623	452,990	450,000	450,000	490,000	40,000	8.89%
Guidance & Counseling Services	3,977,356	3,944,606	4,148,051	4,273,995	4,900,138	626,143	14.65%
Pupil Services	8,621,964	8,991,788	9,579,481	9,898,918	11,264,374	1,365,456	13.79%
Educational Media Services	2,539,143	2,995,851	3,150,131	3,214,287	3,544,678	330,391	10.28%

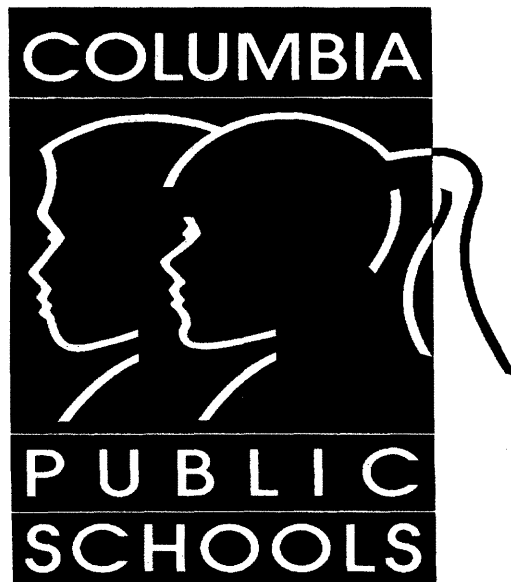
**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY ALL FUNCTIONS**

<b><u>Programs</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Original Budget 2015-16</u></b>	<b><u>Projected Actual 2015-16</u></b>	<b><u>Final Budget 2016-17</u></b>	<b>1 year Variance Projected to New Budget 2015-16 vs 2016-17</b>	
						<b><u>\$ Increase (Decrease) 2016-17</u></b>	<b><u>% Increase (Decrease) 2016-17%</u></b>
Support Services and Instructional Staff	8,660,954	8,877,794	9,527,953	9,490,696	10,814,377	1,323,681	13.95%
Administrative Services	2,941,469	3,073,654	3,142,262	3,185,723	3,566,719	380,996	11.96%
Other Administrative Services	12,105,307	12,508,377	12,819,501	12,871,068	14,550,161	1,679,093	13.05%
Business Services	1,165,913	1,151,401	1,190,031	1,145,523	1,116,241	(29,282)	(2.56%)
Maintenance Services	17,551,475	17,135,885	18,279,401	17,376,579	19,752,874	2,376,295	13.68%
102 Security Services	594,252	651,149	644,319	709,691	752,293	42,602	6.00%
Transportation Services	12,679,140	12,493,629	13,393,393	12,721,855	13,497,785	775,930	6.10%
Research and Information Systems	4,664,540	4,987,098	4,807,245	4,785,556	5,144,277	358,721	7.50%
Community Services	745,065	743,792	722,838	787,374	908,729	121,355	15.41%
Early Childhood Education	2,445,985	2,635,637	2,814,202	2,676,464	3,150,560	474,096	17.71%
Parents as Teachers	1,102,790	1,132,301	1,156,669	1,161,363	1,228,290	66,927	5.76%
Other Financing Uses	816,050	1,378,119	962,535	1,530,746	4,298,303	2,767,557	180.80%
Debt Services	21,330,786	31,586,946	24,850,933	22,945,079	51,810,909	28,865,830	125.80%
Capital Projects	37,893,462	33,775,209	80,237,248	38,406,913	59,172,381	20,765,468	54.07%
Nutrition Services	8,736,707	8,272,584	8,163,220	8,225,174	8,651,139	425,965	5.18%
Student Activities	2,038,410	1,972,662	1,812,400	1,941,240	1,965,500	24,260	1.25%
Adult Education	2,060,365	2,005,190	2,012,094	2,092,348	2,176,942	84,594	4.04%
Grants and Donations Fund	3,605,879	3,915,618	3,039,565	3,926,191	3,595,479	(330,712)	(8.42%)
<b>Total</b>	<b><u>\$ 252,533,565</u></b>	<b><u>\$ 263,120,121</u></b>	<b><u>\$ 310,240,039</u></b>	<b><u>\$ 265,325,623</u></b>	<b><u>\$ 337,519,633</u></b>	<b><u>\$ 72,194,010</u></b>	<b><u>27.21%</u></b>

**Final Budget  
2016-17**

**Compensation**



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**COMPENSATION SUMMARY - ALL FUNDS**

	2015-16 Original Budget	2015-16 Projected Actual	2016-17 Budget Total All Funds	Percentage of Total
Classroom Teachers	\$ 56,028,562	\$ 55,185,551	\$ 60,674,465	48.46%
Title I Classroom Teachers	\$ 866,364	\$ 813,689	\$ 859,940	0.69%
Title IIA Class Size Reduction Teachers & Mentors	\$ 447,559	\$ 466,721	\$ 493,607	0.39%
Guidance Counselors	\$ 3,049,208	\$ 3,070,782	\$ 3,419,174	2.73%
Media Specialists	\$ 1,549,071	\$ 1,609,952	\$ 1,813,946	1.45%
Fellow & Instructional Mentors (Clinical Associates)	\$ 1,151,150	\$ 1,171,216	\$ 1,156,599	0.92%
Building Level Dept Chairs and Coordinators	\$ 513,892	\$ 524,023	\$ 756,572	0.60%
PreSchool Teachers - Locally funded	\$ 264,938	\$ 333,520	\$ 401,099	0.32%
PreSchool Teachers - Title I funded	\$ 933,115	\$ 865,762	\$ 1,019,164	0.81%
Early Childhood Special Education Teachers & Prof Support	\$ 932,156	\$ 1,861,222	\$ 2,086,626	1.67%
Special Education Diagnosticians & Process Coordinators	\$ 1,046,615	\$ 1,128,794	\$ 1,158,560	0.93%
Speech Language Pathologists & Audiologists - non PreK	\$ 2,022,592	\$ 1,483,816	\$ 1,644,770	1.31%
School Psychologists, Psych Examiners & Psych Interns	\$ 1,044,666	\$ 821,017	\$ 977,133	0.78%
Parent Educators	\$ 800,574	\$ 813,564	\$ 848,690	0.68%
Outreach Counselors	\$ 530,332	\$ 474,308	\$ 519,557	0.41%
Social Workers	\$ 108,706	\$ 175,534	\$ 186,391	0.15%
Occupational & Physical Therapists	\$ 1,004,998	\$ 1,021,890	\$ 1,091,174	0.87%
Instructional Technology Trainers	\$ 258,605	\$ 259,830	\$ 321,771	0.26%
Home School Communicators	\$ 767,742	\$ 886,239	\$ 956,661	0.76%
Principals and Assistant Principals	\$ 6,044,312	\$ 6,086,151	\$ 7,120,678	5.69%
Coordinators and Supervisors	\$ 1,883,279	\$ 2,157,477	\$ 2,244,855	1.79%
Central Office Certificated Administrators	\$ 541,982	\$ 533,053	\$ 856,358	0.68%
Office & Technology Services Support Staff Hourly	\$ 5,552,820	\$ 5,382,328	\$ 5,885,123	4.70%
Nurses (LPNs in Support)	\$ 1,153,463	\$ 1,186,070	\$ 1,432,587	1.14%
Support and Professional Staff Salaried	\$ 3,881,846	\$ 4,035,882	\$ 4,431,522	3.54%
Grant, ECA and Adult Ed Funded Professionals	\$ 1,864,421	\$ 1,834,940	\$ 1,762,949	1.41%
Custodial Staff	\$ 3,569,114	\$ 3,487,810	\$ 4,132,787	3.30%
Grounds and Specialized Maintenance Staff	\$ 1,378,059	\$ 1,248,165	\$ 1,452,810	1.16%
Instructional Aides, CL Aides, LPNs, Paraprofessionals	\$ 4,463,995	\$ 4,361,029	\$ 5,306,830	4.24%
Nutrition Services Personnel	\$ 2,804,084	\$ 2,542,528	\$ 2,826,421	2.26%
Substitutes	\$ 152,460	\$ 26,239	\$ 31,500	0.03%
Playground Supervision/Crossing Guards	\$ 511,371	\$ 350,702	\$ -	0.00%
Extra Duty Days	\$ 548,245	\$ 511,023	\$ 545,619	0.44%
Supplemental Pay	\$ 942,743	\$ 898,500	\$ 873,500	0.70%
Summer School	\$ 2,650,000	\$ 2,209,226	\$ 2,359,703	1.88%
Category I Stipends - MSHSAA activity	\$ 1,248,233	\$ 1,015,381	\$ 1,209,381	0.97%
Category II Stipends - Club Sponsors	\$ 92,780	\$ 88,550	\$ 178,550	0.14%
Category III Stipends - Administrative	\$ 422,685	\$ 501,570	\$ 606,570	0.48%
General Supervision Stipends	\$ 62,000	\$ 62,000	\$ 62,000	0.05%
NBC/CCC and NSPL Stipend	\$ -	\$ -	\$ 136,000	0.11%
Overtime	\$ 250,000	\$ 355,000	\$ 390,500	0.31%
Temporary/Seasonal Employees	\$ 66,000	\$ 80,000	\$ 80,000	0.06%
Sick Leave/Vacation Payout for Retirees (prior year)	\$ 425,000	\$ 429,719	\$ 455,502	0.36%
Homebound Instruction	\$ 50,000	\$ 41,796	\$ 41,796	0.03%
Other Payrolls (including PD, etc.)	\$ 417,306	\$ 550,937	\$ 353,880	0.28%
Early Retirement Incentive	\$ 41,750	\$ 35,050	\$ 35,000	0.03%
<b>Totals</b>	<b>\$ 114,338,793</b>	<b>\$ 112,978,556</b>	<b>\$ 125,198,319</b>	<b>100.00%</b>

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.



**COLUMBIA SCHOOL DISTRICT  
2016-17  
EXTRA-DUTY STIPENDS – DESCRIPTORS**

**Category I Stipends – MSHSAA Related Activities**

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.

**Category II Stipends – Club Sponsors of Student Activities**

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.

The stipend is recommended by an Assistant Superintendent and approved by the Assistant Superintendent of Human Resources following identification of budget source and alignment with similarly situated responsibilities. This year we added on-line teaching opportunities and developed a stipend. You will see it added in this update.

## **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 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 beginning July 1, 2010 are now issued on a per diem basis to a capped rate of \$225 per day. Employees receiving extended day contracts 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 periods, 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.

**COLUMBIA SCHOOL DISTRICT**

**2016-17**

**CATEGORY I STIPENDS**

Sport or Activity		Position	2015-16	2016-17	Level	Criteria								Total Pts	Value per point	Individual Stipend Base Rate	2015-16 Total Budget	2016-17 Total Budget	2016-17 Change in Budget
						# 1	# 2	# 3	# 4	# 5	# 6	# 7	# 8						
<b>HIGH SCHOOL ATHLETICS</b>																			
Baseball	A	Head Coach	3	3	HS	9	2	6	5	4	2	3	8	39	\$130	\$ 5,070	\$ 12,420	\$ 15,210	\$ 2,790
Baseball	A	Asst. Coach	6	6	HS	9	2	1	3	3	0	3	7	28	\$130	\$ 3,640	\$ 19,320	\$ 21,840	\$ 2,520
Basketball - Boys	A	Head Coach	3	3	HS	10	2	10	9	2	2	5	11	51	\$130	\$ 6,630	\$ 17,595	\$ 19,890	\$ 2,295
Basketball - Boys	A	Asst. Head	3	3	HS	10	2	3	5	2	1	5	9	37	\$130	\$ 4,810	\$ 12,765	\$ 14,430	\$ 1,665
Basketball - Boys	A	Asst. Coach	6	6	HS	8	2	1	3	2	0	3	8	27	\$130	\$ 3,510	\$ 18,630	\$ 21,060	\$ 2,430
Basketball - Girls	A	Head Coach	3	3	HS	10	2	10	9	2	2	5	11	51	\$130	\$ 6,630	\$ 17,595	\$ 19,890	\$ 2,295
Basketball - Girls	A	Asst. Head	3	3	HS	10	2	3	5	2	1	5	9	37	\$130	\$ 4,810	\$ 12,765	\$ 14,430	\$ 1,665
Basketball - Girls	A	Asst. Coach	6	6	HS	8	2	1	3	2	0	3	8	27	\$130	\$ 3,510	\$ 18,630	\$ 21,060	\$ 2,430
Basketball-DHS Boys	A	Head Coach	1	1	HS	10	2	10	9	2	2	5	11	51	\$130	\$ 6,630	\$ 5,865	\$ 6,630	\$ 765
Basketball-DHS Boys	A	Asst. Coach	1	1	HS	10	2	3	5	2	0	5	9	36	\$130	\$ 4,680	\$ 4,140	\$ 4,680	\$ 540
Basketball-DHS Girls	A	Head Coach	1	1	HS	10	2	10	9	2	2	5	11	51	\$130	\$ 6,630	\$ 2,933	\$ 6,630	\$ 3,698
Basketball-DHS Girls	A	Asst. Coach	1	1	HS	10	2	3	5	2	0	5	9	36	\$130	\$ 4,680	\$ 2,070	\$ 4,680	\$ 2,610
Cheerleading	A	Coordinator	4	4	HS	2	0	1	1	1	2	0	2	9	\$130	\$ 1,170	\$ 4,140	\$ 4,680	\$ 540
Cheerleading/Basketball B	A	Coach	3	3	HS	6	1	1	1	1	0	4	2	16	\$130	\$ 2,080	\$ 5,520	\$ 6,240	\$ 720
Cheerleading/Basketball G	A	Coach	3	3	HS	6	1	1	1	1	0	4	2	16	\$130	\$ 2,080	\$ 5,520	\$ 6,240	\$ 720
Cheerleading/Football/Vball	A	Coach	3	3	HS	4	1	1	1	1	0	3	2	13	\$130	\$ 1,690	\$ 4,485	\$ 5,070	\$ 585
Cheerleading/Soccer B	A	Coach	3	3	HS	5	1	1	1	1	0	2	1	12	\$130	\$ 1,560	\$ 4,140	\$ 4,680	\$ 540
Compliance & Academic Support (All Schools - Full Yr)	A	Coach	0	1	HS/MS									75	\$130	\$ 9,750	\$ -	\$ 9,750	\$ 9,750
Cross Country-Boys & Girls	A	Head Coach	3	3	HS	7	4	3	3	1	1	3	5	27	\$130	\$ 3,510	\$ 8,970	\$ 10,530	\$ 1,560
Cross Country-Boys & Girls	A	Asst Coach	3	3	HS	7	4	0	1	1	0	3	4	20	\$130	\$ 2,600	\$ 6,900	\$ 7,800	\$ 900
Dance	A	Coach	3	3	HS	9	2	3	3	1	0	0	2	20	\$130	\$ 2,600	\$ 6,900	\$ 7,800	\$ 900
Football	A	Head Coach	3	3	HS	11	2	10	9	4	7	3	9	55	\$130	\$ 7,150	\$ 18,630	\$ 21,450	\$ 2,820
Football	A	Asst. Head Coach	6	6	HS	11	2	5	7	4	1	3	8	41	\$130	\$ 5,330	\$ 28,290	\$ 31,980	\$ 3,690
Football	A	Asst. Coach	15	15	HS	11	2	3	5	4	0	3	5	33	\$130	\$ 4,290	\$ 56,925	\$ 64,350	\$ 7,425
Football - 9th Grade	A	Asst. Coach	3	3	HS	11	2	3	5	4	0	3	5	33	\$130	\$ 4,290	\$ 11,385	\$ 12,870	\$ 1,485
Golf - Boys	A	Coach	3	3	HS	9	2	3	3	2	0	3	1	23	\$130	\$ 2,990	\$ 7,935	\$ 8,970	\$ 1,035
Golf - Girls	A	Coach	3	3	HS	9	2	3	3	2	0	3	1	23	\$130	\$ 2,990	\$ 7,935	\$ 8,970	\$ 1,035
MSHSAA Academic Team	A	Sponsors	3	3	HS	3	1	1	1	0	0	3	4	13	\$130	\$ 1,690	\$ 4,485	\$ 5,070	\$ 585
Off Season Coaching	A	Coach, Asst Coach	90	90	HS	Flat Amounts varied by season & sport									\$200-\$400	\$ 31,500	\$ 36,000	\$ 4,500	
Pompon	A	Coach	3	3	HS	9	2	3	3	1	0	0	2	20	\$130	\$ 2,600	\$ 6,900	\$ 7,800	\$ 900
Soccer - Boys	A	Head Coach	3	3	HS	9	2	6	5	3	2	4	7	38	\$130	\$ 4,940	\$ 12,765	\$ 14,820	\$ 2,055
Soccer - Boys	A	Asst. Coach	6	6	HS	9	2	1	1	3	0	4	7	27	\$130	\$ 3,510	\$ 18,630	\$ 21,060	\$ 2,430
Soccer - Girls	A	Head Coach	3	3	HS	9	2	6	5	3	2	4	7	38	\$130	\$ 4,940	\$ 12,765	\$ 14,820	\$ 2,055
Soccer - Girls	A	Asst. Coach	6	6	HS	9	2	1	1	3	0	4	7	27	\$130	\$ 3,510	\$ 18,630	\$ 21,060	\$ 2,430
Softball	A	Head Coach	3	3	HS	9	2	6	5	4	2	3	8	39	\$130	\$ 5,070	\$ 12,420	\$ 15,210	\$ 2,790
Softball	A	Asst. Coach	6	6	HS	9	2	1	3	3	0	3	7	28	\$130	\$ 3,640	\$ 19,320	\$ 21,840	\$ 2,520
Swimming - Boys	A	Head Coach (all HS)	1	1	HS	12	4	10	7	3	2	5	13	56	\$130	\$ 7,280	\$ 6,440	\$ 7,280	\$ 840
Swimming - Boys	A	Asst. Coach (all HS)	1	1	HS	8	3	1	1	2	0	5	10	30	\$130	\$ 3,900	\$ 3,450	\$ 3,900	\$ 450
Swimming - Boys Diving	A	Asst. Coach (all HS)	1	1	HS	0	3	0	0	0	0	3	3	9	\$130	\$ 1,170	\$ 1,035	\$ 1,170	\$ 135
Swimming - Girls	A	Head Coach (all HS)	1	1	HS	12	4	10	7	3	2	5	13	56	\$130	\$ 7,280	\$ 6,440	\$ 7,280	\$ 840
Swimming - Girls	A	Asst. Coach (all HS)	1	1	HS	8	3	1	1	2	0	5	10	30	\$130	\$ 3,900	\$ 3,450	\$ 3,900	\$ 450
Swimming - Girls Diving	A	Asst. Coach (all HS)	1	1	HS	0	3	0	0	0	0	3	3	9	\$130	\$ 1,170	\$ 1,035	\$ 1,170	\$ 135

**COLUMBIA SCHOOL DISTRICT**

**2016-17**

**CATEGORY I STIPENDS**

Sport or Activity		Position	2015-16	2016-17	Level	Criteria								Total Pts	Value per point	Individual Stipend Base Rate	2015-16 Total Budget	2016-17 Total Budget	2016-17 Change in Budget
						# 1	# 2	# 3	# 4	# 5	# 6	# 7	# 8						
Tennis – Boys	A	Coach	3	3	HS	9	2	3	3	2	0	3	3	25	\$130	\$ 3,250	\$ 8,625	\$ 9,750	\$ 1,125
Tennis – Girls	A	Coach	3	3	HS	9	2	3	3	2	0	3	3	25	\$130	\$ 3,250	\$ 8,625	\$ 9,750	\$ 1,125
Track – Boys & Girls	A	Head Coach	3	3	HS	7	3	3	5	4	4	3	7	36	\$130	\$ 4,680	\$ 11,385	\$ 14,040	\$ 2,655
Track – Boys & Girls	A	Asst. Coach	12	12	HS	7	2	1	3	3	0	3	7	26	\$130	\$ 3,380	\$ 35,880	\$ 40,560	\$ 4,680
Track - Boys & Girls at DHS	A	Head Coach	1	1	HS	5	2	1	3	3	3	1	0	18	\$130	\$ 2,340	\$ 2,185	\$ 2,340	\$ 155
Track - Boys & Girls at DHS	A	Asst. Coach	1	1	HS	5	2	1	1	3	0	1	0	13	\$130	\$ 1,690	\$ 1,610	\$ 1,690	\$ 80
Volleyball	A	Head Coach	3	3	HS	7	2	3	3	2	1	4	7	29	\$130	\$ 3,770	\$ 10,005	\$ 11,310	\$ 1,305
Volleyball	A	Asst. Coach	6	6	HS	7	2	1	1	2	0	4	7	24	\$130	\$ 3,120	\$ 16,560	\$ 18,720	\$ 2,160
Wrestling - Co-ed Team	A	Head Coach	3	3	HS	10	2	5	5	4	2	5	9	42	\$130	\$ 5,460	\$ 14,490	\$ 16,380	\$ 1,890
Wrestling - Co-ed Team	A	Asst. Coach	6	6	HS	7	2	1	3	4	0	5	9	31	\$130	\$ 4,030	\$ 21,390	\$ 24,180	\$ 2,790

**MIDDLE SCHOOL ATHLETICS**

Basketball - Boys	A	Head Coach (8 <sup>th</sup> )	6	6	MS	7	2	1	5	1	0	1	1	18	\$130	\$ 2,340	\$ 13,110	\$ 14,040	\$ 930
Basketball - Boys	A	Asst Coach (8 <sup>th</sup> )	6	6	MS	7	2	1	4	1	0	1	0	16	\$130	\$ 2,080	\$ 11,730	\$ 12,480	\$ 750
Basketball - Boys	A	Head Coach (7th)	6	6	MS	6	2	1	4	1	0	0	0	14	\$130	\$ 1,820	\$ 10,350	\$ 10,920	\$ 570
Basketball - Boys	A	Asst Coach (7th)	6	6	MS	5	2	1	2	1	0	0	0	11	\$130	\$ 1,430	\$ 7,590	\$ 8,580	\$ 990
Basketball - Girls	A	Head Coach (8 <sup>th</sup> )	6	6	MS	7	2	1	5	1	0	1	1	18	\$130	\$ 2,340	\$ 13,110	\$ 14,040	\$ 930
Basketball - Girls	A	Asst Coach (8 <sup>th</sup> )	6	6	MS	7	2	1	4	1	0	1	0	16	\$130	\$ 2,080	\$ 11,730	\$ 12,480	\$ 750
Basketball - Girls	A	Head Coach (7th)	6	6	MS	6	2	1	4	1	0	0	0	14	\$130	\$ 1,820	\$ 10,350	\$ 10,920	\$ 570
Basketball - Girls	A	Asst Coach (7th)	6	6	MS	5	2	1	2	1	0	0	0	11	\$130	\$ 1,430	\$ 7,590	\$ 8,580	\$ 990
Cheer / Basketball - 8th Gr	A	Coach	6	6	MS	4	1	1	3	1	0	0	0	10	\$130	\$ 1,300	\$ 6,900	\$ 7,800	\$ 900
Cheer / Fall Sports - 8th Gr	A	Coach	6	6	MS	4	1	1	3	1	0	0	0	10	\$130	\$ 1,300	\$ 6,900	\$ 7,800	\$ 900
Cross Country–Boys & Girls		Head Coach	6	6	MS	1	4	0	1	0	0	0	1	7	\$130	\$ 910	\$ 4,830	\$ 5,460	\$ 630
Football - 8th Grade (hired prior to 6/30/2012)	A	Head Coach	1	1	MS	10	4	2	5	3	0	5	6	35	\$130	\$ 4,550	\$ 4,025	\$ 4,550	\$ 525
Football - 8th Grade (hired after to 07/01/2012)	A	Head Coach	5	5	MS	10	3	1	3	2	0	2	5	26	\$130	\$ 3,380	\$ 14,950	\$ 16,900	\$ 1,950
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	\$ 36,800	\$ 41,600	\$ 4,800
Football - 8th Grade (hired prior to 07/01/2012)	A	Asst. Coach	2	2	MS	10	4	1	3	2	0	2	5	27	\$130	\$ 3,510	\$ 6,210	\$ 7,020	\$ 810
Track – B&G / 7th & 8th	A	Head Coach	6	6	MS	5	3	1	3	2	3	1	0	18	\$130	\$ 2,340	\$ 12,420	\$ 14,040	\$ 1,620
Track – B&G / 7th & 8th	A	Asst. Coach	18	18	MS	5	3	1	1	2	0	1	0	13	\$130	\$ 1,690	\$ 26,910	\$ 30,420	\$ 3,510
Volleyball - 8th Grade (hired after 07/01/2012)	A	Head Coach	6	6	MS	6	1	1	2	1	1	1	4	17	\$130	\$ 2,210	\$ 11,730	\$ 13,260	\$ 1,530
Volleyball - 8th Grade (hired after 07/01/2012)	A	Asst. Coach	5	5	MS	5	1	0	0	1	0	2	4	13	\$130	\$ 1,690	\$ 7,475	\$ 8,450	\$ 975
Volleyball - 7th Grade (hired after 07/01/2012)	A	Head Coach	6	6	MS	7	2	0	0	1	0	2	5	17	\$130	\$ 2,210	\$ 11,730	\$ 13,260	\$ 1,530
Volleyball - 7th Grade (hired after 07/01/2012)	A	Asst. Coach	6	6	MS	5	1	0	0	1	0	2	4	13	\$130	\$ 1,690	\$ 8,970	\$ 10,140	\$ 1,170
6th Grade Intramurals	A	Coaches	48	48	MS	Flat Amount									\$ 480	\$ 23,040	\$ 23,040	\$ -	

**COLUMBIA SCHOOL DISTRICT**

**2016-17**

**CATEGORY I STIPENDS**

Sport or Activity	Position	2015-16	2016-17	Level	Criteria								Total Pts	Value per point	Individual Stipend Base Rate	2015-16 Total Budget	2016-17 Total Budget	2016-17 Change in Budget
					# 1	# 2	# 3	# 4	# 5	# 6	# 7	# 8						
<b>Total Athletics</b>																\$ 880,873	\$ 1,008,690	\$ 127,818

**SPEECH, DEBATE & COMPETITIVE THEATER**

Speech/Debate/Competitive Theater	D	Director	3	3	HS	7	2	5	5	0	2	3	3	27	\$130	\$ 3,510	\$ 9,315	\$ 10,530	\$ 1,215
Speech/Debate/Competitive Theater	A	Asst. Director	3	3	HS	2	1	3	3	0	1	3	2	15	\$130	\$ 1,950	\$ 5,175	\$ 5,850	\$ 675
Plays	D	Director	3	3	HS	6	5	1	5	2	0	0	7	26	\$130	\$ 3,380	\$ 8,970	\$ 10,140	\$ 1,170
Yearbook (curricular)	J	Sponsor	3	3	HS	3	2	1	3	1	0	0	0	10	\$130	\$ 1,300	\$ 3,450	\$ 3,900	\$ 450
Newspaper	J	Sponsor	3	3	HS	4	2	5	3	1	0	0	0	15	\$130	\$ 1,950	\$ 5,175	\$ 5,850	\$ 675
Speech/Debate/Competitive Theater	D	Director	6	6	MS	7	4	1	3	1	0	0		16	\$130	\$ 2,080	\$ 11,040	\$ 12,480	\$ 1,440
<b>Total Speech, Debate and Competitive Theater</b>																\$ 43,125	\$ 48,750	\$ 5,625	

**MUSIC**

Band-Concert/Contest	M	Director	3		HS	7	3	5	7	2	1	2	6	33	\$130	\$ 3,795	\$ 11,385	\$ -	\$ (11,385)
Band-Jazz	M	Director	6		HS	4	3	3	3	1	0	2	3	19	\$130	\$ 2,470	\$ 13,110	\$ -	\$ (13,110)
Band-Marching	M	Director	3		HS	3	4	7	5	2	3	2	5	31	\$130	\$ 4,030	\$ 10,695	\$ -	\$ (10,695)
Band-Concert/Contest/Jazz/Marching	M	Director		3	HS	14	10	15	15	5	4	6	14	83	\$130	\$ 10,790	\$ -	\$ 32,370	\$ 32,370
Band-Concert/Contest	M	Assistant Director	3		HS	5	3	5	5	2	0	2	6	28	\$130	\$ 3,640	\$ 9,660	\$ -	\$ (9,660)
Band-Marching	M	Assistant Director	3		HS	5	4	5	3	2	2	2	5	28	\$130	\$ 3,640	\$ 9,660	\$ -	\$ (9,660)
Band-Concert/Contest/Jazz/Marching	M	Assistant Director		3	HS	14	10	15	12	5	2	6	14	78	\$130	\$ 10,140	\$ -	\$ 30,420	\$ 30,420
Band-Marching	M	Instrumental or Visual Specialist - Regular Season	12	12	HS	7	2	1	5	2	0	2	3	22	\$130	\$ 2,860	\$ 30,360	\$ 34,320	\$ 3,960
Band-Marching	M	Instrumental or Visual Specialist - Off Season		12	HS	4	1	1	3	1	0	0	1	11	\$130	\$ 1,430	\$ -	\$ 17,160	\$ 17,160
Band-Marching, Memorial Day Parade	M	Director & Asst Dir	6	6	HS	Flat Amount									\$ 200	\$ 1,200	\$ 1,200	\$ -	
Choral Activities	M	Director	3	3	HS	12	4	5	7	2	0	2	5	37	\$130	\$ 4,810	\$ 12,765	\$ 14,430	\$ 1,665
Color Guard	M	Coach	3	3	HS	7	2	1	5	2	0	2	3	22	\$130	\$ 2,860	\$ 7,590	\$ 8,580	\$ 990
Color Guard Costume	M	Designer	3	3	HS	0	0	3	4	2	0	0	0	9	\$130	\$ 1,170	\$ 3,105	\$ -	\$ (3,105)
Color Guard Costume	M	Construction	3	3	HS	4	2	1	3	2	0	0	1	13	\$130	\$ 1,690	\$ 4,485	\$ -	\$ (4,485)
Musical Production	M	Producer	3	3	HS	5	4	7	7	2	2	0	4	31	\$130	\$ 4,030	\$ 10,695	\$ 12,090	\$ 1,395
Musical Production	M	Asst. Producer	3	3	HS	4	4	3	5	2	0	0	4	22	\$130	\$ 2,860	\$ 7,590	\$ 8,580	\$ 990
Musical Vocal/Orchestra	M	Director	6	6	HS	4	3	1	5	1	0	0	0	14	\$130	\$ 1,820	\$ 9,660	\$ 10,920	\$ 1,260
Musical Choreography	M	Choreographer	3	3	HS	2	4	2	1	1	0	0	1	11	\$130	\$ 1,430	\$ 3,795	\$ 4,290	\$ 495
Musical Costume Design	M	Sponsor	3	3	HS	0	0	3	4	2	0	0	0	9	\$130	\$ 1,170	\$ 3,105	\$ -	\$ (3,105)

**COLUMBIA SCHOOL DISTRICT  
2016-17  
CATEGORY I STIPENDS**

Sport or Activity		Position	2015-16	2016-17	Level	Criteria								Total Pts	Value per point	Individual Stipend Base Rate	2015-16 Total Budget	2016-17 Total Budget	2016-17 Change in Budget
						# 1	# 2	# 3	# 4	# 5	# 6	# 7	# 8						
Musical Costume Constr	M	Sponsor	3	3	HS	4	2	1	3	2	0	0	1	13	\$130	\$ 1,690	\$ 4,485	\$ -	\$ (4,485)
Orchestra Activities	M	Director	3	3	HS	3	4	3	5	1	0	2	4	22	\$130	\$ 2,860	\$ 7,590	\$ 8,580	\$ 990
Performance Choir (HHS)	M	Director	1	1	HS	3	4	7	3	1	0	2	4	24	\$130	\$ 3,120	\$ 2,760	\$ 3,120	\$ 360
Set Design - Musical	M	Coach	3	3	HS	2	1	1	1	2	0	0	2	9	\$130	\$ 1,170	\$ 3,105	\$ 3,510	\$ 405
Set Construction - Musical	M	Coach	3	3	HS	3	3	3	2	2	2	2	4	21	\$130	\$ 2,730	\$ 7,245	\$ 8,190	\$ 945
Show Choir (RBHS and BHS)	M	Director	2	2	HS	2	4	7	7	2	0	3	9	34	\$130	\$ 4,420	\$ 7,820	\$ 8,840	\$ 1,020
Band Activities	M	Director	8	8	MS	12	4	7	9	3	1	2	13	51	\$130	\$ 6,630	\$ 46,920	\$ 53,040	\$ 6,120
Choral Activities	M	Director	6	6	MS	4	4	3	5	3	0	3	5	27	\$130	\$ 3,510	\$ 15,180	\$ 21,060	\$ 5,880
Orchestral Activities	M	Director	6	6	MS	4	4	3	5	3	0	3	5	27	\$130	\$ 3,510	\$ 15,180	\$ 21,060	\$ 5,880
Theatrical Activities	M	Director	6	6	MS	4	4	3	5	3	0	3	5	27	\$130	\$ 3,510	\$ 15,180	\$ 21,060	\$ 5,880
Musical	M	Director	6	6	MS	6	4	3	3	1	0	0	1	18	\$130	\$ 2,340	\$ 12,420	\$ 14,040	\$ 1,620
Awards Band	M	Co-Director	2	2	E	1	4	3	1	1	0	0	0	10	\$130	\$ 1,300	\$ 1,840	\$ 2,600	\$ 760
Choir	M	Director	20	20	E	4	4	1	3	1	0	0	0	13	\$130	\$ 1,690	\$ 29,900	\$ 33,800	\$ 3,900
Honors Choir - 5th Grade	M	Director	1	1	E	2	4	3	3	1	0	0	0	13	\$130	\$ 1,690	\$ 1,495	\$ 1,690	\$ 195
Honors Choir - 5th Grade	M	Asst. Director	2	2	E	1	4	0	1	0	0	0	1	7	\$130	\$ 910	\$ 1,610	\$ 1,820	\$ 210
Honors Choir - 5th Grade	M	Accompianist	1	1	E	2	0	1	3	0	0	2	1	9	\$130	\$ 1,170	\$ 1,035	\$ 1,170	\$ 135
Honors Orchestra - all elem	M	Director	1	1	E	3	4	3	3	1	0	0	0	14	\$130	\$ 1,820	\$ 1,610	\$ 1,820	\$ 210
<b>Total Music</b>																	<b>\$ 324,235</b>	<b>\$ 379,760</b>	<b>\$ 55,525</b>
<b>Grand Total All Stipends</b>																	<b>\$ 1,248,233</b>	<b>\$ 1,437,200</b>	<b>\$ 188,968</b>

**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 Stipend Analysis Sheet (Category I Activities)

**Prerequisite:** In order to be considered eligible for a district stipend it must *be approved by the school administrator.*

**Activity:** \_\_\_\_\_

**Sponsor:** \_\_\_\_\_  Elementary School  Middle School  High School

**Directions:** For the activity specified above, place the appropriate points awarded for each factor in the appropriate box provided.

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Points Awarded
1.	Student contact hours required beyond the teaching day.	None															
	Hours		1-30	31-60	61-90	91-120	121-150	151-180	181-210	211-240	241-270	271-300	301-330	331+			(1)

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Points Awarded
2.	Average number of students per sponsor/coach	None															
	Hours		1-10	11-18	19-27	28+											(2)

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Points Awarded
3.	Degree of public exposure and public expectations	None	Some		Average		Above Average		Very High			Exceptional Head Coach					
																	(3)

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Points Awarded
4.	Preparation time	None	Few		Some		Average		Above Average		Exceptional						
	Hours		1-60		61-90		91-120		121-149		150+						(4)

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Points Awarded
5.	Equipment and materials management	Minimal	Average	Above Average	Exceptional												
																	(5)

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14		Points Awarded
<b>6.</b>	Assigned adults supervised on a 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	12	13	14		Points Awarded
<b>7.</b>	Obligated travel supervision	None	3+ (75 miles or more)	1-3 trips	4-6 trips	7-9 trips	10 or more trips											

Criteria	Values	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14		Points Awarded
<b>8.</b>	Weekend and non-contracted time with students	None																
		Hours	1-15	16-30	31-45	46-60	61-75	76-90	91-105	106-120	121-135	136-150	151-165	166-180	181-195	196+		(8)

**Total Points**



**COLUMBIA SCHOOL DISTRICT  
2016-17  
CATEGORY II STIPENDS**

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Elementary School *	\$ 1,780	\$ 1,780	\$ 1,780
Elementary Schools	\$ 45,000	\$ 45,000	\$ 80,000
Middle School	\$ 24,000	\$ 24,000	\$ 48,000
High School	\$ 18,000	\$ 18,000	\$ 44,000
Douglass High School	\$ 3,000	\$ 3,000	\$ 3,000
Career Center	\$ 4,000	\$ 4,000	\$ 8,000
	<u>\$ 95,780</u>	<u>\$ 95,780</u>	<u>\$ 184,780</u>

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 Running Club stipends are funded by an ongoing donation account and are not included in this total.

**COLUMBIA SCHOOL DISTRICT  
2016-17  
CATEGORY III STIPENDS**

Stipend	Amount per stipend	Number of employees	Notes
ACE Program Site Administrator	\$ 3,000	1	
Administrative Assistant - Building	\$ 3,000	3	GMS and SMS and CACC
Administrative Assistant - Program	\$ 1,500	1	ECSE program
Athletic Director & Intramural Coordinator	\$ 2,000	6	Middle Schools
Book Room Coordinator	\$ 500	21	All Elementaries
Building Chair - Douglass High School	\$ 1,000	4	Math, Science, LA, Social Studies
Building Chair - High School	\$ 1,000	6	Fine Arts and World Languages
Building Department Chair- High School	\$ 1,500	21	Math, Science, LA, Social Studies, Physical Education, Special Education, AVID
Career Center Adult Education Coordinator	\$ 2,000	1	
Career Center LPN Program Coordinator	\$ 2,000	1	
Career Center Surgical Technician Assistant	\$ 2,000	1	
Career Education Department Chair	\$ 1,500	3	Agriculture, Culinary Arts, Digital Media
Class Sponsor - Freshman	\$ 300	3	
Class Sponsor - Sophomore	\$ 300	3	
Class Sponsor - Junior	\$ 700	3	
Class Sponsor - Senior	\$ 1,000	3	
Community Leader	\$ 300	3	Ridgeway Elementary
Content Liason - Middle School	\$ 1,500	42	Math, Science, LA, Social Studies, Reading, Special Education, AVID
Elementary Lead Teacher	\$ 500	8	Cedar Ridge, Grant, Midway, New Haven, Two Mile Prairie, Ridgeway
Elementary Instrumental Music Coordination	\$ 1,500	1	
Family Math	\$ 445	1	Ridgeway Elementary
Fine Arts Department Lead	\$ 2,000	6	Specialty Area Leadership Stipends
Guidance Coordinator - Secondary	\$ 5,000	1	
Guidance Director - High School	\$ 3,000	3	
Home School Communicator Youth Basketball Program	\$ 250	6	
Hickman Review Literary Magazine	\$ 1,600	1	May be split among two faculty members if duties are shared
Lead Outreach Counselor	\$ 1,500	1	
MAC Scholar Sponsors - High School and DHS	\$ 1,000	4	
MAC Scholar Sponsors - Middle School	\$ 550	6	
MAC Scholar Sponsors - Elementary School	\$ 500	10	Beginning the elementary program at 10 schools only
Math Academic Team Coach	\$ 1,150	9	All Secondary Schools
Math Contest Coach - Elementary	\$ 600	10	AHL, Benton, BRE, CRE, DRE, EBE, PKD, Russell, RBE, WBE
New Teacher Mentor - First Year	\$ 300	varies	1 per each new teacher
New Teacher Mentor - Second Year	\$ 150	varies	1 per each second year teacher

**COLUMBIA SCHOOL DISTRICT  
2016-17  
CATEGORY III STIPENDS**

Stipend	Amount per stipend	Number of employees	Notes
On-Line Teacher	\$ 200	varies	Paid per student enrolled after cutoff date
Practical Arts Lead Teacher	\$ 1,500	3	One per program
Professional Development SYOSP Intern	\$ 1,050	12	UMC Interns at Parkade Elementary
Reading Recovery Certified Lead Teacher	\$ 5,000	1	Partially funded by Title I
Reading Specialist - High School	\$ 1,500	3	
Recording Studio Advisor	\$ 3,000	2	HHS and BHS stipend for full year advisory
School Psychologist Supervisor	\$ 5,000	1	
Science Camp Leaders and Nurses - Local Camp	\$ 400	varies	Middle and High School Camps paid per each two night camp trip
Science Camp Leaders and Nurses - Teton Camp	\$ 1,325	55	One week camp and camp preparation
Special Education Lead Diagnostician	\$ 1,500	1	
Special Education Lead Process Coordinator	\$ 3,000	1	
Special Education Liason - DHS	\$ 345	1	
Special Education Liason - Elementary	\$ 345 - \$ 800	21	Varies based on student counts
Special Education Liason - Middle School	\$ 1,500	6	
Special Education Motor Services Supervisor	\$ 3,000	1	
Vocational Teacher SAE Student Visits	\$ 1,080	5	CACC Ag Teachers
Website Manager - Building or Department	\$ 500	33	21 elementary schools, 6 middle schools, 4 high schools, 1 CACC, 1 Fine Arts

**COLUMBIA SCHOOL DISTRICT  
2016-17**

**CATEGORY IV STIPENDS**

	<u><b>2016-17</b></u>
National Board Certification	\$ 3,000
Certificate of Clinical Competence	\$ 3,000
Nationally Certified School Psychologist	\$ 3,000

Category IV Stipends are paid to qualified professional staff with the designations shown.

**COLUMBIA SCHOOL DISTRICT  
2016-17**

**GENERAL SUPERVISION STIPENDS**

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Middle School	\$ 30,000	\$ 30,000	\$ 30,000
High Schools *	<u>\$ 32,000</u>	<u>\$ 32,000</u>	<u>\$ 32,000</u>
	<u>\$ 62,000</u>	<u>\$ 62,000</u>	<u>\$ 62,000</u>

\* \$9,000 per comprehensive high school and \$5,000 for DHS

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.

**COLUMBIA SCHOOL DISTRICT  
2016-17**

**EXTENDED CONTRACT DAYS**

	Extended Contract Position	2015-16 Budget				2016-17 Budget			
		# of Days per empl	# of Position	Total Days	Total Cost	# of Days per empl	# of Position	Total Days	Total Cost
1	Administrative Assistants (GMS, SMS)	10	2.00	20.00	\$ 4,500	10	2.00	20.00	\$ 4,500
2	Administrative Assistant - CACC	17	1.00	17.00	\$ 4,165	1	20.00	20.00	\$ 4,500
3	Coordinator of Secondary Guidance	8	1.00	8.00	\$ 2,808	8	1.00	8.00	\$ 2,992
4	Family & Consumer Science Teachers	5	14.66	73.30	\$ 18,047	5	14.00	70.00	\$ 18,641
5	Guidance Directors - High School	27	3.00	81.00	\$ 25,618	27	3.00	81.00	\$ 26,271
6	Guidance Counselor - High School (including A+)	10	20.00	200.00	\$ 55,383	10	18.00	180.00	\$ 48,773
7	Guidance Counselor - Middle Sch	17	12.00	204.00	\$ 39,204	17	13.00	221.00	\$ 61,176
8	Guidance Director - DHS	8	1.00	8.00	\$ 1,800	8	1.00	8.00	\$ 1,800
9	Guidance Counselor - DHS	10	1.00	10.00	\$ 2,945	10	1.00	10.00	\$ 2,980
10	Guidance Counselor - CACC Job Placement	17	1.00	17.00	\$ 3,825	17	1.00	17.00	\$ 3,825
11	Guidance Counselor - CACC	20	1.00	20.00	\$ 7,250	20	1.00	20.00	\$ 7,419
12	Industrial Technology Teachers (middle & high sch)	6	10.00	60.00	\$ 16,817	6	9.32	55.92	\$ 14,451
13	Instructional Technology Specialists	34	5.00	170.00	\$ 65,496	34	6.00	204.00	\$ 43,180
14	Media Specialists - Elementary & CORE-Quest	2	19.50	39.00	\$ 9,276	2	21.00	42.00	\$ 9,450
15	Media Specialists - Middle	6	6.00	36.00	\$ 9,718	6	6.00	36.00	\$ 8,860
16	Media Specialists - High	9	6.00	54.00	\$ 15,743	9	6.00	54.00	\$ 15,792
17	Media Specialists - DHS	3	1.00	3.00	\$ 605	3	1.00	3.00	\$ 675
18	Music Department - Marching Band Dir hired before 7/2016	23	3.00	69.00	\$ 19,360	23	3.00	69.00	\$ 20,827
19	Music Department - Marching Band Dir hired after 7/2016	-	-	-	-	15	-	-	-
20	Music Department - High Marching Band Asst	13	3.00	39.00	\$ 11,415	13	3.00	39.00	\$ 9,094
21	Music Department - High Choir Director	8	3.00	24.00	\$ 5,658	8	3.00	24.00	\$ 6,000
22	Music Department - High Orchestra Director	1	4.00	4.00	\$ 838	4	3.00	12.00	\$ 2,700
23	Reading Recovery Lead Teacher	19	1.00	19.00	\$ 4,275	10	1.00	10.00	\$ 2,250
24	Science Department - Science Chemical Disposal	2	3.00	6.00	\$ 1,350	2	3.00	6.00	\$ 1,350
25	Special Education Audiological Equipment Mgmt	6	2.00	12.00	\$ 2,700	6	2.00	12.00	\$ 2,700
26	Special Education Autism Specialist	10	2.00	20.00	\$ 4,500	-	-	-	-
27	Special Education Building Chair - Middle	2	6.00	12.00	\$ 2,700	2	6.00	12.00	\$ 3,333
28	Special Education Building Chair - High	14	3.00	42.00	\$ 12,875	14	3.00	42.00	\$ 12,875
29	Special Education - Transistion Coordinator	21	1.00	21.00	\$ 4,725	-	-	-	-
30	Special Education - Distr Learning Spec-Curriculum	8	1.00	8.00	\$ 1,800	-	-	-	-
31	Special Education Severe Profound Coordinator	10	1.00	10.00	\$ 2,329	-	-	-	-
32	Special Education School Psychologist Supervisor	10	1.00	10.00	\$ 2,975	-	-	-	-
33	Special Education SCM Training	2	1.00	2.00	\$ 450	2	1.00	2.00	\$ 587
34	Special Education STEP Program Transition	3	1.00	3.00	\$ 675	-	-	-	-
35	Special Education Process Coord. - Effective Practice	21	4.00	84.00	\$ 19,278	-	-	-	-
36	Special Education School Psychologist - High	3	3.00	9.00	\$ 2,059	3	3.00	9.00	\$ 2,025
37	Special Education Diagnostician - High	3	3.00	9.00	\$ 2,025	3	3.00	9.00	\$ 2,025
38	Staff Developer/New Teacher Induction	28	1.00	28.00	\$ 6,300	-	-	-	-
39	Vocational Agriculture Teacher	40	4.00	160.00	\$ 41,178	40	5.00	200.00	\$ 51,344
40	Vocational Auto Tech Teacher	18	1.00	18.00	\$ 5,546	18	1.00	18.00	\$ 5,956
41	Vocational Basic Skills Teacher	3	1.00	3.00	\$ 1,115	3	1.00	3.00	\$ 1,136
42	Vocational Basic Skills Teacher	1	1.00	1.00	\$ 333	1	1.00	1.00	\$ 354
43	Vocational Basic Skills Teacher	-	-	-	\$ -	8	0.50	4.00	\$ 1,360
44	Vocational Broadcast Journalism Teacher	8	1.00	8.00	\$ 1,800	8	1.00	8.00	\$ 1,800
45	Vocational Business Education Teacher	8	3.00	24.00	\$ 6,251	8	3.00	24.00	\$ 5,400
46	Vocational Business Education Teacher	17	1.00	17.00	\$ 4,762	17	1.00	17.00	\$ 3,825
47	Vocational CAD Teacher	8	3.00	24.00	\$ 6,092	8	3.00	24.00	\$ 6,306
48	Vocational Career Education Coordinator (Grant funded)	15	1.00	15.00	\$ 3,375	15	1.00	15.00	\$ 3,375
49	Vocational Computer Programming Teacher	-	-	-	-	8	1.00	8.00	\$ 1,800
49	Vocational Computer Repair Teacher	-	-	-	-	8	1.00	8.00	\$ 1,800
50	Vocational Construction Technology Teacher	13	1.00	13.00	\$ 2,925	24	1.00	24.00	\$ 5,400
51	Vocational Culinary Arts Teacher	15	3.00	45.00	\$ 10,534	15	2.00	30.00	\$ 7,500
52	Vocational Culinary Arts Teacher	16	1.00	16.00	\$ 4,487	16	1.00	16.00	\$ 4,616
53	Vocational Culinary Arts Teacher	17	1.00	17.00	\$ 4,632	17	1.00	17.00	\$ 4,937
54	Vocational Culinary Arts Teacher	-	-	-	-	4	1.00	4.00	\$ 900
54	Vocational Digital Media Teacher	8	4.67	37.36	\$ 10,278	8	5.00	40.00	\$ 11,114
55	Vocational Early Childhood Teacher	8	1.00	8.00	\$ 1,946	8	1.00	8.00	\$ 2,165
56	Vocational EMT Teacher	-	-	-	-	8	1.00	8.00	\$ 1,800
57	Vocational Electronics Teacher	8	1.50	12.00	\$ 2,763	8	1.50	12.00	\$ 3,089

**COLUMBIA SCHOOL DISTRICT  
2016-17**

**EXTENDED CONTRACT DAYS**

	Extended Contract Position	2015-16 Budget				2016-17 Budget			
		# of Days per empl	# of Position	Total Days	Total Cost	# of Days per empl	# of Position	Total Days	Total Cost
58	Vocational Evaluation Counselor	15	1.00	15.00	\$ 4,927	15	1.00	15.00	\$ 5,051
59	Vocational Geospatial Teacher	24	1.00	24.00	\$ 5,796	24	1.00	24.00	\$ 6,041
60	Vocational Health Occupations Teacher	8	4.00	32.00	\$ 5,792	8	1.50	12.00	\$ 2,700
61	Vocational Horticulture Teacher	40	1.00	40.00	\$ 14,159	40	1.00	40.00	\$ 14,980
62	Vocational Laboratory Technician Teacher	8	1.00	8.00	\$ 2,071	8	1.00	8.00	\$ 1,074
63	Vocational Laser Technology Teacher	13	1.00	13.00	\$ 3,182	8	1.00	8.00	\$ 1,800
64	Vocational Project Lead the Way - Engineering	6	2.70	16.88	\$ 4,145	5	4.75	22.56	\$ 5,077
65	Vocational Resource Teacher	3	3.55	10.65	\$ 2,336	3	2.00	6.00	\$ 1,350
66	Vocational Sports Marketing Teacher	-	-	-	-	24	1.00	24.00	\$ 5,400
66	Vocational Welding Teacher	8	1.00	8.00	\$ 2,329	8	3.00	24.00	\$ 5,400
<b>Total</b>		<b>744</b>	<b>197.58</b>	<b>2,037.19</b>	<b>\$ 544,243</b>	<b>691</b>	<b>209.57</b>	<b>1,968.48</b>	<b>\$ 515,899</b>

Effective 6/30/2010, all extra days added, whether to employees with existing extra day assignments or new, are capped at \$225 per day.

**COLUMBIA SCHOOL DISTRICT  
2016-17  
SPECIAL PAYROLL RATE SCHEDULE**

Accompanist at School Productions	\$20 per hour
AP Audit Work	\$27 per hour
AVID Tutors	\$10 to \$12 per hour
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
Homeworks Visits – Title I funded – Attempted & Completed	\$12.50 and \$25 per visit
Interns – Non-credit earning (if paid)	\$10 - \$15 per hour
Interpreting	\$30 per hour
Missouri Scholars Academy Tester	\$60 per test
Preschool Registration (teacher pay)	\$15 per hour
Orientation & Mobility Services	\$30 per hour
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 schedule placement
School Psychologists	
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  
2016-17  
187 Day  
\$32,115 Base and \$35,500 Minimum Salary**

Base Salary \$ 32,115  
Minimum Salary \$ 35,500

	I		II		III		IV		V		VI		VII		VIII		
	B.S.		BS + 15 or 150		MS		MS + 15		MS + 30		MS + 45		MS + 60		M.S. + 75 / Doc		
Step	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Step
1	\$ 35,500		\$ 35,500	1.04	\$ 36,129	1.125	\$ 37,414	1.165	\$ 38,699	1.205	\$ 39,983	1.245	\$ 41,268	1.285	\$ 42,552	1.325	1
2	\$ 35,500	1.04	\$ 35,500	1.08	\$ 37,414	1.165	\$ 38,699	1.205	\$ 39,983	1.245	\$ 41,268	1.285	\$ 42,552	1.325	\$ 43,837	1.365	2
3	\$ 35,500	1.08	\$ 35,969	1.12	\$ 38,699	1.205	\$ 39,983	1.245	\$ 41,268	1.285	\$ 42,552	1.325	\$ 43,837	1.365	\$ 45,122	1.405	3
4	\$ 35,969	1.12	\$ 37,253	1.16	\$ 39,983	1.245	\$ 41,268	1.285	\$ 42,552	1.325	\$ 43,837	1.365	\$ 45,122	1.405	\$ 46,406	1.445	4
5	\$ 37,253	1.16	\$ 38,538	1.20	\$ 41,268	1.285	\$ 42,552	1.325	\$ 43,837	1.365	\$ 45,122	1.405	\$ 46,406	1.445	\$ 47,691	1.485	5
6	\$ 38,538	1.20	\$ 39,823	1.24	\$ 42,552	1.325	\$ 43,837	1.365	\$ 45,122	1.405	\$ 46,406	1.445	\$ 47,691	1.485	\$ 48,975	1.525	6
7	\$ 39,823	1.24	\$ 41,107	1.28	\$ 43,837	1.365	\$ 45,122	1.405	\$ 46,406	1.445	\$ 47,691	1.485	\$ 48,975	1.525	\$ 50,260	1.565	7
8	\$ 41,107	1.28	\$ 42,392	1.32	\$ 45,122	1.405	\$ 46,406	1.445	\$ 47,691	1.485	\$ 48,975	1.525	\$ 50,260	1.565	\$ 51,545	1.605	8
9	\$ 42,392	1.32	\$ 43,676	1.36	\$ 46,406	1.445	\$ 47,691	1.485	\$ 48,975	1.525	\$ 50,260	1.565	\$ 51,545	1.605	\$ 52,829	1.645	9
10	\$ 43,676	1.36	\$ 44,961	1.40	\$ 47,691	1.485	\$ 48,975	1.525	\$ 50,260	1.565	\$ 51,545	1.605	\$ 52,829	1.645	\$ 54,114	1.685	10
11	\$ 44,961	1.40	\$ 46,246	1.44	\$ 48,975	1.525	\$ 50,260	1.565	\$ 51,545	1.605	\$ 52,829	1.645	\$ 54,114	1.685	\$ 55,398	1.725	11
12	\$ 45,282	1.41	\$ 47,530	1.48	\$ 50,260	1.565	\$ 51,545	1.605	\$ 52,829	1.645	\$ 54,114	1.685	\$ 55,398	1.725	\$ 56,683	1.765	12
13	\$ 45,603	1.42	\$ 47,851	1.49	\$ 51,545	1.605	\$ 52,829	1.645	\$ 54,114	1.685	\$ 55,398	1.725	\$ 56,683	1.765	\$ 57,968	1.805	13
14	\$ 45,603		\$ 48,173	1.50	\$ 51,866	1.615	\$ 54,114	1.685	\$ 55,398	1.725	\$ 56,683	1.765	\$ 57,968	1.805	\$ 59,252	1.845	14
15	\$ 45,603		\$ 48,173		\$ 52,187	1.625	\$ 54,435	1.695	\$ 56,683	1.765	\$ 57,968	1.805	\$ 59,252	1.845	\$ 60,537	1.885	15
16	\$ 45,603		\$ 48,173		\$ 52,508	1.635	\$ 54,756	1.705	\$ 57,004	1.775	\$ 59,252	1.845	\$ 60,537	1.885	\$ 61,821	1.925	16
17	\$ 45,603		\$ 48,173		\$ 52,829	1.645	\$ 55,077	1.715	\$ 57,325	1.785	\$ 59,573	1.855	\$ 61,821	1.925	\$ 63,106	1.965	17
18	\$ 45,603		\$ 48,173		\$ 53,150	1.655	\$ 55,398	1.725	\$ 57,646	1.795	\$ 59,894	1.865	\$ 62,143	1.935	\$ 64,391	2.005	18
19	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720	1.735	\$ 57,968	1.805	\$ 60,216	1.875	\$ 62,464	1.945	\$ 65,675	2.045	19
20	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289	1.815	\$ 60,537	1.885	\$ 62,785	1.955	\$ 66,960	2.085	20
21	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858	1.895	\$ 63,106	1.965	\$ 68,244	2.125	21
22	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427	1.975	\$ 68,566	2.135	22
23	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 68,887	2.145	23
24	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 69,208	2.155	24
25	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 69,529	2.165	25
26	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 69,850	2.175	26
27	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 70,171	2.185	27
28	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 70,492	2.195	28
29	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 70,814	2.205	29
30	\$ 45,603		\$ 48,173		\$ 53,150		\$ 55,720		\$ 58,289		\$ 60,858		\$ 63,427		\$ 71,135	2.215	30

**Columbia Public Schools  
Teacher Daily Rate Schedule  
for extra day assignments prior to 07/01/2010  
2016-2017**

**\$32,115 Base and \$35,500 Minimum Salary**

Step	I	II	III	IV	V	VI	VII	VIII	Step
	B.S.	BS + 15	MS	MS + 15	MS + 30	MS + 45	MS + 60	+ 75 / Doc	
Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary
1	\$ 189.84	\$ 189.84	\$ 193.21	\$ 200.07	\$ 206.94	\$ 213.81	\$ 220.68	\$ 227.55	1
2	\$ 189.84	\$ 189.84	\$ 200.07	\$ 206.94	\$ 213.81	\$ 220.68	\$ 227.55	\$ 234.42	2
3	\$ 189.84	\$ 192.35	\$ 206.94	\$ 213.81	\$ 220.68	\$ 227.55	\$ 234.42	\$ 241.29	3
4	\$ 192.35	\$ 199.22	\$ 213.81	\$ 220.68	\$ 227.55	\$ 234.42	\$ 241.29	\$ 248.16	4
5	\$ 199.22	\$ 206.09	\$ 220.68	\$ 227.55	\$ 234.42	\$ 241.29	\$ 248.16	\$ 255.03	5
6	\$ 206.09	\$ 212.96	\$ 227.55	\$ 234.42	\$ 241.29	\$ 248.16	\$ 255.03	\$ 261.90	6
7	\$ 212.96	\$ 219.82	\$ 234.42	\$ 241.29	\$ 248.16	\$ 255.03	\$ 261.90	\$ 268.77	7
8	\$ 219.82	\$ 226.69	\$ 241.29	\$ 248.16	\$ 255.03	\$ 261.90	\$ 268.77	\$ 275.64	8
9	\$ 226.69	\$ 233.56	\$ 248.16	\$ 255.03	\$ 261.90	\$ 268.77	\$ 275.64	\$ 282.51	9
10	\$ 233.56	\$ 240.43	\$ 255.03	\$ 261.90	\$ 268.77	\$ 275.64	\$ 282.51	\$ 289.38	10
11	\$ 240.43	\$ 247.30	\$ 261.90	\$ 268.77	\$ 275.64	\$ 282.51	\$ 289.38	\$ 296.25	11
12	\$ 242.15	\$ 254.17	\$ 268.77	\$ 275.64	\$ 282.51	\$ 289.38	\$ 296.25	\$ 303.12	12
13	\$ 243.87	\$ 255.89	\$ 275.64	\$ 282.51	\$ 289.38	\$ 296.25	\$ 303.12	\$ 309.99	13
14	\$ 243.87	\$ 257.61	\$ 277.36	\$ 289.38	\$ 296.25	\$ 303.12	\$ 309.99	\$ 316.86	14
15	\$ 243.87	\$ 257.61	\$ 279.07	\$ 291.10	\$ 303.12	\$ 309.99	\$ 316.86	\$ 323.73	15
16	\$ 243.87	\$ 257.61	\$ 280.79	\$ 292.81	\$ 304.83	\$ 316.86	\$ 323.73	\$ 330.60	16
17	\$ 243.87	\$ 257.61	\$ 282.51	\$ 294.53	\$ 306.55	\$ 318.57	\$ 330.60	\$ 337.47	17
18	\$ 243.87	\$ 257.61	\$ 284.23	\$ 296.25	\$ 308.27	\$ 320.29	\$ 332.31	\$ 344.33	18
19	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 309.99	\$ 322.01	\$ 334.03	\$ 351.20	19
20	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 323.73	\$ 335.75	\$ 358.07	20
21	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 337.47	\$ 364.94	21
22	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 366.66	22
23	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 368.38	23
24	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 370.10	24
25	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 371.81	25
26	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 373.53	26
27	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 375.25	27
28	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 376.96	28
29	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 378.68	29
30	\$ 243.87	\$ 257.61	\$ 284.23	\$ 297.97	\$ 311.70	\$ 325.44	\$ 339.18	\$ 380.40	30

*Note: Step 13 is the maximum entry level for new teachers.*

**Columbia Public Schools  
Teacher Daily Rate Schedule  
for extra day assignments after 06/30/2010  
2016-2017**

**\$32,115 Base and \$35,500 Minimum Salary**

	I	II	III	IV	V	VI	VII	VIII	
	B.S.	BS + 15	MS	MS + 15	MS + 30	MS + 45	MS + 60	+ 75 / Doc	
Step	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Salary	Step
1	\$ 189.84	\$ 189.84	\$ 193.21	\$ 200.07	\$ 206.94	\$ 213.81	\$ 220.68	\$ <b>225.00</b>	1
2	\$ 189.84	\$ 189.84	\$ 200.07	\$ 206.94	\$ 213.81	\$ 220.68	\$ <b>225.00</b>	\$ 225.00	2
3	\$ 189.84	\$ 192.35	\$ 206.94	\$ 213.81	\$ 220.68	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	3
4	\$ 192.35	\$ 199.22	\$ 213.81	\$ 220.68	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	\$ 225.00	4
5	\$ 199.22	\$ 206.09	\$ 220.68	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	5
6	\$ 206.09	\$ 212.96	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	6
7	\$ 212.96	\$ 219.82	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	7
8	\$ 219.82	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	8
9	\$ <b>225.00</b>	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	9
10	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	10
11	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	11
12	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	12
13	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	13
14	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	14
15	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	15
16	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	16
17	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	17
18	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	18
19	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	19
20	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	20
21	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	21
22	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	22
23	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	23
24	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	24
25	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	25
26	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	26
27	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	27
28	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	28
29	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	29
30	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	30

*Note: Step 13 is the maximum entry level for new teachers.*

**Columbia School District  
School Psychologist and Psychologist Examiners  
190 Days  
2016-2017**

<b>School Psychologist Salary Schedule</b>							
	<b>I</b>		<b>II</b>		<b>III</b>		
<b>Step</b>	<b>Masters</b>	<b>Index</b>	<b>Specialist</b>	<b>Index</b>	<b>Doctorate</b>	<b>Index</b>	<b>Step</b>
1	\$ 40,000	1.000	\$ 42,400	1.060	\$ 44,800	1.120	1
2	\$ 41,600	1.040	\$ 44,000	1.100	\$ 46,400	1.160	2
3	\$ 43,200	1.080	\$ 45,600	1.140	\$ 48,000	1.200	3
4	\$ 44,800	1.120	\$ 47,200	1.180	\$ 49,600	1.240	4
5	\$ 46,400	1.160	\$ 48,800	1.220	\$ 51,200	1.280	5
6	\$ 48,000	1.200	\$ 50,400	1.260	\$ 52,800	1.320	6
7	\$ 49,600	1.240	\$ 52,000	1.300	\$ 54,400	1.360	7
8	\$ 51,200	1.280	\$ 53,600	1.340	\$ 56,000	1.400	8
9	\$ 52,800	1.320	\$ 55,200	1.380	\$ 57,600	1.440	9
10	\$ 54,400	1.360	\$ 56,800	1.420	\$ 59,200	1.480	10
11	\$ 56,000	1.400	\$ 58,400	1.460	\$ 60,800	1.520	11
12	\$ 57,600	1.440	\$ 60,000	1.500	\$ 62,400	1.560	12
13	\$ 59,200	1.480	\$ 61,600	1.540	\$ 64,000	1.600	13
14	\$ 59,600	1.490	\$ 63,200	1.580	\$ 65,600	1.640	14
15	\$ 60,000	1.500	\$ 64,800	1.620	\$ 67,200	1.680	15
16	\$ 60,400	1.510	\$ 66,400	1.660	\$ 68,800	1.720	16
17	\$ 60,800	1.520	\$ 68,000	1.700	\$ 70,400	1.760	17
18	\$ 61,200	1.530	\$ 68,400	1.710	\$ 72,000	1.800	18
19	\$ 61,200		\$ 68,800	1.720	\$ 73,600	1.840	19
20	\$ 61,200		\$ 69,200	1.730	\$ 75,200	1.880	20
21	\$ 61,200		\$ 69,600	1.740	\$ 76,800	1.920	21
22	\$ 61,200		\$ 70,000	1.750	\$ 77,200	1.930	22
23	\$ 61,200		\$ 70,400	1.760	\$ 77,600	1.940	23
24	\$ 61,200		\$ 70,800	1.770	\$ 78,000	1.950	24
25	\$ 61,200		\$ 71,200	1.780	\$ 78,400	1.960	25
26	\$ 61,200		\$ 71,200		\$ 78,800	1.970	26
27	\$ 61,200		\$ 71,200		\$ 79,200	1.980	27
28	\$ 61,200		\$ 71,200		\$ 79,600	1.990	28
29	\$ 61,200		\$ 71,200		\$ 80,000	2.000	29
30	\$ 61,200		\$ 71,200		\$ 80,400	2.010	30

**Columbia School District  
Occupational Therapist/Physical Therapist Salary Schedule  
187 Days  
2016-2017**

<b>Occupational Therapist Physical Therapist 187 Days 35 Hours per Week 7 Hours per Day Range</b>		
<b>Base</b>	<b>\$ 43,598</b>	
Step	Salary	Index
1	\$ 43,598	1.00
2	\$ 45,342	1.04
3	\$ 47,086	1.08
4	\$ 48,830	1.12
5	\$ 50,574	1.16
6	\$ 52,318	1.20
7	\$ 54,062	1.24
8	\$ 55,805	1.28
9	\$ 57,549	1.32
10	\$ 59,293	1.36
11	\$ 61,037	1.40
12	\$ 61,909	1.42
13	\$ 62,781	1.44
14	\$ 63,653	1.46
15	\$ 64,525	1.48
16	\$ 65,397	1.50
17	\$ 66,269	1.52
18	\$ 67,141	1.54
19	\$ 68,013	1.56
20	\$ 68,885	1.58

**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 and Social Workers Salary Schedule  
 Hired after 06/30/2010  
 2016-17**

<b>Outreach Counselors and Social Workers</b>		
FT Hours	1309	
Days	187	
Hrs/Day	7	
Min	\$ 35,488	
Index	0.03000	Index
1	\$ 35,488	
2	\$ 36,553	1.03000
3	\$ 37,617	1.06000
4	\$ 38,682	1.09000
5	\$ 39,746	1.12000
6	\$ 40,811	1.15000
7	\$ 41,876	1.18000
8	\$ 42,940	1.21000
9	\$ 43,916	1.23750
10	\$ 44,892	1.26500
11	\$ 45,868	1.29250
12	\$ 46,844	1.32000
13	\$ 47,820	1.34750
14	\$ 48,707	1.37250
15	\$ 49,594	1.39750
16	\$ 50,482	1.42250
17	\$ 51,369	1.44750
18	\$ 51,901	1.46250
19	\$ 52,433	1.47750
20	\$ 52,966	1.49250
21	\$ 53,321	1.50250

*Note: Step 13 is the maximum entry level for new outreach counselors and social workers.*

**Columbia School District  
Registered Nurse Salary Schedule  
2016-17**

FT Hrs Hrs per Days Min Max Index Ed Cr	RN		BSN - RN		Masters - RN	
	1496 8 187					
	\$ 30,000		\$32,000		\$34,000	
	\$ 44,850		\$48,832		\$51,595	
	0.02750		0.03750		0.03750	
			\$ 2,000		\$ 2,000	
1	\$ 30,000		\$ 32,000		\$ 34,000	
2	\$ 30,825	1.02750	\$ 33,200	1.03750	\$ 35,275	1.03750
3	\$ 31,650	1.05500	\$ 34,400	1.07500	\$ 36,550	1.07500
4	\$ 32,475	1.08250	\$ 35,600	1.11250	\$ 37,825	1.11250
5	\$ 33,300	1.11000	\$ 36,800	1.15000	\$ 39,100	1.15000
6	\$ 34,125	1.13750	\$ 38,000	1.18750	\$ 40,375	1.18750
7	\$ 34,950	1.16500	\$ 39,200	1.22500	\$ 41,650	1.22500
8	\$ 35,775	1.19250	\$ 40,400	1.26250	\$ 42,925	1.26250
9	\$ 36,600	1.22000	\$ 41,600	1.30000	\$ 44,200	1.30000
10	\$ 37,425	1.24750	\$ 42,800	1.33750	\$ 45,475	1.33750
11	\$ 38,250	1.27500	\$ 44,000	1.37500	\$ 46,325	1.36250
12	\$ 39,075	1.30250	\$ 44,800	1.40000	\$ 47,175	1.38750
13	\$ 39,900	1.33000	\$ 45,600	1.42500	\$ 48,025	1.41250
14	\$ 40,725	1.35750	\$ 46,400	1.45000	\$ 48,875	1.43750
15	\$ 41,550	1.38500	\$ 47,200	1.47500	\$ 49,725	1.46250
16	\$ 42,375	1.41250	\$ 47,872	1.49600	\$ 50,575	1.48750
17	\$ 43,200	1.44000	\$ 48,192	1.50600	\$ 50,915	1.49750
18	\$ 44,025	1.46750	\$ 48,512	1.51600	\$ 51,255	1.50750
19	<b>\$ 44,850</b>	1.49500	<b>\$ 48,832</b>	1.52600	<b>\$ 51,595</b>	1.51750
20	\$ 44,850		\$ 48,832		\$ 51,595	



**Columbia School District  
Elementary Assistant Principal  
2016-2017 Salary Schedule**

158A Elementary AP Masters Degree <i>in administration</i>		
Days	210	
Base	\$60,000	
Min	\$63,500	
Max	\$71,700	
		Index
1	\$ 63,500	
2	\$ 63,600	1.0600
3	\$ 64,650	1.0775
4	\$ 65,700	1.0950
5	\$ 66,900	1.1150
6	\$ 68,100	1.1350
7	\$ 69,300	1.1550
8	\$ 70,500	1.1750
9	\$ 71,700	1.1950
10	\$ 71,700	
11	\$ 71,700	
12	\$ 71,700	
13	\$ 71,700	
14	\$ 71,700	
15	\$ 71,700	
16	\$ 71,700	
17	\$ 71,700	
18	\$ 71,700	
19	\$ 71,700	
20	\$ 71,700	
21	\$ 71,700	
22	\$ 71,700	
23	\$ 71,700	
24	\$ 71,700	
25	\$ 71,700	

158B Elementary AP Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	210	
Base	\$63,000	
Min	\$66,500	
Max	\$85,680	
		Index
1	\$ 66,500	
2	\$ 66,780	1.0600
3	\$ 67,883	1.0775
4	\$ 68,985	1.0950
5	\$ 70,245	1.1150
6	\$ 71,505	1.1350
7	\$ 72,765	1.1550
8	\$ 74,025	1.1750
9	\$ 75,285	1.1950
10	\$ 76,703	1.2175
11	\$ 78,120	1.2400
12	\$ 79,538	1.2625
13	\$ 80,955	1.2850
14	\$ 81,900	1.3000
15	\$ 82,845	1.3150
16	\$ 83,790	1.3300
17	\$ 84,735	1.3450
18	\$ 85,680	1.3600
19	\$ 85,680	
20	\$ 85,680	
21	\$ 85,680	
22	\$ 85,680	
23	\$ 85,680	
24	\$ 85,680	
25	\$ 85,680	

158C Elementary AP Doctoral Degree <i>in administration or instruction</i>		
Days	210	
Base	\$66,500	
Min	\$70,000	
Max	\$99,916	
		Index
1	\$ 70,000	
2	\$ 70,490	1.0600
3	\$ 71,654	1.0775
4	\$ 72,818	1.0950
5	\$ 74,148	1.1150
6	\$ 75,478	1.1350
7	\$ 76,808	1.1550
8	\$ 78,138	1.1750
9	\$ 79,468	1.1950
10	\$ 80,964	1.2175
11	\$ 82,460	1.2400
12	\$ 83,956	1.2625
13	\$ 85,453	1.2850
14	\$ 86,949	1.3075
15	\$ 88,445	1.3300
16	\$ 89,941	1.3525
17	\$ 91,271	1.3725
18	\$ 92,601	1.3925
19	\$ 93,931	1.4125
20	\$ 95,261	1.4325
21	\$ 96,591	1.4525
22	\$ 97,423	1.4650
23	\$ 98,254	1.4775
24	\$ 99,085	1.4900
25	\$ 99,916	1.5025

**Columbia School District  
Elementary Principal  
2016-2017 Salary Schedule**

162A Elementary Principal Masters Degree <i>in administration</i>		
Days	215	
Base	\$70,000	
Min	\$73,500	
Max	\$83,650	
		Index
1	\$ 73,500	
2	\$ 74,200	1.060
3	\$ 75,425	1.078
4	\$ 76,650	1.095
5	\$ 78,050	1.115
6	\$ 79,450	1.135
7	\$ 80,850	1.155
8	\$ 82,250	1.175
9	\$ 83,650	1.195
10	\$ 83,650	
11	\$ 83,650	
12	\$ 83,650	
13	\$ 83,650	
14	\$ 83,650	
15	\$ 83,650	
16	\$ 83,650	
17	\$ 83,650	
18	\$ 83,650	
19	\$ 83,650	
20	\$ 83,650	
21	\$ 83,650	
22	\$ 83,650	
23	\$ 83,650	
24	\$ 83,650	
25	\$ 83,650	

162B Elementary Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	215	
Base	\$ 73,000	
Min	\$ 76,500	
Max	\$ 100,558	
		Index
1	\$ 76,650	1.0500
2	\$ 77,380	1.0600
3	\$ 78,658	1.0775
4	\$ 79,935	1.0950
5	\$ 81,395	1.1150
6	\$ 82,855	1.1350
7	\$ 84,315	1.1550
8	\$ 85,775	1.1750
9	\$ 87,235	1.1950
10	\$ 88,878	1.2175
11	\$ 90,520	1.2400
12	\$ 92,163	1.2625
13	\$ 93,805	1.2850
14	\$ 95,448	1.3075
15	\$ 96,908	1.3275
16	\$ 98,368	1.3475
17	\$ 99,463	1.3625
18	\$ 100,558	1.3775
19	\$ 100,558	
20	\$ 100,558	
21	\$ 100,558	
22	\$ 100,558	
23	\$ 100,558	
24	\$ 100,558	
25	\$ 100,558	

162C Elementary Principal Doctoral Degree <i>in administration or instruction</i>		
Days	215	
Base	\$ 76,500	
Min	\$ 80,000	
Max	\$ 116,089	
		Index
1	\$ 80,000	
2	\$ 81,090	1.060
3	\$ 82,429	1.078
4	\$ 83,768	1.095
5	\$ 85,298	1.115
6	\$ 86,828	1.135
7	\$ 88,358	1.155
8	\$ 89,888	1.175
9	\$ 91,418	1.195
10	\$ 93,139	1.218
11	\$ 94,860	1.240
12	\$ 96,581	1.263
13	\$ 98,303	1.285
14	\$ 100,024	1.308
15	\$ 101,745	1.330
16	\$ 103,466	1.353
17	\$ 105,188	1.375
18	\$ 106,909	1.398
19	\$ 108,630	1.420
20	\$ 110,160	1.440
21	\$ 111,690	1.460
22	\$ 113,220	1.480
23	\$ 114,176	1.493
24	\$ 115,133	1.505
25	\$ 116,089	1.518

**Columbia School District  
Middle School Assistant Principal  
2016-2017 Salary Schedule**

160A Middle Asst. Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$70,000	
Min	\$74,500	
Max	\$85,225	
		Index
1	\$ 74,500	
2	\$ 74,900	1.0700
3	\$ 76,300	1.0900
4	\$ 77,700	1.1100
5	\$ 79,100	1.1300
6	\$ 80,500	1.1500
7	\$ 82,075	1.1725
8	\$ 83,650	1.1950
9	\$ 85,225	1.2175
10	\$ 85,225	
11	\$ 85,225	
12	\$ 85,225	
13	\$ 85,225	
14	\$ 85,225	
15	\$ 85,225	
16	\$ 85,225	
17	\$ 85,225	
18	\$ 85,225	
19	\$ 85,225	
20	\$ 85,225	
21	\$ 85,225	
22	\$ 85,225	
23	\$ 85,225	
24	\$ 85,225	
25	\$ 85,225	

160B Middle Asst. Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	233	
Base	\$ 73,000	
Min	\$ 77,500	
Max	\$ 101,945	
		Index
1	\$ 77,500	
2	\$ 78,110	1.0700
3	\$ 79,570	1.0900
4	\$ 81,030	1.1100
5	\$ 82,490	1.1300
6	\$ 83,950	1.1500
7	\$ 85,593	1.1725
8	\$ 87,235	1.1950
9	\$ 88,878	1.2175
10	\$ 90,703	1.2425
11	\$ 92,528	1.2675
12	\$ 94,353	1.2925
13	\$ 96,105	1.3165
14	\$ 97,747	1.3390
15	\$ 99,390	1.3615
16	\$ 100,667	1.3790
17	\$ 101,945	1.3965
18	\$ 101,945	
19	\$ 101,945	
20	\$ 101,945	
21	\$ 101,945	
22	\$ 101,945	
23	\$ 101,945	
24	\$ 101,945	
25	\$ 101,945	

160C Middle Asst. Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 76,500	
Min	\$ 81,000	
Max	\$ 118,154	
		Index
1	\$ 81,000	
2	\$ 81,855	1.0700
3	\$ 83,385	1.0900
4	\$ 84,915	1.1100
5	\$ 86,445	1.1300
6	\$ 87,975	1.1500
7	\$ 89,696	1.1725
8	\$ 91,418	1.1950
9	\$ 93,139	1.2175
10	\$ 95,051	1.2425
11	\$ 96,964	1.2675
12	\$ 98,876	1.2925
13	\$ 100,712	1.3165
14	\$ 102,548	1.3405
15	\$ 104,384	1.3645
16	\$ 106,220	1.3885
17	\$ 108,056	1.4125
18	\$ 109,892	1.4365
19	\$ 111,728	1.4605
20	\$ 113,564	1.4845
21	\$ 114,712	1.4995
22	\$ 115,859	1.5145
23	\$ 116,624	1.5245
24	\$ 117,389	1.5345
25	\$ 118,154	1.5445

**Columbia School District  
Middle School Principal  
2016-2017 Salary Schedule**

164A Middle Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$80,000	
Min	\$85,000	
Max	\$97,400	
		Index
1	\$ 85,000	
2	\$ 85,600	1.0700
3	\$ 87,200	1.0900
4	\$ 88,800	1.1100
5	\$ 90,400	1.1300
6	\$ 92,000	1.1500
7	\$ 93,800	1.1725
8	\$ 95,600	1.1950
9	\$ 97,400	1.2175
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	

164B Middle Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	233	
Base	\$ 83,000	
Min	\$ 88,000	
Max	\$ 115,910	
		Index
1	\$ 88,000	
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	\$ 115,910	
24	\$ 115,910	
25	\$ 115,910	

164C Middle Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 86,500	
Min	\$ 91,500	
Max	\$ 134,118	
		Index
1	\$ 91,500	
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
25	\$ 134,118	1.551

**Columbia School District  
High School Assistant Principal  
2016-2017 Salary Schedule**

161A High Sch Asst Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$77,500	
Min	\$82,500	
Max	\$94,356	
		Index
1	\$ 82,500	
2	\$ 82,925	1.070
3	\$ 84,475	1.090
4	\$ 86,025	1.110
5	\$ 87,575	1.130
6	\$ 89,125	1.150
7	\$ 90,869	1.173
8	\$ 92,613	1.195
9	\$ 94,356	1.218
10	\$ 94,356	
11	\$ 94,356	
12	\$ 94,356	
13	\$ 94,356	
14	\$ 94,356	
15	\$ 94,356	
16	\$ 94,356	
17	\$ 94,356	
18	\$ 94,356	
19	\$ 94,356	
20	\$ 94,356	
21	\$ 94,356	
22	\$ 94,356	
23	\$ 94,356	
24	\$ 94,356	
25	\$ 94,356	

161B High Sch Asst Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	233	
Base	\$ 80,500	
Min	\$ 85,500	
Max	\$ 112,418	
		Index
1	\$ 85,500	
2	\$ 86,135	1.070
3	\$ 87,745	1.090
4	\$ 89,355	1.110
5	\$ 90,965	1.130
6	\$ 92,575	1.150
7	\$ 94,386	1.173
8	\$ 96,198	1.195
9	\$ 98,009	1.218
10	\$ 100,021	1.243
11	\$ 102,034	1.268
12	\$ 104,046	1.293
13	\$ 105,978	1.317
14	\$ 107,790	1.339
15	\$ 109,601	1.362
16	\$ 111,010	1.379
17	\$ 112,418	1.397
18	\$ 112,418	
19	\$ 112,418	
20	\$ 112,418	
21	\$ 112,418	
22	\$ 112,418	
23	\$ 112,418	
24	\$ 112,418	
25	\$ 112,418	

161C High Sch Asst Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 84,000	
Min	\$ 89,000	
Max	\$ 130,242	
		Index
1	\$ 89,000	
2	\$ 89,880	1.070
3	\$ 91,560	1.090
4	\$ 93,240	1.110
5	\$ 94,920	1.130
6	\$ 96,600	1.150
7	\$ 98,490	1.173
8	\$ 100,380	1.195
9	\$ 102,270	1.218
10	\$ 104,370	1.243
11	\$ 106,470	1.268
12	\$ 108,570	1.293
13	\$ 110,586	1.317
14	\$ 112,602	1.341
15	\$ 114,492	1.363
16	\$ 116,382	1.386
17	\$ 118,272	1.408
18	\$ 120,162	1.431
19	\$ 121,842	1.451
20	\$ 123,522	1.471
21	\$ 125,202	1.491
22	\$ 126,462	1.506
23	\$ 127,722	1.521
24	\$ 128,982	1.536
25	\$ 130,242	1.551

**Columbia School District  
High School Principal  
2016-2017 Salary Schedule**

165A High School Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$ 86,000	
Min	\$ 91,500	
Max	\$ 104,705	
		Index
1	\$ 91,500	
2	\$ 92,020	1.0700
3	\$ 93,740	1.0900
4	\$ 95,460	1.1100
5	\$ 97,180	1.1300
6	\$ 98,900	1.1500
7	\$ 100,835	1.1725
8	\$ 102,770	1.1950
9	\$ 104,705	1.2175
10	\$ 104,705	
11	\$ 104,705	
12	\$ 104,705	
13	\$ 104,705	
14	\$ 104,705	
15	\$ 104,705	
16	\$ 104,705	
17	\$ 104,705	
18	\$ 104,705	
19	\$ 104,705	
20	\$ 104,705	
21	\$ 104,705	
22	\$ 104,705	
23	\$ 104,705	
24	\$ 104,705	
25	\$ 104,705	

165B High School Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	233	
Base	\$ 89,000	
Min	\$ 94,500	
Max	\$ 124,289	
		Index
1	\$ 94,500	
2	\$ 95,230	1.0700
3	\$ 97,010	1.0900
4	\$ 98,790	1.1100
5	\$ 100,570	1.1300
6	\$ 102,350	1.1500
7	\$ 104,353	1.1725
8	\$ 106,355	1.1950
9	\$ 108,358	1.2175
10	\$ 110,583	1.2425
11	\$ 112,808	1.2675
12	\$ 115,033	1.2925
13	\$ 117,169	1.3165
14	\$ 119,171	1.3390
15	\$ 121,174	1.3615
16	\$ 122,731	1.3790
17	\$ 124,289	1.3965
18	\$ 124,289	
19	\$ 124,289	
20	\$ 124,289	
21	\$ 124,289	
22	\$ 124,289	
23	\$ 124,289	
24	\$ 124,289	
25	\$ 124,289	

165C High School Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 92,500	
Min	\$ 98,000	
Max	\$ 143,421	
		Index
1	\$ 98,000	
2	\$ 98,975	1.0700
3	\$ 100,825	1.0900
4	\$ 102,675	1.1100
5	\$ 104,525	1.1300
6	\$ 106,375	1.1500
7	\$ 108,456	1.1725
8	\$ 110,538	1.1950
9	\$ 112,619	1.2175
10	\$ 114,931	1.2425
11	\$ 117,244	1.2675
12	\$ 119,556	1.2925
13	\$ 121,776	1.3165
14	\$ 123,996	1.3405
15	\$ 126,078	1.3630
16	\$ 128,159	1.3855
17	\$ 130,240	1.4080
18	\$ 132,321	1.4305
19	\$ 134,171	1.4505
20	\$ 136,021	1.4705
21	\$ 137,871	1.4905
22	\$ 139,259	1.5055
23	\$ 140,646	1.5205
24	\$ 142,034	1.5355
25	\$ 143,421	1.5505

**Columbia School District  
Douglass High School Assistant Principal  
2016-17 Salary Schedule**

166A Douglass High Asst Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$66,000	
Min	\$70,000	
Max	\$80,355	
1	\$ 70,000	
2	\$ 70,620	1.070
3	\$ 71,940	1.090
4	\$ 73,260	1.110
5	\$ 74,580	1.130
6	\$ 75,900	1.150
7	\$ 77,385	1.173
8	\$ 78,870	1.195
9	\$ 80,355	1.218
10		
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25		

166B Douglass High Asst Principal Career Admin Certificate <i>(Spec Degree in admin or instr)</i>		
Days	233	
Base	\$69,000	
Min	\$73,000	
Max	\$85,733	
1	\$ 73,000	
2	\$ 73,830	1.070
3	\$ 75,210	1.090
4	\$ 76,590	1.110
5	\$ 77,970	1.130
6	\$ 79,350	1.150
7	\$ 80,903	1.173
8	\$ 82,455	1.195
9	\$ 84,008	1.218
10	\$ 85,733	1.243
11	\$ 87,458	1.268
12	\$ 89,183	1.293
13	\$ 90,839	1.317
14	\$ 92,391	1.339
15	\$ 93,944	1.362
16	\$ 95,151	1.379
17	\$ 96,359	1.397
18		
19		
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23		
24		
25		

166C Douglass High Asst Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 72,500	
Min	\$ 76,500	
Max	\$ 90,081	
1	\$ 76,500	
2	\$ 77,575	1.070
3	\$ 79,025	1.090
4	\$ 80,475	1.110
5	\$ 81,925	1.130
6	\$ 83,375	1.150
7	\$ 85,006	1.173
8	\$ 86,638	1.195
9	\$ 88,269	1.218
10	\$ 90,081	1.243
11	\$ 91,894	1.268
12	\$ 93,706	1.293
13	\$ 95,446	1.317
14	\$ 97,186	1.341
15	\$ 98,818	1.363
16	\$ 100,449	1.386
17	\$ 102,080	1.408
18	\$ 103,711	1.431
19	\$ 105,161	1.451
20	\$ 106,611	1.471
21	\$ 108,061	1.491
22	\$ 109,149	1.506
23	\$ 110,236	1.521
24	\$ 111,324	1.536
25	\$ 112,411	1.551

**Columbia School District  
Douglass High School Principal  
2016-17 Salary Schedule**

167A Douglass High Principal Masters Degree <i>in administration</i>		
Days	233	
Base	\$80,000	
Min	\$85,000	
Max	\$97,400	
1	\$85,000	
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
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21		
22		
23		
24		
25		

167B Douglass High Principal Career Admin Certificate <i>Spec Degree in admin or instr</i>		
Days	233	
Base	\$ 83,000	
Min	\$ 88,000	
Max	\$ 103,128	
1	\$ 88,000	
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		
19		
20		
21		
22		
23		
24		
25		

167C Douglass High Principal Doctoral Degree <i>in administration or instruction</i>		
Days	233	
Base	\$ 86,500	
Min	\$ 91,500	
Max	\$ 107,476	
1	\$ 91,500	
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
25	\$ 134,118	1.551



**Curriculum Coordinator Salary Schedule**  
**225 Days**  
**8 Hour Contracted Day**  
**2016-2017**

	I		II		
	MS & Ed.S.		Doctorate		
Step	Salary	Index	Salary	Index	Step
1	\$ 77,000	1.125	\$ 81,107	1.185	1
2	\$ 78,369	1.145	\$ 82,476	1.205	2
3	\$ 79,738	1.165	\$ 83,845	1.225	3
4	\$ 81,107	1.185	\$ 85,214	1.245	4
5	\$ 82,476	1.205	\$ 86,582	1.265	5
6	\$ 83,674	1.223	\$ 87,780	1.283	6
7	\$ 84,871	1.240	\$ 88,978	1.300	7
8	\$ 86,069	1.258	\$ 90,176	1.318	8
9	\$ 87,096	1.273	\$ 91,202	1.333	9
10	\$ 88,122	1.288	\$ 92,229	1.348	10
11	\$ 89,149	1.303	\$ 93,256	1.363	11
12	\$ 90,176	1.318	\$ 94,282	1.378	12
13	\$ 91,202	1.333	\$ 95,309	1.393	13
14	\$ 91,887	1.343	\$ 95,994	1.403	14
15	\$ 92,571	1.353	\$ 96,678	1.413	15
16	\$ 93,256	1.363	\$ 97,363	1.423	16
17	\$ 93,940	1.373	\$ 98,047	1.433	17
18	\$ 94,625	1.383	\$ 98,731	1.443	18
19	\$ 95,309	1.393	\$ 99,416	1.453	19
20	\$ 95,994	1.403	\$ 100,100	1.463	20

*Note: Step 13 is the maximum entry level for curriculum coordinators.*

**Columbia School District**  
**Parent Educators Salary Schedule for those hired prior to 6/30/2010**  
**227 Days**  
**2016-2017**

Step	I		II		III		IV		V		VI		VII		VIII		Step
	B.S.		B.S. + 15 150 or		M.S.		M.S. + 15		M.S. + 30		M.S. + 45		M.S. + 60		M.S. + 75 DOCTORATE or		
	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	Salary	Index	
1	\$ 31,122	1.00	\$ 32,367	1.04	\$ 35,012	1.125	\$ 36,257	1.165	\$ 37,502	1.205	\$ 38,747	1.245	\$ 39,992	1.285	\$ 41,237	1.325	1
2	\$ 32,367	1.04	\$ 33,612	1.08	\$ 36,257	1.165	\$ 37,502	1.205	\$ 38,747	1.245	\$ 39,992	1.285	\$ 41,237	1.325	\$ 42,482	1.365	2
3	\$ 33,612	1.08	\$ 34,857	1.12	\$ 37,502	1.205	\$ 38,747	1.245	\$ 39,992	1.285	\$ 41,237	1.325	\$ 42,482	1.365	\$ 43,727	1.405	3
4	\$ 34,857	1.12	\$ 36,102	1.16	\$ 38,747	1.245	\$ 39,992	1.285	\$ 41,237	1.325	\$ 42,482	1.365	\$ 43,727	1.405	\$ 44,971	1.445	4
5	\$ 36,102	1.16	\$ 37,347	1.20	\$ 39,992	1.285	\$ 41,237	1.325	\$ 42,482	1.365	\$ 43,727	1.405	\$ 44,971	1.445	\$ 46,216	1.485	5
6	\$ 37,347	1.20	\$ 38,591	1.24	\$ 41,237	1.325	\$ 42,482	1.365	\$ 43,727	1.405	\$ 44,971	1.445	\$ 46,216	1.485	\$ 47,461	1.525	6
7	\$ 38,591	1.24	\$ 39,836	1.28	\$ 42,482	1.365	\$ 43,727	1.405	\$ 44,971	1.445	\$ 46,216	1.485	\$ 47,461	1.525	\$ 48,706	1.565	7
8	\$ 39,836	1.28	\$ 41,081	1.32	\$ 43,727	1.405	\$ 44,971	1.445	\$ 46,216	1.485	\$ 47,461	1.525	\$ 48,706	1.565	\$ 49,951	1.605	8
9	\$ 41,081	1.32	\$ 42,326	1.36	\$ 44,971	1.445	\$ 46,216	1.485	\$ 47,461	1.525	\$ 48,706	1.565	\$ 49,951	1.605	\$ 51,196	1.645	9
10	\$ 42,326	1.36	\$ 43,571	1.40	\$ 46,216	1.485	\$ 47,461	1.525	\$ 48,706	1.565	\$ 49,951	1.605	\$ 51,196	1.645	\$ 52,441	1.685	10
11	\$ 43,571	1.40	\$ 44,816	1.44	\$ 47,461	1.525	\$ 48,706	1.565	\$ 49,951	1.605	\$ 51,196	1.645	\$ 52,441	1.685	\$ 53,686	1.725	11
12	\$ 43,882	1.41	\$ 46,061	1.48	\$ 48,706	1.565	\$ 49,951	1.605	\$ 51,196	1.645	\$ 52,441	1.685	\$ 53,686	1.725	\$ 54,931	1.765	12
13	\$ 44,193	1.42	\$ 46,372	1.49	\$ 49,951	1.605	\$ 51,196	1.645	\$ 52,441	1.685	\$ 53,686	1.725	\$ 54,931	1.765	\$ 56,175	1.805	13
14	\$ 44,293	\$ 100	\$ 46,683	1.50	\$ 50,262	1.615	\$ 52,441	1.685	\$ 53,686	1.725	\$ 54,931	1.765	\$ 56,175	1.805	\$ 57,420	1.845	14
15	\$ 44,393	\$ 100	\$ 46,783	\$ 100	\$ 50,573	1.625	\$ 52,752	1.695	\$ 54,931	1.765	\$ 56,175	1.805	\$ 57,420	1.845	\$ 58,665	1.885	15
16	\$ 44,513	\$ 120	\$ 46,883	\$ 100	\$ 50,673	\$ 100	\$ 53,063	1.705	\$ 55,242	1.775	\$ 57,420	1.845	\$ 58,665	1.885	\$ 59,910	1.925	16
17	\$ 44,633	\$ 120	\$ 47,003	\$ 120	\$ 50,773	\$ 100	\$ 53,163	\$ 100	\$ 55,553	1.785	\$ 57,732	1.855	\$ 59,910	1.925	\$ 61,155	1.965	17
18	\$ 44,753	\$ 120	\$ 47,123	\$ 120	\$ 50,893	\$ 120	\$ 53,263	\$ 100	\$ 55,653	\$ 100	\$ 58,043	1.865	\$ 60,221	1.935	\$ 62,400	2.005	18
19	\$ 44,873	\$ 120	\$ 47,243	\$ 120	\$ 51,013	\$ 120	\$ 53,383	\$ 120	\$ 55,753	\$ 100	\$ 58,143	\$ 100	\$ 60,533	1.945	\$ 63,645	2.045	19
20	\$ 44,993	\$ 120	\$ 47,363	\$ 120	\$ 51,133	\$ 120	\$ 53,503	\$ 120	\$ 55,873	\$ 120	\$ 58,243	\$ 100	\$ 60,633	\$ 100	\$ 64,890	2.085	20
21	\$ 45,113	\$ 120	\$ 47,483	\$ 120	\$ 51,253	\$ 120	\$ 53,623	\$ 120	\$ 55,993	\$ 120	\$ 58,363	\$ 120	\$ 60,733	\$ 100	\$ 66,135	2.125	21
22	\$ 45,113		\$ 47,603	\$ 120	\$ 51,373	\$ 120	\$ 53,743	\$ 120	\$ 56,113	\$ 120	\$ 58,483	\$ 120	\$ 60,853	\$ 120	\$ 66,446	2.135	22
23	\$ 45,113		\$ 47,603		\$ 51,493	\$ 120	\$ 53,863	\$ 120	\$ 56,233	\$ 120	\$ 58,603	\$ 120	\$ 60,973	\$ 120	\$ 66,757	2.145	23
24	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983	\$ 120	\$ 56,353	\$ 120	\$ 58,723	\$ 120	\$ 61,093	\$ 120	\$ 66,857	\$ 100	24
25	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473	\$ 120	\$ 58,843	\$ 120	\$ 61,213	\$ 120	\$ 66,957	\$ 100	25
26	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473		\$ 58,963	\$ 120	\$ 61,333	\$ 120	\$ 67,077	\$ 120	26
27	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473		\$ 58,963		\$ 61,453	\$ 120	\$ 67,197	\$ 120	27
28	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473		\$ 58,963		\$ 61,453		\$ 67,317	\$ 120	28
29	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473		\$ 58,963		\$ 61,453		\$ 67,437	\$ 120	29
30	\$ 45,113		\$ 47,603		\$ 51,493		\$ 53,983		\$ 56,473		\$ 58,963		\$ 61,453		\$ 67,557	\$ 120	30

**Notes:**

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 PATs.

**Columbia School District  
Parent Educators Salary Schedule  
for new hires after 6/30/2010  
227 Days  
2016-17**

<b>Parent Educators</b>		
FT Hours	1,589	
Hrs/Day	7	
Min	\$ 31,122	
Max	\$ 45,762	
1	\$ 31,122	
2	\$ 32,322	\$ 1,200
3	\$ 33,522	\$ 1,200
4	\$ 34,722	\$ 1,200
5	\$ 35,722	\$ 1,000
6	\$ 36,722	\$ 1,000
7	\$ 37,722	\$ 1,000
8	\$ 38,722	\$ 1,000
9	\$ 39,722	\$ 1,000
10	\$ 40,522	\$ 800
11	\$ 41,322	\$ 800
12	\$ 42,122	\$ 800
13	\$ 42,722	\$ 600
14	\$ 43,322	\$ 600
15	\$ 43,922	\$ 600
16	\$ 44,322	\$ 400
17	\$ 44,722	\$ 400
18	\$ 45,122	\$ 400
19	\$ 45,442	\$ 320
20	\$ 45,762	\$ 320

*Note: Step 13 is the maximum entry level for new Parent Educators.*

**Columbia School District  
Classroom Aide / LPN / Instructional Aide Salary Schedule  
2016-17**

Classroom Aides			LPN / Instructional Aides		
FT Hours	1288		FT Hours	1512	
# of Days	184		# of Days	189	
Hours per	7		Hours per	8	
Base Pay	\$10.40		Base Pay	\$12.80	
Index	0.03		Index	0.04	
1	\$ 10.40		1	\$ 12.80	
2	\$ 10.71	1.03	2	\$ 13.31	1.04
3	\$ 11.02	1.06	3	\$ 13.82	1.08
4	\$ 11.34	1.09	4	\$ 14.33	1.12
5	\$ 11.65	1.12	5	\$ 14.84	1.16
6	\$ 11.96	1.15	6	\$ 15.36	1.20
7	\$ 12.27	1.18	7	\$ 15.87	1.24
8	\$ 12.58	1.21	8	\$ 16.38	1.28
9	\$ 12.90	1.24	9	\$ 16.89	1.32
10	\$ 13.21	1.27	10	\$ 17.40	1.36
11	\$ 13.52	1.30	11	\$ 17.92	1.40
12	\$ 13.83	1.33	12	\$ 18.43	1.44
13	\$ 14.14	1.36	13	\$ 18.56	1.45
14	\$ 14.46	1.39	14	\$ 18.68	1.46
15	\$ 14.77	1.42	15	\$ 18.81	1.47
16	\$ 15.08	1.45	16	\$ 18.94	1.48
17	\$ 15.39	1.48	17	\$ 19.04	\$0.10
18	\$ 15.70	1.51	18	\$ 19.14	\$0.10
19	\$ 16.02	1.54	19	\$ 19.24	\$0.10
20	\$ 16.33	1.57	20	\$ 19.34	\$0.10
21	\$ 16.43	1.58	21	\$ 19.44	\$0.10
22	\$ 16.54	1.59	22	\$ 19.54	\$0.10
23	\$ 16.64	1.60	23	\$ 19.64	\$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  
186 Days  
2016-17**

Step	Paraprofessional 1		Paraprofessional 2		Step
	(Basic)		(Based on child's advanced needs)		
	Hrly Rate	Index	Hrly Rate	Index	
1	\$10.75	1.0000	\$11.25	1.0000	1
2	\$11.07	1.0300	\$11.59	1.0300	2
3	\$11.40	1.0600	\$11.93	1.0600	3
4	\$11.72	1.0900	\$12.26	1.0900	4
5	\$12.04	1.1200	\$12.60	1.1200	5
6	\$12.36	1.1500	\$12.94	1.1500	6
7	\$12.69	1.1800	\$13.28	1.1800	7
8	\$13.01	1.2100	\$13.61	1.2100	8
9	\$13.33	1.2400	\$13.95	1.2400	9
10	\$13.65	1.2700	\$14.29	1.2700	10
11	\$13.98	1.3000	\$14.63	1.3000	11
12	\$14.30	1.3300	\$14.96	1.3300	12
13	\$14.62	1.3600	\$15.30	1.3600	13
14	\$14.94	1.3900	\$15.64	1.3900	14
15	\$15.27	1.4200	\$15.98	1.4200	15
16	\$15.59	1.4500	\$16.31	1.4500	16
17	\$15.91	1.4800	\$16.65	1.4800	17
18	\$16.23	1.5100	\$16.99	1.5100	18
19	\$16.56	1.5400	\$17.33	1.5400	19
20	\$16.88	1.5700	\$17.66	1.5700	20
21	\$16.99	1.5800	\$17.78	1.5800	21
22	\$17.09	1.5900	\$17.89	1.5900	22
23	\$17.20	1.6000	\$18.00	1.6000	23
24	\$17.31	1.6100	\$18.11	1.6100	24
25	\$17.42	1.6200	\$18.23	1.6200	25

*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)  
2016-17**

	Day Porter and Substitutes		Night Custodian	Elem Night Lead/ Floater	DHS, Core, Aslin & Small Elem Head	Large Elem & CACC Head	MS Head, HS Lead	
	<b>1</b>		<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
	Hrly		Hrly	Hrly	Hrly	Hrly	Hrly	
<b>Step</b>	<b>Rate</b>	<b>Index</b>	<b>Rate</b>	<b>Rate</b>	<b>Rate</b>	<b>Rate</b>	<b>Rate</b>	<b>Step</b>
1	\$10.00	1.0000	\$10.25	\$10.85	\$11.25	\$11.75	\$12.25	1
2	\$10.30	1.0300	\$10.56	\$11.18	\$11.59	\$12.10	\$12.62	2
3	\$10.60	1.0600	\$10.87	\$11.50	\$11.93	\$12.46	\$12.99	3
4	\$10.90	1.0900	\$11.17	\$11.83	\$12.26	\$12.81	\$13.35	4
5	\$11.20	1.1200	\$11.48	\$12.15	\$12.60	\$13.16	\$13.72	5
6	\$11.50	1.1500	\$11.79	\$12.48	\$12.94	\$13.51	\$14.09	6
7	\$11.80	1.1800	\$12.10	\$12.80	\$13.28	\$13.87	\$14.46	7
8	\$12.10	1.2100	\$12.40	\$13.13	\$13.61	\$14.22	\$14.82	8
9	\$12.40	1.2400	\$12.71	\$13.45	\$13.95	\$14.57	\$15.19	9
10	\$12.70	1.2700	\$13.02	\$13.78	\$14.29	\$14.92	\$15.56	10
11	\$13.00	1.3000	\$13.33	\$14.11	\$14.63	\$15.28	\$15.93	11
12	\$13.30	1.3300	\$13.63	\$14.43	\$14.96	\$15.63	\$16.29	12
13	\$13.60	1.3600	\$13.94	\$14.76	\$15.30	\$15.98	\$16.66	13
14	\$13.90	1.3900	\$14.25	\$15.08	\$15.64	\$16.33	\$17.03	14
15	\$14.20	1.4200	\$14.56	\$15.41	\$15.98	\$16.69	\$17.40	15
16	\$14.50	1.4500	\$14.86	\$15.73	\$16.31	\$17.04	\$17.76	16
17	\$14.80	1.4800	\$15.17	\$16.06	\$16.65	\$17.39	\$18.13	17
18	\$15.10	1.5100	\$15.48	\$16.38	\$16.99	\$17.74	\$18.50	18
19	\$15.40	1.5400	\$15.79	\$16.71	\$17.33	\$18.10	\$18.87	19
20	\$15.70	1.5700	\$16.09	\$17.03	\$17.66	\$18.45	\$19.23	20
21	\$15.80	1.5800	\$16.20	\$17.14	\$17.78	\$18.57	\$19.36	21
22	\$15.90	1.5900	\$16.30	\$17.25	\$17.89	\$18.68	\$19.48	22
23	\$16.00	1.6000	\$16.30	\$17.36	\$18.00	\$18.80	\$19.60	23
24	<b>\$16.10</b>	1.6100	\$16.50	\$17.47	\$18.11	\$18.92	\$19.72	24
25	\$16.10	1.6200	<b>\$16.61</b>	\$17.58	\$18.23	\$19.04	\$19.85	25
26	\$16.10	1.6300	\$16.61	<b>\$17.69</b>	\$18.34	\$19.15	\$19.97	26
27	\$16.10	1.6400	\$16.61	\$17.69	<b>\$18.45</b>	\$19.27	\$20.09	27
28	\$16.10	1.6500	\$16.61	\$17.69	\$18.45	<b>\$19.39</b>	\$20.21	28
29	\$16.10	1.6600	\$16.61	\$17.69	\$18.45	\$19.39	<b>\$20.34</b>	29
30	\$16.10	1.6700	\$16.61	\$17.69	\$18.45	\$19.39	\$20.34	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  
2016-17**

Step	Cooks / Cashiers/ Substitutes		Elementary Non-Cooking Managers, Secondary Assistant Managers, Floating Managers		Elementary Cooking Managers, Middle School Non-Cooking Managers		Middle School Cooking Managers, Warehouse Staff		Training Managers		Warehouse Managers, Regional Cooking Managers, High School Managers		Step
	1		2		3		4		5		6		
	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	
1	\$10.00	1.0000	\$11.00	1.0000	\$11.50	1.0000	\$12.00	1.0000	\$12.50	1.0000	\$13.00	1.0000	1
2	\$10.30	1.0300	\$11.33	1.0300	\$11.85	1.0300	\$12.36	1.0300	\$12.88	1.0300	\$13.39	1.0300	2
3	\$10.60	1.0600	\$11.66	1.0600	\$12.19	1.0600	\$12.72	1.0600	\$13.25	1.0600	\$13.78	1.0600	3
4	\$10.90	1.0900	\$11.99	1.0900	\$12.54	1.0900	\$13.08	1.0900	\$13.63	1.0900	\$14.17	1.0900	4
5	\$11.20	1.1200	\$12.32	1.1200	\$12.88	1.1200	\$13.44	1.1200	\$14.00	1.1200	\$14.56	1.1200	5
6	\$11.50	1.1500	\$12.65	1.1500	\$13.23	1.1500	\$13.80	1.1500	\$14.38	1.1500	\$14.95	1.1500	6
7	\$11.80	1.1800	\$12.98	1.1800	\$13.57	1.1800	\$14.16	1.1800	\$14.75	1.1800	\$15.34	1.1800	7
8	\$12.10	1.2100	\$13.31	1.2100	\$13.92	1.2100	\$14.52	1.2100	\$15.13	1.2100	\$15.73	1.2100	8
9	\$12.40	1.2400	\$13.64	1.2400	\$14.26	1.2400	\$14.88	1.2400	\$15.50	1.2400	\$16.12	1.2400	9
10	\$12.70	1.2700	\$13.97	1.2700	\$14.61	1.2700	\$15.24	1.2700	\$15.88	1.2700	\$16.51	1.2700	10
11	\$13.00	1.3000	\$14.30	1.3000	\$14.95	1.3000	\$15.60	1.3000	\$16.25	1.3000	\$16.90	1.3000	11
12	\$13.30	1.3300	\$14.63	1.3300	\$15.30	1.3300	\$15.96	1.3300	\$16.63	1.3300	\$17.29	1.3300	12
13	\$13.60	1.3600	\$14.96	1.3600	\$15.64	1.3600	\$16.32	1.3600	\$17.00	1.3600	\$17.68	1.3600	13
14	\$13.90	1.3900	\$15.29	1.3900	\$15.99	1.3900	\$16.68	1.3900	\$17.38	1.3900	\$18.07	1.3900	14
15	\$14.20	1.4200	\$15.62	1.4200	\$16.33	1.4200	\$17.04	1.4200	\$17.75	1.4200	\$18.46	1.4200	15
16	\$14.50	1.4500	\$15.95	1.4500	\$16.68	1.4500	\$17.40	1.4500	\$18.13	1.4500	\$18.85	1.4500	16
17	\$14.80	1.4800	\$16.28	1.4800	\$17.02	1.4800	\$17.76	1.4800	\$18.50	1.4800	\$19.24	1.4800	17
18	\$15.10	1.5100	\$16.61	1.5100	\$17.37	1.5100	\$18.12	1.5100	\$18.88	1.5100	\$19.63	1.5100	18
19	\$15.40	1.5400	\$16.94	1.5400	\$17.71	1.5400	\$18.48	1.5400	\$19.25	1.5400	\$20.02	1.5400	19
20	\$15.70	1.5700	\$17.27	1.5700	\$18.06	1.5700	\$18.84	1.5700	\$19.63	1.5700	\$20.41	1.5700	20
21	\$15.80	1.5800	\$17.38	1.5800	\$18.17	1.5800	\$18.96	1.5800	\$19.75	1.5800	\$20.54	1.5800	21
22	\$15.90	1.5900	\$17.49	1.5900	\$18.29	1.5900	\$19.08	1.5900	\$19.88	1.5900	\$20.67	1.5900	22
23	\$16.00	1.6000	\$17.60	1.6000	\$18.40	1.6000	\$19.20	1.6000	\$20.00	1.6000	\$20.80	1.6000	23
24	\$16.10	1.6100	\$17.71	1.6100	\$18.52	1.6100	\$19.32	1.6100	\$20.13	1.6100	\$20.93	1.6100	24
25	\$16.20	1.6200	\$17.82	1.6200	\$18.63	1.6200	\$19.44	1.6200	\$20.25	1.6200	\$21.06	1.6200	25

Notes: Step 11 is the maximum entry level for nutrition services staff.  
Number of hours worked per day and days worked per week and year may vary upon assignment.

**Columbia School District  
Hourly Support Staff Salary Schedule  
2016-17**

Step	Salary Grade 26		Salary Grade 27		Salary Grade 28		Salary Grade 29		Salary Grade 30		Step
	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	Hrly Rate	Index	
1	\$10.75		\$12.04		\$13.48		\$14.69		\$16.01		1
2	\$11.07	1.0300	\$12.40	1.0300	\$13.88	1.0300	\$15.13	1.0300	\$16.49	1.0300	2
3	\$11.40	1.0600	\$12.76	1.0600	\$14.29	1.0600	\$15.57	1.0600	\$16.97	1.0600	3
4	\$11.72	1.0900	\$13.12	1.0900	\$14.69	1.0900	\$16.01	1.0900	\$17.45	1.0900	4
5	\$12.04	1.1200	\$13.48	1.1200	\$15.10	1.1200	\$16.45	1.1200	\$17.93	1.1200	5
6	\$12.36	1.1500	\$13.85	1.1500	\$15.50	1.1500	\$16.89	1.1500	\$18.41	1.1500	6
7	\$12.69	1.1800	\$14.21	1.1800	\$15.91	1.1800	\$17.33	1.1800	\$18.89	1.1800	7
8	\$13.01	1.2100	\$14.57	1.2100	\$16.31	1.2100	\$17.77	1.2100	\$19.37	1.2100	8
9	\$13.33	1.2400	\$14.93	1.2400	\$16.72	1.2400	\$18.22	1.2400	\$19.85	1.2400	9
10	\$13.65	1.2700	\$15.29	1.2700	\$17.12	1.2700	\$18.66	1.2700	\$20.33	1.2700	10
11	\$13.98	1.3000	\$15.65	1.3000	\$17.52	1.3000	\$19.10	1.3000	\$20.81	1.3000	11
12	\$14.30	1.3300	\$16.01	1.3300	\$17.93	1.3300	\$19.54	1.3300	\$21.29	1.3300	12
13	\$14.62	1.3600	\$16.37	1.3600	\$18.33	1.3600	\$19.98	1.3600	\$21.77	1.3600	13
14	\$14.94	1.3900	\$16.74	1.3900	\$18.74	1.3900	\$20.42	1.3900	\$22.25	1.3900	14
15	\$15.27	1.4200	\$17.10	1.4200	\$19.14	1.4200	\$20.86	1.4200	\$22.73	1.4200	15
16	\$15.59	1.4500	\$17.46	1.4500	\$19.55	1.4500	\$21.30	1.4500	\$23.21	1.4500	16
17	\$15.91	1.4800	\$17.82	1.4800	\$19.95	1.4800	\$21.74	1.4800	\$23.69	1.4800	17
18	\$16.23	1.5100	\$18.18	1.5100	\$20.35	1.5100	\$22.18	1.5100	\$24.18	1.5100	18
19	\$16.56	1.5400	\$18.54	1.5400	\$20.76	1.5400	\$22.62	1.5400	\$24.66	1.5400	19
20	\$16.88	1.5700	\$18.90	1.5700	\$21.16	1.5700	\$23.06	1.5700	\$25.14	1.5700	20
21	\$16.99	1.5800	\$19.02	1.5800	\$21.30	1.5800	\$23.21	1.5800	\$25.30	1.5800	21
22	\$17.09	1.5900	\$19.14	1.5900	\$21.43	1.5900	\$23.36	1.5900	\$25.46	1.5900	22
23	\$17.26	1.6000	\$19.30	1.6000	\$21.59	1.6000	\$23.51	1.6000	\$25.62	1.6000	23
24	\$17.37	1.6100	\$19.42	1.6100	\$21.72	1.6100	\$23.66	1.6100	\$25.78	1.6100	24
25	\$17.48	1.6200	\$19.54	1.6200	\$21.86	1.6200	\$23.81	1.6200	\$25.94	1.6200	25
26	\$17.48		\$19.54		\$21.86		\$23.81		\$25.94		26
27	\$17.48		\$19.54		\$21.86		\$23.81		\$25.94		27
28	\$17.48		\$19.54		\$21.86		\$23.81		\$25.94		28
29	\$17.48		\$19.54		\$21.86		\$23.81		\$25.94		29
30	\$17.48		\$19.54		\$21.86		\$23.81		\$25.94		30



**Columbia School District  
Technology Services Hourly Salary Schedule  
8 Hour Days for 260 Days  
2016-2017**

Step	Index	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Step
1	1.00	\$14.63	\$15.07	\$15.51	\$15.95	\$16.39	\$16.82	\$16.97	\$17.12	\$17.26	1
2	1.03	\$15.07	\$15.52	\$15.97	\$16.43	\$16.88	\$17.33	\$17.48	\$17.63	\$17.78	2
3	1.06	\$15.51	\$15.97	\$16.44	\$16.90	\$17.37	\$17.83	\$17.99	\$18.14	\$18.30	3
4	1.09	\$15.95	\$16.43	\$16.90	\$17.38	\$17.86	\$18.34	\$18.50	\$18.66	\$18.82	4
5	1.12	\$16.39	\$16.88	\$17.37	\$17.86	\$18.35	\$18.84	\$19.01	\$19.17	\$19.34	5
6	1.15	\$16.82	\$17.33	\$17.83	\$18.34	\$18.84	\$19.35	\$19.52	\$19.68	\$19.85	6
7	1.18	\$17.26	\$17.78	\$18.30	\$18.82	\$19.34	\$19.85	\$20.03	\$20.20	\$20.37	7
8	1.21	\$17.70	\$18.23	\$18.76	\$19.30	\$19.83	\$20.36	\$20.53	\$20.71	\$20.89	8
9	1.24	\$18.14	\$18.69	\$19.23	\$19.77	\$20.32	\$20.86	\$21.04	\$21.23	\$21.41	9
10	1.27	\$18.58	\$19.14	\$19.69	\$20.25	\$20.81	\$21.37	\$21.55	\$21.74	\$21.92	10
11	1.30	\$19.02	\$19.59	\$20.16	\$20.73	\$21.30	\$21.87	\$22.06	\$22.25	\$22.44	11
12	1.33	\$19.46	\$20.04	\$20.63	\$21.21	\$21.79	\$22.38	\$22.57	\$22.77	\$22.96	12
13	1.36	\$19.90	\$20.49	\$21.09	\$21.69	\$22.28	\$22.88	\$23.08	\$23.28	\$23.48	13
14	1.39	\$20.34	\$20.95	\$21.56	\$22.17	\$22.78	\$23.39	\$23.59	\$23.79	\$24.00	14
15	1.42	\$20.77	\$21.40	\$22.02	\$22.64	\$23.27	\$23.89	\$24.10	\$24.31	\$24.51	15
16	1.44	\$21.07	\$21.70	\$22.33	\$22.96	\$23.60	\$24.23	\$24.44	\$24.65	\$24.86	16
17	1.46	\$21.36	\$22.00	\$22.64	\$23.28	\$23.92	\$24.56	\$24.78	\$24.99	\$25.20	17
18	1.48	\$21.65	\$22.30	\$22.95	\$23.60	\$24.25	\$24.90	\$25.12	\$25.33	\$25.55	18
19	1.50	\$21.95	\$22.60	\$23.26	\$23.92	\$24.58	\$25.24	\$25.46	\$25.68	\$25.90	19
20	1.52	\$22.24	\$22.90	\$23.57	\$24.24	\$24.91	\$25.57	\$25.80	\$26.02	\$26.24	20
21	1.54	\$22.53	\$23.21	\$23.88	\$24.56	\$25.23	\$25.91	\$26.14	\$26.36	\$26.59	21
22	1.56	\$22.82	\$23.51	\$24.19	\$24.88	\$25.56	\$26.25	\$26.47	\$26.70	\$26.93	22
23	1.58	\$23.12	\$23.81	\$24.50	\$25.20	\$25.89	\$26.58	\$26.81	\$27.05	\$27.28	23

- 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 - Associates Degree and specialized training/certifications and specialized responsibilities
  - Level 9 - Associates 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 PUBLIC SCHOOLS: 2016-2017 School Year Calendar

First Day of Classes..... August 16  
 First Day of Kindergarten ..... August 18  
 End of First Semester ..... December 20  
 End of First Trimester ..... October 28  
 End of Second Trimester ..... February 3  
 Last Day of Classes..... May 23



First Day of Summer School 2017 ..... June 5  
 Last Day of Summer School 2017..... June 29

High School Summer School 2017\*  
 • First Day HS Summer School ..... June 5  
 • Last Day HS Summer School..... June 29

AUGUST						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER						
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	

OCTOBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVEMBER						
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			

DECEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JANUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY						
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				

MARCH						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL						
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
	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			

JUNE						
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	

JULY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Legal Holidays ..... November 24, December 26, February 20, July 4  
 Labor Day ..... September 5  
 Election Day ..... November 8  
 Thanksgiving Vacation..... November 23 – 25  
 Winter Recess ..... December 21 – January 2  
 Martin Luther King's Birthday ..... January 16  
 Presidents' Day ..... February 20  
 Spring Recess..... March 27– March 31  
 Memorial Day ..... May 29

- Opening Day of School
- Closing Day of School
- First Day for Kindergarten
- Classes Dismissed 2 1/2 Hours before Normal Dismissal Times for Staff Planning and Collaboration
- School Not in Session
- Teacher Paid Holiday – School Not in Session
- Teacher Work Day – School Not in Session

**November 11 and February 17 are Parent/Teacher Conference Days in Elementary and Middle Schools**

6 snow days are built into the calendar (shaded in grey). If the district uses fewer than 6 inclement weather days during the year, the unused days will be removed from the end of the school year. \*If 6 snow days are used the high school summer program will begin on June 6 and end on June 30.

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**School Psychologist/Psychological Examiner  
196 Days Less 6 Snow Days (Unpaid Days Off) = 190 Days**

July 2016								August 2016										
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>			
						1	2	1	2	3	4	5	6	8 - First Day of Employment				
	3	4	5	6	7	8	9	7	8	9	10	11	12			13		
	10	11	12	13	14	15	16	14	15	16	17	18	19			20		
	17	18	19	20	21	22	23	21	22	23	24	25	26			27		
	24	25	26	27	28	29	30	28	29	30	31							
	31																	
September 2016								October 2016										
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>			
					1	2	3						1					
	5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6			7	8	
		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									
November 2016								December 2016										
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>			
			1	2	3	4	5				1	2	3	21-23 - Winter Break UNPAID DAYS OFF				
	8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8			9	10	26 - Winter Break PAID DAY OFF
	23 - Thanksgiving Break UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15			16	17	
	24 - Thanksgiving Break PAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22			23	24	27-30 - Winter Break UNPAID DAYS OFF
	25 - Thanksgiving Break UNPAID DAY OFF	27	28	29	30				25	26	27	28	29			30	31	
January 2017								February 2017										
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>			
	1	2	3	4	5	6	7				1	2	3	4		20 - Presidents' Day PAID DAY OFF		
	2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10			11	
	16 - Martin L. King's Day UNPAID 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	
		29	30	31					26	27	28							
March 2017								April 2017										
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>			
				1	2	3	4						1					
	27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6			7	8	
		12	13	14	15	16	17	18	9	10	11	12	13			14	15	
		19	20	21	22	23	24	25	16	17	18	19	20			21	22	
		26	27	28	29	30	31		23	24	25	26	27			28	29	
								30										
May 2017								June 2017										
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>			
		1	2	3	4	5	6				1	2	3	2 - Last Day of Employment				
	29 - Memorial Day UNPAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8			9	10	
		14	15	16	17	18	19	20	11	12	13	14	15			16	17	
		21	22	23	24	25	26	27	18	19	20	21	22			23	24	
		28	29	30	31				25	26	27	28	29			30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



Nurse

193 Days Less 6 Snow Days (Unpaid Days Off) = 187 Days

July 2016							
S	M	T	W	T	F	S	
						1	2
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	
31							

August 2016							
S	M	T	W	T	F	S	AUGUST
	1	2	3	4	5	6	4 - First Day of Employment
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				

September 2016							
S	M	T	W	T	F	S	
				1	2	3	
4	5	6	7	8	9	10	5 - Labor Day UNPAID DAY OFF
11	12	13	14	15	16	17	26 - Teacher Work Day UNPAID DAY OFF
18	19	20	21	22	23	24	
25	26	27	28	29	30		

October 2016							
S	M	T	W	T	F	S	OCTOBER
						1	
2	3	4	5	6	7	8	31 - Teacher Work Day UNPAID DAY OFF
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	
30	31						

November 2016							
S	M	T	W	T	F	S	
		1	2	3	4	5	
6	7	8	9	10	11	12	8 - School Not In Session UNPAID DAY OFF
13	14	15	16	17	18	19	23 - Thanksgiving Break UNPAID DAY OFF
20	21	22	23	24	25	26	24 - Thanksgiving Break PAID DAY OFF
27	28	29	30				25 - Thanksgiving Break UNPAID DAY OFF

December 2016							
S	M	T	W	T	F	S	DECEMBER
				1	2	3	
4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF
11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF
18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF
25	26	27	28	29	30	31	

January 2017							
S	M	T	W	T	F	S	
	1	2	3	4	5	6	7
8	9	10	11	12	13	14	2 - Winter Break UNPAID DAY OFF
15	16	17	18	19	20	21	3 - Teacher Work Day UNPAID DAY OFF
22	23	24	25	26	27	28	16 - Martin L. King's Day UNPAID DAY OFF
29	30	31					

February 2017							
S	M	T	W	T	F	S	FEBRUARY
			1	2	3	4	
5	6	7	8	9	10	11	6 - Teacher Work Day UNPAID DAY OFF
12	13	14	15	16	17	18	20 - Presidents' Day PAID DAY OFF
19	20	21	22	23	24	25	
26	27	28					

March 2017							
S	M	T	W	T	F	S	
			1	2	3	4	
5	6	7	8	9	10	11	27-31 - Spring Break UNPAID DAYS OFF
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	31		

April 2017							
S	M	T	W	T	F	S	APRIL
						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 2017							
S	M	T	W	T	F	S	
	1	2	3	4	5	6	
7	8	9	10	11	12	13	29 - Memorial Day UNPAID DAY OFF
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	
28	29	30	31				

June 2017							
S	M	T	W	T	F	S	JUNE
				1	2	3	
4	5	6	7	8	9	10	1 - Last Day of Employment
11	12	13	14	15	16	17	
18	19	20	21	22	23	24	
25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Elementary Assistant Principal**  
216 Days Less 6 Snow Days (Unpaid Days Off) = 210 Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2	1	2	3	4	5	6		
18 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF
24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF
25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's Day UNPAID 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day UNPAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	8 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Elementary Principal**  
215 Days - "Snow Days" are Scheduled Work Days

July 2016	
JULY	S M T W T F S
18 - First Day of Employment	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

August 2016	
AUGUST	S M T W T F S
	1 2 3 4 5 6
	7 8 9 10 11 12 13
	14 15 16 17 18 19 20
	21 22 23 24 25 26 27
	28 29 30 31

September 2016	
SEPTEMBER	S M T W T F S
5 - Labor Day UNPAID DAY OFF	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

October 2016	
OCTOBER	S M T W T F S
	1
	2 3 4 5 6 7 8
	9 10 11 12 13 14 15
	16 17 18 19 20 21 22
	23 24 25 26 27 28 29
	30 31

November 2016	
NOVEMBER	S M T W T F S
23- Thanksgiving Break UNPAID DAY OFF	6 7 8 9 10 11 12
24 - Thanksgiving Break PAID DAY OFF	13 14 15 16 17 18 19
25 - Thanksgiving Break UNPAID DAY OFF	20 21 22 23 24 25 26
	27 28 29 30

December 2016	
DECEMBER	S M T W T F S
	1 2 3
21-23 - Winter Break UNPAID DAYS OFF	4 5 6 7 8 9 10
26 - Winter Break PAID DAY OFF	11 12 13 14 15 16 17
27-30 - Winter Break UNPAID DAYS OFF	18 19 20 21 22 23 24
	25 26 27 28 29 30 31

January 2017	
JANUARY	S M T W T F S
	1 2 3 4 5 6 7
2 - Winter Break UNPAID DAY OFF	8 9 10 11 12 13 14
16 - Martin L. King's Day UNPAID DAY OFF	15 16 17 18 19 20 21
	22 23 24 25 26 27 28
	29 30 31

February 2017	
FEBRUARY	S M T W T F S
	1 2 3 4
20 - Presidents' Day PAID DAY OFF	5 6 7 8 9 10 11
	12 13 14 15 16 17 18
	19 20 21 22 23 24 25
	26 27 28

March 2017	
MARCH	S M T W T F S
	1 2 3 4
27-31 - Spring Break UNPAID DAYS OFF	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

April 2017	
APRIL	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 2017	
MAY	S M T W T F S
	1 2 3 4 5 6
29 - Memorial Day UNPAID DAY OFF	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

June 2017	
JUNE	S M T W T F S
	1 2 3
7 - Last Day of Employment	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

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Secondary Principal / Assistant Principal  
233 Days - "Snow Days" are Scheduled Work Days**

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
1 - First Day of Employment	3	4	5	6	7	8	9	1	2	3	4	5	6		
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	7	8	9	10	11	12	13	
18-22 - UNPAID DAYS OFF	17	18	19	20	21	22	23	14	15	16	17	18	19	20	
25-29 - UNPAID DAYS OFF	24	25	26	27	28	29	30	21	22	23	24	25	26	27	
	31							28	29	30	31				
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10							1	
	11	12	13	14	15	16	17	2	3	4	5	6	7	8	
	18	19	20	21	22	23	24	9	10	11	12	13	14	15	
	25	26	27	28	29	30		16	17	18	19	20	21	22	
								23	24	25	26	27	28	29	
								30	31						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12					1	2	3	
24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19	4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF
25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF
	27	28	29	30				18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF
								25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
2 - Winter Break UNPAID DAY OFF	1	2	3	4	5	6	7				1	2	3	4	
16 - Martin L. King's Day UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11							1	
	12	13	14	15	16	17	18	2	3	4	5	6	7	8	
	19	20	21	22	23	24	25	9	10	11	12	13	14	15	
	26	27	28	29	30	31		16	17	18	19	20	21	22	
								23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
29 - Memorial Day UNPAID DAY OFF		1	2	3	4	5	6					1	2	3	
	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**225 Days**

**231 Days Less 6 Snow Days (Unpaid Days Off) = 225 Days**

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
6 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF
24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF
25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's Day UNPAID 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day UNPAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	19 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		



# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**CPS TV**

218 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	1 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3							1	
5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF
24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF
25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's Day UNPAID 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day UNPAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	26 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Parent Educator  
227 Days**

		July 2016							August 2016								
<b>JULY</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>AUGUST</b>
							1	2		1	2	3	4	5	6		
	1 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13		
	4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	14	15	16	17	18	19	20		
		17	18	19	20	21	22	23	21	22	23	24	25	26	27		
		24	25	26	27	28	29	30	28	29	30	31					
		31															
		September 2016							October 2016								
<b>SEPTEMBER</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>OCTOBER</b>
						1	2	3						1			
	5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8		
		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							
		November 2016							December 2016								
<b>NOVEMBER</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>DECEMBER</b>
				1	2	3	4	5					1	2	3		
	23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-23 - Winter Break UNPAID DAYS OFF	
	24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	26 - Winter Break PAID DAY OFF	
	25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	27-30 - Winter Break UNPAID DAYS OFF	
		27	28	29	30				25	26	27	28	29	30	31		
		January 2017							February 2017								
<b>JANUARY</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>FEBRUARY</b>
		1	2	3	4	5	6	7				1	2	3	4		
	2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day UNPAID DAY OFF	
	16 - Martin L. King's Day UNPAID 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		
		29	30	31					26	27	28						
		March 2017							April 2017								
<b>MARCH</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>APRIL</b>
					1	2	3	4						1			
	27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	24-28 UNPAID DAYS OFF	
		12	13	14	15	16	17	18	9	10	11	12	13	14	15		
		19	20	21	22	23	24	25	16	17	18	19	20	21	22		
		26	27	28	29	30	31		23	24	25	26	27	28	29		
									30								
		May 2017							June 2017								
<b>MAY</b>		S	M	T	W	T	F	S	S	M	T	W	T	F	S		<b>JUNE</b>
			1	2	3	4	5	6					1	2	3		
	29 - Memorial Day UNPAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	5-9 UNPAID DAYS OFF	
		14	15	16	17	18	19	20	11	12	13	14	15	16	17	12-16 UNPAID DAYS OFF	
		21	22	23	24	25	26	27	18	19	20	21	22	23	24		
		28	29	30	31				25	26	27	28	29	30		30 - Last Day of Employment	

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Adult Ed - Health Science**  
186 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
4 - Independence Day PAID DAY OFF	3	4	5	6	7	8	9	7	8	9	10	11	12	13	5, 12, 19, 26 - UNPAID DAYS OFF
5 - First Day of Employment	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
1, 8, 15 - UNPAID DAYS OFF	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
18-22 & 25-29 - UNPAID DAYS OFF	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day UNPAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	7, 14, 21, 28 - UNPAID DAYS OFF
2, 9, 16, 23, 30 - UNPAID 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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
4, 11, 18 - UNPAID DAYS OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	2, 9, 16 - UNPAID DAYS OFF
23 - Thanksgiving Break UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	21-23 - Winter Break UNPAID DAYS OFF
24 - Thanksgiving Break PAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	26 - Winter Break PAID DAY OFF
25 - Thanksgiving Break UNPAID DAY OFF	27	28	29	30				25	26	27	28	29	30	31	27-30 - Winter Break UNPAID DAYS OFF
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	3, 10, 17 - UNPAID DAYS OFF
6, 13 - UNPAID DAYS OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's Day UNPAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24	25	24 - UNPAID DAY OFF
20, 27 - UNPAID DAYS OFF	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
3, 10, 17, 24 - UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7, 14, 21, 28 - UNPAID DAYS OFF
27-31 - Spring Break UNPAID DAYS OFF	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
5, 12, 19, 26 - UNPAID DAYS OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2, 9, 16, 23, 30 - UNPAID DAYS OFF
29 - Memorial Day UNPAID DAY OFF	14	15	16	17	18	19	20	11	12	13	14	15	16	17	29 - Last Day of Employment
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Adult Learning Center**  
233 Days Less 1 Snow Day (Unpaid Day Off) = 232 Days

## July 2016

JULY	S	M	T	W	T	F	S
						1	2
1 - First Day of Employment	3	4	5	6	7	8	9
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16
11-15 - UNPAID DAYS OFF	17	18	19	20	21	22	23
18-22 - UNPAID DAYS OFF	24	25	26	27	28	29	30
	31						

## August 2016

AUGUST	S	M	T	W	T	F	S
		1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	31			

## September 2016

SEPTEMBER	S	M	T	W	T	F	S
					1	2	3
5 - Labor Day UNPAID DAY OFF	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	

## October 2016

OCTOBER	S	M	T	W	T	F	S
							1
	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	31					

## November 2016

NOVEMBER	S	M	T	W	T	F	S
			1	2	3	4	5
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12
24 - Thanksgiving Break PAID DAY OFF	13	14	15	16	17	18	19
25 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26
	27	28	29	30			

## December 2016

DECEMBER	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
21-23 - Winter Break UNPAID DAYS OFF	11	12	13	14	15	16	17
26 - Winter Break PAID DAY OFF	18	19	20	21	22	23	24
27-30 - Winter Break UNPAID DAYS OFF	25	26	27	28	29	30	31

## January 2017

JANUARY	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
2 - Winter Break UNPAID DAY OFF	8	9	10	11	12	13	14
16 - Martin L. King's Day UNPAID DAY OFF	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	31				

## February 2017

FEBRUARY	S	M	T	W	T	F	S
			1	2	3	4	
	5	6	7	8	9	10	11
20 - Presidents' Day PAID DAY OFF	12	13	14	15	16	17	18
	19	20	21	22	23	24	25
	26	27	28				

## March 2017

MARCH	S	M	T	W	T	F	S
				1	2	3	4
27-31 - Spring Break UNPAID DAYS OFF	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	

## April 2017

APRIL	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 2017

MAY	S	M	T	W	T	F	S
		1	2	3	4	5	6
29 - Memorial Day UNPAID DAY OFF	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			

## June 2017

JUNE	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	

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Adult Learning Center**  
240 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
1 - First Day of Employment	3	4	5	6	7	8	9	1	2	3	4	5	6		
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	7	8	9	10	11	12	13	
18-22 - UNPAID DAYS OFF	17	18	19	20	21	22	23	14	15	16	17	18	19	20	
25-29 - UNPAID DAYS OFF	24	25	26	27	28	29	30	21	22	23	24	25	26	27	
	31							28	29	30	31				
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's Day PAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	27-28 - UNPAID DAYS OFF
	22	23	24	25	26	27	28	19	20	21	22	23	24	25	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
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1-3 - UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
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May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Paraprofessional/Classroom Aide**  
192 Days Less 6 Snow Days (Unpaid Days Off) = 186 Days

July 2016		August 2016																																																																																													
<b>JULY</b>	<table border="1" style="width: 100%; text-align: center;"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							<table border="1" style="width: 100%; text-align: center;"> <tr><th>S</th><th>M</th><th>T</th><th>W</th><th>T</th><th>F</th><th>S</th></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td>15</td><td style="background-color: #ffff00;">16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				<b>AUGUST</b>	
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	23 - Thanksgiving Break UNPAID DAY OFF		28-30 - Winter Break UNPAID DAYS OFF																																																																																												
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# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



## Instructional Aide

**195 Days Less 6 Snow Days (Unpaid Days Off) = 189 Days**

July 2016								August 2016									
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>		
						1	2	1	2	3	4	5	6				
	3	4	5	6	7	8	9	7	8	9	10	11	12	13		11 - First Day of Employment	
	10	11	12	13	14	15	16	14	15	16	17	18	19	20			
	17	18	19	20	21	22	23	21	22	23	24	25	26	27			
	24	25	26	27	28	29	30	28	29	30	31						
	31																
September 2016								October 2016									
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>		
					1	2	3						1				
	5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7		8	31 - Teacher Work Day UNPAID DAY OFF
	26 - Professional Development Day	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								
November 2016								December 2016									
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>		
			1	2	3	4	5					1	2	3			
	8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9		10	21-22 - Winter Break UNPAID DAYS OFF
	11 - Teacher Work Day UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16		17	23, 26-27 - Winter Break PAID DAYS OFF
	23 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23		24	28-30 - Winter Break UNPAID DAYS OFF
	24-25 - Thanksgiving Break PAID DAYS OFF	27	28	29	30				25	26	27	28	29	30		31	
January 2017								February 2017									
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>		
	1	2	3	4	5	6	7				1	2	3	4			
	2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10		11	6 - Professional Development Day
	3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17		18	17 - Teacher Work Day UNPAID DAY OFF
	16 - Martin L. King's Day PAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24		25	20 - Presidents' Day PAID DAY OFF
		29	30	31					26	27	28						
March 2017								April 2017									
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>		
				1	2	3	4						1				
	27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7		8	
		12	13	14	15	16	17	18	9	10	11	12	13	14		15	
		19	20	21	22	23	24	25	16	17	18	19	20	21		22	
		26	27	28	29	30	31		23	24	25	26	27	28		29	
								30									
May 2017								June 2017									
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>		
		1	2	3	4	5	6				1	2	3				
	29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9		10	1 - Last Day of Employment
		14	15	16	17	18	19	20	11	12	13	14	15	16		17	
		21	22	23	24	25	26	27	18	19	20	21	22	23		24	
		28	29	30	31				25	26	27	28	29	30			

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



LPN

195 Days Less 6 Snow Days (Unpaid Days Off) = 189 Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	9 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3							1	
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	31 - Teacher Work Day UNPAID DAY OFF
26 - Teacher Work Day UNPAID DAY 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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
11 - Teacher Work Day UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
23 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	6 - Teacher Work Day UNPAID DAY OFF
3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	17 - Teacher Work Day UNPAID DAY OFF
16 - Martin L. King's Day PAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24	25	20 - Presidents' Day PAID DAY OFF
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	1 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		



# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Elementary School Media Clerk**  
191 Days Less 6 Snow Days (Unpaid Days Off) = 185 Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2	1	2	3	4	5	6		
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	15 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	31 - Teacher Work Day UNPAID DAY OFF
26 - Teacher Work Day UNPAID DAY 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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5				1	2	3		
8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
11 - Teacher Work Day UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
23 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	6 - Teacher Work Day UNPAID DAY OFF
3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	17 - Teacher Work Day UNPAID DAY OFF
16 - Martin L. King's Day PAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24	25	20 - Presidents' Day PAID DAY OFF
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	1 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Middle/Senior High School Media Clerk**  
196 Days Less 6 Snow Days (Unpaid Days Off) = 190 Days

July 2016								August 2016									
<b>JULY</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>AUGUST</b>	
							1		2	1	2	3	4	5	6		
	3	4	5	6	7	8	9		7	8	9	10	11	12	13		9 - First Day of Employment
	10	11	12	13	14	15	16		14	15	16	17	18	19	20		
	17	18	19	20	21	22	23		21	22	23	24	25	26	27		
	24	25	26	27	28	29	30		28	29	30	31					
	31																
September 2016								October 2016									
<b>SEPTEMBER</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>OCTOBER</b>	
						1	2		3	1							
	4	5	6	7	8	9	10		2	3	4	5	6	7	8		31 - Teacher Work Day UNPAID DAY 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									
November 2016								December 2016									
<b>NOVEMBER</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>DECEMBER</b>	
				1	2	3	4		5	1	2	3					
	6	7	8	9	10	11	12		4	5	6	7	8	9	10		21-22 - Winter Break UNPAID DAYS OFF
	13	14	15	16	17	18	19		11	12	13	14	15	16	17		23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26		18	19	20	21	22	23	24		28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30	25	26	27		28	29	30	31					
January 2017								February 2017									
<b>JANUARY</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>FEBRUARY</b>	
	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 - Teacher Work Day UNPAID DAY OFF
	15	16	17	18	19	20	21		12	13	14	15	16	17	18		17 - Teacher Work Day UNPAID DAY OFF
	22	23	24	25	26	27	28		19	20	21	22	23	24	25		20 - Presidents' Day PAID DAY OFF
	29	30	31	26	27	28											
March 2017								April 2017									
<b>MARCH</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>APRIL</b>	
				1	2	3	4		1								
	5	6	7	8	9	10	11		2	3	4	5	6	7	8		
	12	13	14	15	16	17	18		9	10	11	12	13	14	15		
	19	20	21	22	23	24	25		16	17	18	19	20	21	22		
	26	27	28	29	30	31	23		24	25	26	27	28	29			
							30										
May 2017								June 2017									
<b>MAY</b>	S	M	T	W	T	F	S		S	M	T	W	T	F	S	<b>JUNE</b>	
		1	2	3	4	5	6		1	2	3						
	7	8	9	10	11	12	13		4	5	6	7	8	9	10		2 - Last Day of Employment
	14	15	16	17	18	19	20		11	12	13	14	15	16	17		
	21	22	23	24	25	26	27		18	19	20	21	22	23	24		
	28	29	30	31	25	26	27		28	29	30						

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Secretary 9**

**196 Days Less 6 Snow Days (Unpaid Days Off) = 190 Days**

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	10 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	31 - Teacher Work Day UNPAID DAY OFF
26 - Teacher Work Day UNPAID DAY 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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
23 - Thanksgiving Break UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	6 - Teacher Work Day UNPAID DAY OFF
3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	20 - Presidents' Day PAID DAY OFF
	22	23	24	25	26	27	28	19	20	21	22	23	24	25	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	1 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Secretary 10**

**211 Days Less 6 Snow Days (Unpaid Days Off) = 205 Days**

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2	1	2	3	4	5	6		
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	1 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	6 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Secretary 11**

**229 Days Less 6 Snow Days (Unpaid Days Off) = 223 Days**

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	1 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3							1	
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Secretary 12**  
250 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
1 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5				1	2	3		
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Elementary Principal Secretary**  
222 Days Less 6 Snow Days = 216 Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2	1	2	3	4	5	6		
18 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
23 - Thanksgiving Break UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	7 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**Student Health Secretary**  
196 Days Less 6 Snow Days (Unpaid Days Off) = 190 Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2		1	2	3	4	5	6	
	3	4	5	6	7	8	9	7	8	9	10	11	12	13	8 - First Day of Employment
	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	31 - Teacher Work Day UNPAID DAY OFF
26 - Teacher Work Day UNPAID DAY 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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
8 - School Not In Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	21-22 - Winter Break UNPAID DAYS OFF
11 - Teacher Work Day UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16	17	23, 26-27 - Winter Break PAID DAYS OFF
23 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23	24	28-30 - Winter Break UNPAID DAYS OFF
24-25 - Thanksgiving Break PAID DAYS OFF	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	6 - Teacher Work Day UNPAID DAY OFF
3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17	18	17 - Teacher Work Day UNPAID DAY OFF
16 - Martin L. King's Day PAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24	25	20 - Presidents' Day PAID DAY OFF
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4							1	
27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	1 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		



# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**ADSUP - Hourly**  
261 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
1 - First Day of Employment	3	4	5	6	7	8	9	1	2	3	4	5	6		
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	7	8	9	10	11	12	13	
	17	18	19	20	21	22	23	14	15	16	17	18	19	20	
	24	25	26	27	28	29	30	21	22	23	24	25	26	27	
	31							28	29	30	31				
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
24-25 - Thanksgiving Break PAID DAYS OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	23, 26-27 - Winter Break PAID DAYS OFF
	13	14	15	16	17	18	19	11	12	13	14	15	16	17	
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - New Year's Day PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



## Nutrition Services

**190 Days Less 6 Snow Days (Unpaid Days Off) = 184 Days**

July 2016								August 2016											
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>				
						1	2		1	2	3	4	5	6		16 - First Day of Employment			
	3	4	5	6	7	8	9	7	8	9	10	11	12	13					
	10	11	12	13	14	15	16	14	15	16	17	18	19	20					
	17	18	19	20	21	22	23	21	22	23	24	25	26	27					
	24	25	26	27	28	29	30	28	29	30	31								
	31																		
September 2016								October 2016											
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>				
					1	2	3						1			31 - Teacher Work Day UNPAID DAY OFF			
	5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7			8		
	26 - Teacher Work Day UNPAID DAY 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										
November 2016								December 2016											
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>				
			1	2	3	4	5				1	2	3			21-22 - Winter Break UNPAID DAYS OFF			
	8 - School Not in Session UNPAID DAY OFF	6	7	8	9	10	11	12	4	5	6	7	8	9			10	23, 26-27 - Winter Break PAID DAYS OFF	
	11 - Teacher Work Day UNPAID DAY OFF	13	14	15	16	17	18	19	11	12	13	14	15	16			17		
	23 - Thanksgiving Break UNPAID DAY OFF	20	21	22	23	24	25	26	18	19	20	21	22	23			24		28-30 - Winter Break UNPAID DAYS OFF
	24-25 - Thanksgiving Break PAID DAYS OFF	27	28	29	30				25	26	27	28	29	30			31		
January 2017								February 2017											
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>				
	1	2	3	4	5	6	7				1	2	3	4		6 - Teacher Work Day UNPAID DAY OFF			
	2 - Winter Break PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10			11	17 - Teacher Work Day UNPAID DAY OFF	
	3 - Teacher Work Day UNPAID DAY OFF	15	16	17	18	19	20	21	12	13	14	15	16	17			18		
	16 - Martin L. King's Day PAID DAY OFF	22	23	24	25	26	27	28	19	20	21	22	23	24			25		20 - Presidents' Day PAID DAY OFF
		29	30	31					26	27	28								
March 2017								April 2017											
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>				
				1	2	3	4						1						
	27-31 - Spring Break UNPAID DAYS OFF	5	6	7	8	9	10	11	2	3	4	5	6	7			8		
		12	13	14	15	16	17	18	9	10	11	12	13	14			15		
		19	20	21	22	23	24	25	16	17	18	19	20	21			22		
		26	27	28	29	30	31		23	24	25	26	27	28			29		
								30											
May 2017								June 2017											
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>				
		1	2	3	4	5	6				1	2	3			1 - Last Day of Employment			
	29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9			10		
		14	15	16	17	18	19	20	11	12	13	14	15	16			17		
		21	22	23	24	25	26	27	18	19	20	21	22	23			24		
		28	29	30	31				25	26	27	28	29	30					

# COLUMBIA PUBLIC SCHOOLS 2016-2017 SCHOOL CALENDAR



**ADSUP - Salaried**  
259 Days - "Snow Days" are Scheduled Work Days

July 2016								August 2016							
<b>JULY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>AUGUST</b>
						1	2	1	2	3	4	5	6		
1 - First Day of Employment	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
4 - Independence Day PAID DAY OFF	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
22 - UNPAID DAY OFF	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
29 - UNPAID DAY OFF	24	25	26	27	28	29	30	28	29	30	31				
	31														
September 2016								October 2016							
<b>SEPTEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>OCTOBER</b>
					1	2	3						1		
5 - Labor Day PAID DAY OFF	4	5	6	7	8	9	10	2	3	4	5	6	7	8	
	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						
November 2016								December 2016							
<b>NOVEMBER</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>DECEMBER</b>
			1	2	3	4	5					1	2	3	
24-25 - Thanksgiving Break PAID DAYS OFF	6	7	8	9	10	11	12	4	5	6	7	8	9	10	23, 26-27 - Winter Break PAID DAYS OFF
	13	14	15	16	17	18	19	11	12	13	14	15	16	17	
	20	21	22	23	24	25	26	18	19	20	21	22	23	24	
	27	28	29	30				25	26	27	28	29	30	31	
January 2017								February 2017							
<b>JANUARY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>FEBRUARY</b>
	1	2	3	4	5	6	7				1	2	3	4	
2 - New Year's Day PAID DAY OFF	8	9	10	11	12	13	14	5	6	7	8	9	10	11	20 - Presidents' Day PAID DAY OFF
16 - Martin L. King's 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	
	29	30	31					26	27	28					
March 2017								April 2017							
<b>MARCH</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>APRIL</b>
				1	2	3	4						1		
	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
	26	27	28	29	30	31		23	24	25	26	27	28	29	
								30							
May 2017								June 2017							
<b>MAY</b>	S	M	T	W	T	F	S	S	M	T	W	T	F	S	<b>JUNE</b>
		1	2	3	4	5	6					1	2	3	
29 - Memorial Day PAID DAY OFF	7	8	9	10	11	12	13	4	5	6	7	8	9	10	30 - Last Day of Employment
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
	28	29	30	31				25	26	27	28	29	30		

**Final Budget  
2016-17**

**Supplemental Information**



**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**SUMMARY BUDGET - ALL PROGRAMS**

	<u>GENERAL OPERATING</u>	<u>TEACHERS</u>	<u>TOTAL DISTRICT OPERATING FUNDS</u>	<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>NUTRITION SERVICES</u>	<u>STUDENT ACTIVITIES</u>	<u>ADULT EDUCATION</u>	<u>GRANTS AND DONATIONS</u>	<u>TOTAL SPECIAL FUNDED PROGRAMS</u>	<u>FINAL BUDGET 2016-17 TOTAL</u>
<i>Projected Beginning Fund Balance as of 07/01/2016</i>	\$ 45,905,571	\$ 5,707,799	\$ 51,613,370	\$ 47,599,573	\$ 51,220,773	\$ 489,420	\$ 1,147,831	\$ 838,926	\$ 2,527,854	\$ 103,824,377	\$ 155,437,747
<b>REVENUES:</b>											
LOCAL	\$ 67,833,524	\$ 64,687,614	\$ 132,521,138	\$ 23,066,127	\$ 1,979,396	\$ 2,851,500	\$ 1,965,500	\$ 1,529,424	\$ 1,522,278	\$ 32,914,225	\$ 165,435,363
INTERMEDIATE	1,095,051	774,062	1,869,113	384,211	14,974	-	-	-	-	399,185	2,268,298
STATE	18,487,030	43,766,187	62,253,217	-	82,698	60,000	-	243,600	1,137,640	1,523,938	63,777,155
FEDERAL	3,535,366	6,054,745	9,590,111	335,468	3,556	4,991,500	-	581,130	935,561	6,847,215	16,437,326
OTHER	43,750	93,518	137,268	-	-	400,000	-	-	-	400,000	537,268
BONDS SOLD	-	-	-	-	15,000,000	-	-	-	-	15,000,000	15,000,000
<b>TOTAL REVENUES</b>	<b>\$ 90,994,721</b>	<b>\$ 115,376,126</b>	<b>\$ 206,370,847</b>	<b>\$ 23,785,806</b>	<b>\$ 17,080,624</b>	<b>\$ 8,303,000</b>	<b>\$ 1,965,500</b>	<b>\$ 2,354,154</b>	<b>\$ 3,595,479</b>	<b>\$ 57,084,563</b>	<b>\$ 263,455,410</b>
<b>EXPENDITURES:</b>											
SALARIES	\$ 26,635,053	\$ 93,992,959	\$ 120,628,012	\$ -	\$ -	\$ 2,826,421	\$ 76,725	\$ 926,854	\$ 740,307	\$ 4,570,307	\$ 125,198,319
BENEFITS	9,662,421	29,573,299	39,235,720	-	-	1,218,577	33,750	254,248	256,501	1,763,076	40,998,796
SERVICES / SUPPLIES	45,495,248	490,000	45,985,248	-	-	4,606,141	1,855,025	995,840	2,598,671	10,055,677	56,040,925
CAPITAL OUTLAY	-	-	-	-	59,172,381	-	-	-	-	59,172,381	59,172,381
DEBT SERVICE	-	-	-	51,810,909	-	-	-	-	-	51,810,909	51,810,909
OTHER	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 81,792,722</b>	<b>\$ 124,056,258</b>	<b>\$ 205,848,980</b>	<b>\$ 51,810,909</b>	<b>\$ 59,172,381</b>	<b>\$ 8,651,139</b>	<b>\$ 1,965,500</b>	<b>\$ 2,176,942</b>	<b>\$ 3,595,479</b>	<b>\$ 127,372,350</b>	<b>\$ 333,221,330</b>
<b>EXCESS/(DEFICIT) REVENUES OVER EXPENDITURES.....</b>	<b>\$ 9,201,999</b>	<b>\$ (8,680,132)</b>	<b>\$ 521,867</b>	<b>\$(28,025,103)</b>	<b>\$(42,091,757)</b>	<b>\$(348,139)</b>	<b>\$ -</b>	<b>\$ 177,212</b>	<b>\$ -</b>	<b>\$(70,287,787)</b>	<b>\$(69,765,920)</b>
<b>INTERFUND TRANSFERS</b>	<b>\$ (4,298,303)</b>	<b>\$ 2,972,333</b>	<b>\$ (1,325,970)</b>	<b>\$ -</b>	<b>\$ 975,970</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,325,970</b>	<b>\$ -</b>
<i>Projected Ending Fund Balance as of 6/30/17</i>	<u>\$ 50,809,267</u>	<u>\$ -</u>	<u>\$ 50,809,267</u>	<u>\$ 19,574,470</u>	<u>\$ 10,104,986</u>	<u>\$ 491,281</u>	<u>\$ 1,147,831</u>	<u>\$ 1,016,138</u>	<u>\$ 2,527,854</u>	<u>\$ 34,862,560</u>	<u>\$ 85,671,827</u>

**Note:** The 6/30/17 *Projected* combined balance of the Operating and Teachers Funds, \$50,809,267 represents 24.52% of the budgeted expenditures and transfers for 2016-17, as compared to 27.48% projected for 06/30/16. While the projected annual deficit is small in 2016-17, the increase in the budgeted operating expenditures causes a shrinking fund balance when shown by percentage.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<u>FISCAL YEAR</u>	<u>TAX RATE</u>	<u>ASSESSED VALUATION</u>	<u>\$ INCREASE</u>	<u>% INCREASE</u>	<u>COLLECTION RATIO</u>
1999	\$4.12	\$ 1,090,964,765	\$ 48,128,702	4.62%	95.00%
2000	\$4.70	\$ 1,141,693,888	\$ 50,729,123	4.65%	94.14%
2001	\$4.79	\$ 1,195,928,843	\$ 54,234,955	4.75%	95.08%
2002	\$4.7544	\$ 1,284,272,994	\$ <b>88,344,151</b>	<b>7.39%</b>	95.30%
2003	\$4.7544	\$ 1,337,034,886	\$ 52,761,892	4.11%	95.87%
2004	\$4.9444	\$ 1,391,813,552	\$ 54,778,666	4.10%	96.20%
2005	\$4.9444	\$ 1,440,787,421	\$ 48,973,869	3.52%	94.80%
2006	\$4.6863	\$ 1,692,090,316	\$ <b>251,302,895</b>	<b>17.44%</b>	95.62%
2007	\$4.6706	\$ 1,807,231,551	\$ 115,141,235	6.80%	95.41%
2008	\$4.7089	\$ 1,915,423,106	\$ 108,191,555	5.99%	95.45%
2009	\$4.7292	\$ 1,982,355,770	\$ 66,932,664	3.49%	94.87%
2010	\$4.7717	\$ 1,992,198,228	\$ <b>9,842,458</b>	<b>0.50%</b>	94.72%
2011	\$4.8492	\$ 2,008,104,257	\$ 15,906,029	0.80%	93.64%
2012	\$4.8812	\$ 2,044,532,019	\$ 36,427,762	1.81%	95.42%
2013	\$5.4019	\$ 2,089,930,234	\$ 45,398,215	2.22%	95.89%
2014	\$5.4239	\$ 2,130,574,568	\$ <b>40,644,334</b>	<b>1.94%</b>	98.49%
2015	\$5.4868	\$ 2,195,114,886	\$ 64,540,318	3.03%	96.41%
2016	\$5.4656	\$ 2,257,981,004	\$ 62,866,118	2.86%	96.55%
<b>2017</b>	<b>\$5.9920</b>	<b>\$ 2,325,720,434</b>	<b>\$ 67,739,430</b>	<b>3.00%</b>	<b>96.55%</b>
Previous 5 Years Averages			\$ 49,975,349	2.37%	96.55%
Previous 3 Years Averages			\$ 56,016,923	2.61%	97.15%

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

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Board of Education Paid Employee Benefits**

<u>Benefit</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u> <u>Projected</u>	<u>2017-18</u> <u>Projected</u>
<b>Per Participant:</b>												
<u>Retirement:</u>												
Teachers	12.00%	12.50%	13.00%	13.50%	14.00%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	15.00%
Increase from prior year	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-	0.50%
Non-teachers	5.75%	6.00%	6.25%	6.50%	6.63%	6.86%	6.86%	6.86%	6.86%	6.86%	6.86%	7.00%
Increase from prior year	0.25%	0.25%	0.25%	0.25%	0.13%	0.23%	-	-	-	-	-	0.14%
Section 218 (Certificated staff in non-certificated roles)	-	-	-	-	9.33%	9.67%	9.67%	9.67%	9.67%	9.67%	9.67%	9.67%
Increase from prior year	-	-	-	-	9.33%	0.34%	-	-	-	-	-	-
FICA-Retirement	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%
FICA-Medicare	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%
<u>Medical (monthly avg) (shown for the Basic Plan)</u>	\$ 342	\$ 370	\$ 400	\$ 425	\$ 442	\$ 463	\$ 477	\$ 480	\$ 516	\$ 591	\$ 621	
Increase from prior year	\$ 31	\$ 28	\$ 30	\$ 25	\$ 17	\$ 21	\$ 35	\$ 3	\$ 36	\$ 75	\$ 30	
<u>District Annual Contribution to Health Savings Account</u>				\$ 540	\$ 540	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Increase from prior year				\$ 540		\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(the District contributes an amount equal to the difference in annual cost between the Basic and Plus Plan to Plus Plan participants)												
<u>Dental (monthly)</u>	\$ 23.46	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 27.00	\$ 31.00	\$ 31.00	
Increase from prior year	\$ -	\$ 1.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.00	\$ 4.00	\$ -	
<u>Life &amp; AD&amp;D (per \$1000)</u>	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.09	0.09	
Increase from prior year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.09)	\$ -	
<u>Administrative Fees Flexible Benefits Plan</u> (per participant monthly)	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	

Note: Beginning in 2009-10, the monthly medical insurance cost increases are effective January 1st annually, due to a change in plan design and rate year. This moves the rate year from beginning in September to January, aligning it with IRS Flexible Spending Account rules.

# COLUMBIA SCHOOL DISTRICT

## DEBT SUMMARY

AS OF JUNE 30, 2016

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

The District will begin fiscal year 2016-17 with an estimated debt service fund balance of \$47,599,573 and repay principal and interest of \$23,161,009 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 rolls back that calculation by .2592 assessing a levy of .9719.

The District will also repay \$28,503,500 of general obligation refunding bonds during fiscal year 2016-17. The refunding bond payments will be made from the proceeds of the refundings made during fiscal years 2014-15 and 2015-16 which are held in an irrevocable escrow account.

Payments to the principal and interest of the Certificates of Participation are made through the capital projects fund using transfers from the incidental fund. For 2016-17, the total debt service on the COPS is budgeted at \$875,970.

### OUTSTANDING DEBT OF THE DISTRICT

<u>Type of Debt</u>	<u>General Obligation Bonds</u>	<u>Certificates of Participation</u>
Current Outstanding	\$288,777,000	\$9,805,000
Final Maturity	March 2035	March 2037
Average Coupon Rate over Life	3.948%	3.81%

### DEBT AUTHORIZED AND UNISSUED

<u>Authorization Date</u>	<u>Amount Authorized</u>	<u>Planned Issuance Date</u>
April 2014	\$50,000,000	\$15,000,000 in spring 2017
April 2016	\$30,000,000	\$30,000,000 in spring 2018

Debt Capacity 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 Columbia School District's expected 2016 debt capacity is \$354,129,092. The current allowable debt capacity for which voters could be asked to approve is \$37,572,092.



**COLUMBIA SCHOOL DISTRICT**

**BOND SCHEDULE  
SUMMARY**

**BONDS OUTSTANDING AS OF JUNE 30, 2016**

<u>Fiscal Year</u>	<u>Maturity</u>	<u>September Interest</u>	<u>March Interest</u>	<u>Interest</u>	<u>March Principal</u>	<u>Total Interest and Principal</u>	<u>Total Refundings</u>	<u>Total Bonds and Refundings</u>
2017	\$ 9,445,000	\$ 5,836,018	\$ 6,064,991	\$ 11,901,009	\$ 9,445,000	\$ 21,346,009	\$ 26,740,950	\$ 48,086,959
2017	\$ 1,815,000	\$ -	\$ -	\$ -	\$ 1,815,000	\$ 1,815,000	\$ 1,762,550	\$ 3,577,550
2018	\$ 10,140,000	\$ 5,919,216	\$ 5,919,216	\$ 11,838,433	\$ 10,140,000	\$ 21,978,433	\$ -	\$ 21,978,433
2018	\$ 2,205,000	\$ -	\$ -	\$ -	\$ 2,205,000	\$ 2,205,000	\$ -	\$ 2,205,000
2019	\$ 10,345,000	\$ 5,740,841	\$ 5,740,841	\$ 11,481,683	\$ 10,345,000	\$ 21,826,683	\$ -	\$ 21,826,683
2019	\$ 4,450,000	\$ 495,069	\$ 495,069	\$ 990,138	\$ 4,450,000	\$ 5,440,138	\$ -	\$ 5,440,138
2020	\$ 13,790,000	\$ 5,498,360	\$ 5,498,360	\$ 10,996,720	\$ 13,790,000	\$ 24,786,720	\$ -	\$ 24,786,720
2021	\$ 8,350,000	\$ 5,253,141	\$ 5,253,141	\$ 10,506,283	\$ 8,350,000	\$ 18,856,283	\$ -	\$ 18,856,283
2022	\$ 22,997,000	\$ 5,118,604	\$ 5,072,669	\$ 10,191,273	\$ 22,997,000	\$ 33,188,273	\$ -	\$ 33,188,273
2023	\$ 13,655,000	\$ 4,777,119	\$ 4,777,119	\$ 9,554,238	\$ 13,655,000	\$ 23,209,238	\$ -	\$ 23,209,238
2024	\$ 12,005,000	\$ 4,473,594	\$ 4,473,594	\$ 8,947,188	\$ 12,005,000	\$ 20,952,188	\$ -	\$ 20,952,188
2024	\$ 6,490,000	\$ 97,375	\$ 97,375	\$ 194,750	\$ 6,490,000	\$ 6,684,750	\$ -	\$ 6,684,750
2025	\$ 7,635,000	\$ 4,048,700	\$ 4,048,700	\$ 8,097,400	\$ 7,635,000	\$ 15,732,400	\$ -	\$ 15,732,400
2025	\$ 3,370,000	\$ -	\$ -	\$ -	\$ 3,370,000	\$ 3,370,000	\$ -	\$ 3,370,000
2026	\$ 12,285,000	\$ 3,797,063	\$ 3,797,063	\$ 7,594,125	\$ 12,285,000	\$ 19,879,125	\$ -	\$ 19,879,125
2027	\$ 13,355,000	\$ 3,515,666	\$ 3,515,666	\$ 7,031,331	\$ 13,355,000	\$ 20,386,331	\$ -	\$ 20,386,331
2028	\$ 14,085,000	\$ 3,234,391	\$ 3,234,391	\$ 6,468,781	\$ 14,085,000	\$ 20,553,781	\$ -	\$ 20,553,781
2028	\$ 355,000	\$ -	\$ -	\$ -	\$ 355,000	\$ 355,000	\$ -	\$ 355,000
2029	\$ 9,055,000	\$ 2,940,081	\$ 2,940,081	\$ 5,880,163	\$ 9,055,000	\$ 14,935,163	\$ -	\$ 14,935,163
2030	\$ 22,950,000	\$ 2,746,806	\$ 2,746,806	\$ 5,493,613	\$ 22,950,000	\$ 28,443,613	\$ -	\$ 28,443,613
2031	\$ 18,045,000	\$ 2,198,350	\$ 2,198,350	\$ 4,396,700	\$ 18,045,000	\$ 22,441,700	\$ -	\$ 22,441,700
2032	\$ 19,805,000	\$ 1,772,688	\$ 1,772,688	\$ 3,545,375	\$ 19,805,000	\$ 23,350,375	\$ -	\$ 23,350,375
2033	\$ 20,660,000	\$ 1,331,350	\$ 1,331,350	\$ 2,662,700	\$ 20,660,000	\$ 23,322,700	\$ -	\$ 23,322,700
2034	\$ 19,440,000	\$ 863,475	\$ 863,475	\$ 1,726,950	\$ 19,440,000	\$ 21,166,950	\$ -	\$ 21,166,950
2035	\$ 12,050,000	\$ 426,125	\$ 426,125	\$ 852,250	\$ 12,050,000	\$ 12,902,250	\$ -	\$ 12,902,250
<b>Totals</b>	<b>\$ 288,777,000</b>	<b>\$ 70,084,031</b>	<b>\$ 70,267,069</b>	<b>\$ 140,351,100</b>	<b>\$ 288,777,000</b>	<b>\$ 429,128,100</b>	<b>\$ 28,503,500</b>	<b>\$ 457,631,600</b>

**COLUMBIA SCHOOL DISTRICT**

**CERTIFICATES OF PARTICIPATION SUMMARY SCHEDULE**

**CERTIFICATES OF PARTICIPATION OUTSTANDING AS OF JUNE 30, 2016**  
**Energy (2009), Aslin (2011), and Discovery (2011)**

<b><u>Fiscal Year</u></b>	<b><u>Maturity</u></b>	<b><u>September Interest</u></b>	<b><u>March Interest</u></b>	<b><u>Interest</u></b>	<b><u>March Principal</u></b>	<b><u>Interest and Principal</u></b>
2017	\$ 490,000	\$ 194,505	\$ 191,465	\$ 385,970	\$ 490,000	\$ 875,970
2018	\$ 520,000	\$ 188,065	\$ 184,517	\$ 372,582	\$ 520,000	\$ 892,582
2019	\$ 550,000	\$ 180,717	\$ 176,637	\$ 357,355	\$ 550,000	\$ 907,355
2020	\$ 590,000	\$ 172,437	\$ 167,734	\$ 340,171	\$ 590,000	\$ 930,171
2021	\$ 500,000	\$ 163,034	\$ 159,481	\$ 322,515	\$ 500,000	\$ 822,515
2022	\$ 535,000	\$ 154,254	\$ 150,301	\$ 304,555	\$ 535,000	\$ 839,555
2023	\$ 580,000	\$ 144,561	\$ 140,039	\$ 284,600	\$ 580,000	\$ 864,600
2024	\$ 620,000	\$ 133,606	\$ 128,566	\$ 262,172	\$ 620,000	\$ 882,172
2025	\$ 295,000	\$ 121,511	\$ 115,980	\$ 237,491	\$ 295,000	\$ 532,491
2026	\$ 310,000	\$ 115,980	\$ 110,012	\$ 225,992	\$ 310,000	\$ 535,992
2027	\$ 330,000	\$ 110,012	\$ 103,330	\$ 213,342	\$ 330,000	\$ 543,342
2028	\$ 345,000	\$ 103,330	\$ 96,257	\$ 199,587	\$ 345,000	\$ 544,587
2029	\$ 365,000	\$ 96,257	\$ 88,592	\$ 184,850	\$ 365,000	\$ 549,850
2030	\$ 385,000	\$ 88,592	\$ 80,315	\$ 168,907	\$ 385,000	\$ 553,907
2031	\$ 405,000	\$ 80,315	\$ 71,506	\$ 151,821	\$ 405,000	\$ 556,821
2032	\$ 430,000	\$ 71,506	\$ 61,831	\$ 133,337	\$ 430,000	\$ 563,337
2033	\$ 455,000	\$ 61,831	\$ 50,820	\$ 112,651	\$ 455,000	\$ 567,651
2034	\$ 480,000	\$ 50,820	\$ 39,204	\$ 90,024	\$ 480,000	\$ 570,024
2035	\$ 510,000	\$ 39,204	\$ 26,862	\$ 66,066	\$ 510,000	\$ 576,066
2036	\$ 540,000	\$ 26,862	\$ 13,794	\$ 40,656	\$ 540,000	\$ 580,656
2037	\$ 570,000	\$ 13,794	\$ -	\$ 13,794	\$ 570,000	\$ 583,794
<b>Totals</b>	<b>\$ 9,805,000</b>	<b>\$ 2,311,192</b>	<b>\$ 2,157,242</b>	<b>\$ 4,468,434</b>	<b>\$ 9,805,000</b>	<b>\$ 14,273,434</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**Operational Grants by Fund approved by Budget Adoption for 2016-17**

	Function	Fund Impacted by Operational Grant Funding			
		<u>Incidental</u>	<u>Teachers</u>	<u>Adult Ed</u>	<u>Grant</u>
A+ Adult Education Grants	5397			X	
Adult Basic Education	5436			X	X
Adult Basic Literacy Grant	5337			X	X
Child Care Development	5472				X
Direct Student Loans	5497			X	
Early Childhood Special Education	5442	X	X		
MO T	5397				X
Parents As Teachers Local Grant	5397				X
Pell Grants	5484			X	
Title I - Improving Academic Achievement of the Disadvantaged	5451	X	X		
Title II A - Improving Teacher Quality	5465	X	X		
Title II Basic Grant - Perkins	5427	X	X	X	
Title II Basic Grant (Vocational)	5441	X	X		
Title III - English Language Learners	5462				X
Vocational Aid	5332	X	X	X	
Vocational Enhancement & 50/50 Grants	5359				X

## Nutrition Services Meal Prices for 2016-17

Effective July 1, 2011, Section 205 of the Healthy Hunger-Free Kids Act of 2010 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 November 13, 2015, USDA, Food Nutrition Service (FNS) issued a memo SP 09-2016 to remind LEAs that for SY 2016-17, LEAs which, on a weighted average, charged less than \$2.78 for paid lunches in SY 2015-16 are required to adjust their weighted average lunch price or add non-federal funds to the non-profit food service account. The amount increase per meal will be calculated using 2 percent plus 2.97 percent, or 4.97 percent total. SFAs are reminded that they must use their unrounded adjusted average paid lunch price requirement from SY 2015-16 when calculating the weighted average paid lunch price increase for SY 2016-17. This results in a required 10 cent meal price increase at a minimum for Columbia Public Schools for 2016-17.

### 2014-15 Meal Counts

Full Price Lunches	690,335
Reimbursable Reduced Price Lunches	126,427
Reimbursable Free Lunches	901,483
Full Price Breakfast	168,083
Reimbursable Reduced Price Breakfast Basic	3,042
Reimbursable Reduced Price Breakfast Severe	48,146
Reimbursable Free Price Breakfast Basic	32,501
Reimbursable Free Price Breakfast Severe	<u>467,363</u>
Total Student Meals Served	2,437,380
The meal count increased by 70,925	
Adult Lunches	41,589
Adult Breakfast	<u>5,201</u>
Total Adult Meals Served	46,790

The following schools will remain eligible for Community Eligibility Provision (CEP) with free breakfast and lunch for all students:

Alpha Hart Elementary School	Derby Ridge Elementary School
Blue Ridge Elementary School	West Boulevard Elementary School
Benton Elementary School	Frederick Douglass High School
Center for Responsive Education (CORE)	

The administration proposes the addition of Eliot Battle Elementary School to the CEP program for 2016-17.

## Annual Meal Pricing Authorization

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Federal free lunch reimbursement	\$3.04	\$3.13	\$3.13 estimated
Reduced price lunch reimbursement	\$2.64	\$2.73	\$2.73 estimated
Paid reimbursement	.34 per meal	.35 per meal	.35 per meal

CPS charges for paid meals are:

• Elementary student	\$2.45	\$2.60	\$2.70 – 10 cent increase
• Secondary student	\$2.70	\$2.80	\$2.90 – 10 cent increase
• Adult lunch	\$3.25	\$3.50	\$3.60 – 10 cent increase

(Note: These prices include the plated meal and access to the salad bar.)  
 Statewide average cost to produce a meal was \$3.12 per meal in 2014-2015.

Breakfast prices

• Students	\$1.55	\$1.65	\$1.75 – 10 cent increase
• Adults	\$1.90	\$2.00	\$2.10 – 10 cent increase

Federal breakfast reimbursement	Free/Reduced	Free/Reduced	Free/Reduced
• Non-severe need schools	\$1.62 / 1.32	\$1.66 / \$1.36	\$1.66 / \$1.36
• Severe need schools.	\$1.93 / 1.63	\$1.99 / \$1.99	\$1.99 / \$1.99

Statewide average cost to produce a breakfast was \$2.34 per meal in 2014-15.

The impact to revenues is estimated to be an increase of \$68,000 assuming no change in paid meal participation in 2016-17.

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>CAPITAL PROJECTS FUND</b>		
<b>Local and State Funding - New Projects 2016-17</b>		
<b>Location/Department</b>	<b>Capital Expenditure Item</b>	<b>Budget</b>
Administration Building	Lease purchase payment	\$ 505,402
Battle High School	Greenhouse	\$ 250,000
Battle High School	Long jump track	\$ 54,000
Chief Financial Officer/Chief Operating Officer	Unallocated allowance for additional projects	\$ 150,000
Columbia Area Career Center	Grant matching funds	\$ 100,000
Custodial Services	Floor and restroom cleaning machine	\$ 155,316
Custodial Services	Warehouse forklift	\$ 25,000
Data Services	Cognos software	\$ 60,500
Discovery Early Childhood Center	Lease purchase payment	\$ 119,458
Early Childhood Special Education	Two defibrillators	\$ 3,556
Facilities and Construction Services - Carpenters	Two replacement trucks for carpenters	\$ 54,000
Facilities and Construction Services - Grounds	Dump truck	\$ 40,000
Facilities and Construction Services - Vehicles	Replacement delivery van	\$ 28,000
Facilities and Construction Services - Vehicles	Replacement utility box truck	\$ 27,000
Fairview Elementary School	Flooring replacement and upgrades	\$ 50,000
Fine Arts - Art	Storage cabinet for RBHS	\$ 4,000
Fine Arts - Music	Instruments for various locations	\$ 226,249
Fine Arts - Theater	Auditorium audio and lighting equipment	\$ 69,250
Gentry Middle School	Flooring replacement and upgrades	\$ 20,000
Hickman High School	Greenhouse	\$ 250,000
Jefferson Middle School	Volleyball standards	\$ 4,200
Lange Middle School	Scoreboards	\$ 12,000
Midway Heights Elementary School	Flooring replacement and upgrades	\$ 75,000
Mill Creek Elementary School	Flooring replacement and upgrades	\$ 85,000
Nutrition Services	Box truck	\$ 65,152
Nutrition Services	Mixer at Battle High School	\$ 16,000
Oakland Middle School	Flooring replacement and upgrades	\$ 24,050
Oakland Middle School	Shop ventilation project	\$ 150,000
Special Education	Miscellaneous equipment for students as needs arise	\$ 10,000
Student Health Services	Three vision screeners and six defibrillators	\$ 18,738
Technology Services	Replacement smartboards and projectors	\$ 17,400
Two Mile Prairie Elementary School	Track	\$ 12,000
Various elementary schools	Custom Energy annual lease purchase payment (HVAC)	\$ 251,110
West Middle School	Shop ventilation project	\$ 100,000
<b>Total Local Capital Allocation - New Projects</b>		<b>\$ 3,032,381</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Local and State Funding - Project Carry Forward from 2015-16</b>		
<b>Location/Department</b>	<b>Capital Expenditure Item</b>	<b>Budget</b>
Hickman High School	Auditorium electrical and sound project	\$ 300,000
Jefferson Middle School	Parking lot reseal project	\$ 100,000
Smithton Middle School	SWIN room renovation	\$ 100,000
Various middle schools	Middle school science lab gas valve project	\$ 135,000
<b>Total Local Capital Carry Forward from Prior Year</b>		<b>\$ 635,000</b>
<b>Total Local Capital Budget for 2016-17</b>		<b>\$ 3,667,381</b>
<b>New Bond Projects in 2016-17</b>		
<b>Location/Department</b>	<b>Capital Expenditure Item</b>	<b>Budget</b>
Administration	Bond issuance costs - 2017 issuance	\$ 225,000
Blue Ridge Elementary	HVAC Energy Recovery Unit	\$ 1,000,000
Derby Ridge Elementary	Chiller replacement	\$ 275,000
East Elementary School	Construction and design work	\$ 21,650,000
Fairview Elementary School	HVAC Energy Recovery Unit	\$ 1,000,000
Grant Elementary School	Design work for expansion project	\$ 355,000
Grant Elementary School	Construction for expansion project	\$ 5,500,000
Jefferson Middle School	Cupola replacement	\$ 200,000
Jefferson Middle School	Roof	\$ 310,000
Midway Heights Elementary School	Wastewater project	\$ 525,000
Mill Creek Elementary School	Chiller replacement	\$ 275,000
Mill Creek Elementary School	Paving project	\$ 50,000
Oakland Middle School	Roof	\$ 300,000
Rock Bridge Elementary School	Paving project	\$ 105,000
Rock Bridge High School	Peachtree Connector project	\$ 700,000
Rock Bridge High School	Tuckpointing	\$ 600,000
Two Mile Prairie Elementary School	Lagoon	\$ 600,000
West Middle School	Roof	\$ 300,000
West Middle School	Paving project	\$ 50,000
<b>Total Capital Projects Fund Bond Funding - New Bond Projects</b>		<b>\$ 34,020,000</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

<b>Bond Funding - Project Carry Forward from 2015-16</b>		
<b>Location/Department</b>	<b>Capital Expenditure Item</b>	<b>Budget</b>
Beulah Ralph Elementary School	Construction and FF&E	\$ 1,000,000
Douglass High School	Remodel including tuckpointing and ADA compliance	\$ 6,150,000
Early Childhood Learning Center	Construction and FF&E	\$ 5,625,000
Hickman High School	Tuckpointing	\$ 1,500,000
Lange Middle School	Sprinkler system	\$ 440,000
Rock Bridge High School	Stadium renovation project	\$ 5,875,000
Russell Boulevard Elementary School	Kitchen plumbing and renovation	\$ 120,000
Technology Services	Various technology projects	\$ 775,000
<b>Total Bond Funding Carry Forward from Prior Year</b>		<b>\$ 21,485,000</b>
<b>Total Bond Funding Capital Budget for 2016-17</b>		<b>\$ 55,505,000</b>
<b>Grand Total Capital Project Spending</b>		<b>\$ 59,172,381</b>



**COLUMBIA PUBLIC SCHOOLS  
FINAL BUDGET  
2016-17**

**SPECIAL MAINTENANCE PROJECTS**

Location/Department	Expenditure Description	Budget
CFO/COO	Unallocated	\$ 45,000
Derby Ridge Elementary School	Convert preschool toilets for 5th grade rooms	\$ 15,000
Doulgass High School	Cornerstone rent and renovations	\$ 250,848
Hickman High School	Bathroom stall replacement	\$ 25,000
Hickman High School	Safety glass and shelving for main lobby area	\$ 7,000
Hickman High School	Lighting upgrades in media center	\$ 20,000
Jefferson Middle School	Replace carpet in office area and various classrooms	\$ 9,500
New Haven Elementary School	Replace carpet in office area, media center, and classrooms	\$ 16,895
New Haven Elementary School	Replace stalls in bathrooms	\$ 13,257
Smithton Middle School	Electronic digital clocks in classrooms and hallways	\$ 16,000
Smithton Middle School	Security Camera upgrade	\$ 12,000
Various Schools	Lighting efficiency project	\$ 67,000
West Middle School	Repair and refurbish lockers	\$ 47,500
<b>Total Special Maintenance Operating Fund</b>		<b>\$ 545,000</b>

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**EMPLOYEE BENEFITS**

**Medical - Fund 85 and Flexible Benefit Plan - Fund 86  
(this fund includes life insurance and voluntary disability insurance)**

	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Projected</u> <u>Actual</u> <u>2015-16</u>	<u>Final</u> <u>Budget</u> <u>2016-17</u>
<b>Projected Beginning Fund Balance</b>	\$ 5,583,141	\$ 4,905,671	\$ 3,496,765	\$ 2,037,074	\$ 3,179,950
<b><u>Revenue</u></b>					
Plan Payments	\$ 19,187,686	\$ 20,204,586	\$ 21,739,288	\$ 22,483,422	\$ 23,994,000
Interest Income	13,936	17,074	17,000	20,393	20,000
Federal Program Reimb	132,465	138,545	142,500	140,049	145,000
Total Program Revenue	<u>\$ 19,334,087</u>	<u>\$ 20,360,205</u>	<u>\$ 21,898,788</u>	<u>\$ 22,643,864</u>	<u>\$ 24,159,000</u>
<b><u>Expenditure</u></b>					
Salaries	\$ 74,693	\$ 80,617	\$ 82,232	\$ 85,296	\$ 91,267
Employee Benefits	20,650	25,460	26,911	27,917	29,313
Services/Supplies	19,916,214	23,122,725	21,906,504	21,387,775	23,226,290
Total Expenditures	<u>\$ 20,011,557</u>	<u>\$ 23,228,802</u>	<u>\$ 22,015,647</u>	<u>\$ 21,500,988</u>	<u>\$ 23,346,870</u>
Excess or Deficit	\$ (677,470)	\$ (2,868,597)	\$ (116,859)	\$ 1,142,876	\$ 812,130
<b>Projected Ending Fund Balance</b>	\$ 4,905,671	\$ 2,037,074	\$ 3,379,906	\$ 3,179,950	\$ 3,992,080

<b>Program Data:</b>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
FTE supporting program	2.00	2.00	2.00	2.00	2.00
<b><u>Number Covered</u></b>					
Full Time Employees	2,307	2,329	2,344	2,370	2,410
Part Time Employees	61	63	63	51	31
Retirees	483	463	475	444	459
Dependents	564	550	565	562	577
<b>Cost of Employee Assistance Program</b>					
	\$ 63,918	\$ 63,918	\$ 65,148	\$ 63,918	\$ 67,104
<b>Cost of Stop Loss Coverage</b>					
Annual Amount of Stop Loss	\$ 395,527	\$ 340,518	\$ 375,000	\$ 383,494	\$ 470,671
	\$ 300,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
<b>Healthcare Reform Fees</b>					
	\$ -	\$ 218,644	\$ 225,000	\$ 43,168	\$ 50,000
<b>Portion of Plan Payment Revenue from Employees who Purchase</b>					
Supplemental Life Insurance	\$ 72,168	\$ 63,958	\$ 65,000	\$ 62,116	\$ 66,000
Short or Long Term Disability	\$ 167,461	\$ 161,272	\$ 175,000	\$ 168,876	\$ 174,000

**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**EMPLOYEE BENEFITS  
Dental - Fund 87**

	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final 2016-17</u>
<b>Projected Beginning Fund Balance</b>	\$ 189,593	\$ 105,321	\$ (15,770)	\$ 51,448	\$ 146,154
<b><u>Revenue</u></b>					
Plan Payments	\$ 1,307,255	\$ 1,398,203	\$ 1,535,000	\$ 1,530,249	\$ 1,550,000
Interest Income	1,627	806	1,000	1,000	1,000
Total Program Revenue	<u>\$ 1,308,882</u>	<u>\$ 1,399,009</u>	<u>\$ 1,536,000</u>	<u>\$ 1,531,249</u>	<u>\$ 1,551,000</u>
<b><u>Expenditure</u></b>					
Salaries	\$ 5,005	\$ 5,123	\$ 5,222	\$ 5,537	\$ 5,925
Employee Benefits	1,394	1,421	1,499	1,578	1,688
Services/Supplies	1,386,755	1,446,338	1,483,200	1,429,428	1,488,650
Total Expenditures	<u>\$ 1,393,154</u>	<u>\$ 1,452,882</u>	<u>\$ 1,489,921</u>	<u>\$ 1,436,543</u>	<u>\$ 1,496,263</u>
Excess or Deficit	\$ (84,272)	\$ (53,873)	\$ 46,079	\$ 94,706	\$ 54,737
<b>Projected Ending Fund Balance</b>	\$ 105,321	\$ 51,448	\$ 30,309	\$ 146,154	\$ 200,891

<b>Program Data:</b>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
FTE supporting program	0.15	0.10	0.10	0.10	0.10
<b><u>Number Covered</u></b>					
Employees (Full and PT)	2,366	2,419	2,434		20
Retirees	667	680	690	680	680
Dependents	846	858	868	858	858

<p>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.</p>
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**EMPLOYEE BENEFITS  
Worker's Compensation - Fund 89**

	<u>Actual</u> <u>2013-14</u>	<u>Actual</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Projected</u> <u>Actual</u> <u>2015-16</u>	<u>Final</u> <u>Budget</u> <u>2016-17</u>
<b>Projected Beginning Fund Balance</b>	\$ 1,048,044	\$ 1,187,832	\$ 1,388,633	\$ 1,427,101	\$ 1,224,754
<b><u>Revenue</u></b>					
Plan Payments	\$1,150,601	\$ 1,190,613	\$ 1,200,000	\$ 1,112,763	\$ 1,112,763
Interest Income	2,994	3,903	3,850	6,025	6,500
<b>Total Program Revenue</b>	<u>\$1,153,595</u>	<u>\$ 1,194,516</u>	<u>\$ 1,203,850</u>	<u>\$ 1,118,788</u>	<u>\$ 1,119,263</u>
<b><u>Expenditure</u></b>					
Salaries	\$ 107,633	\$ 110,394	\$ 112,640	\$ 115,177	\$ 122,088
Employee Benefits	28,013	28,796	30,364	31,414	33,299
Services/Supplies	878,161	816,057	992,900	1,174,544	1,022,900
<b>Total Expenditures</b>	<u>\$1,013,807</u>	<u>\$ 955,247</u>	<u>\$ 1,135,904</u>	<u>\$ 1,321,135</u>	<u>\$ 1,178,287</u>
Excess or Deficit	\$ 139,788	\$ 239,269	\$ 67,946	\$ (202,347)	\$ (59,024)
<b>Projected Ending Fund Balance</b>	\$1,187,832	\$ 1,427,101	\$ 1,456,579	\$ 1,224,754	\$ 1,165,730



<b>Program Data:</b>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
FTE supporting program	1.90	1.90	1.90	1.90	1.90
<u>Cost of Stop Loss Coverage</u>	\$ 75,753	\$ 81,083	\$ 82,500	\$ 82,841	\$ 83,728
<u>Annual Amount of Stop Loss</u>	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

<p>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.</p>
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**COLUMBIA SCHOOL DISTRICT  
FINAL BUDGET  
2016-17**

**EMPLOYEE BENEFITS  
Summary All Programs - Funds 85 through 89**

	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Budget 2015-16</u>	<u>Projected Actual 2015-16</u>	<u>Final Budget 2016-17</u>
<b>Projected Beginning Fund Balance</b>	\$ 6,820,778	\$ 6,198,824	\$ 4,869,628	\$ 3,515,623	\$ 4,550,858
<b><u>Revenue</u></b>					
Plan Payments	\$ 21,645,542	\$ 22,793,402	\$ 24,474,288	\$ 25,126,434	\$ 26,656,763
Interest Income	18,557	\$ 21,783	21,850	27,418	27,500
Federal Program Reimb	132,465	138,545	142,500	140,049	145,000
<b>Total Program Revenue</b>	<u>\$21,796,564</u>	<u>\$22,953,730</u>	<u>\$24,638,638</u>	<u>\$25,293,901</u>	<u>\$26,829,263</u>
<b><u>Expenditure</u></b>					
Salaries	\$ 187,331	\$ 196,134	\$ 200,094	\$ 206,010	\$ 219,280
Employee Benefits	50,057	\$ 55,677	58,774	60,909	64,300
Services/Supplies	22,181,130	\$ 25,385,120	24,382,604	23,991,747	25,737,840
<b>Total Expenditures</b>	<u>\$22,418,518</u>	<u>\$25,636,931</u>	<u>\$24,641,472</u>	<u>\$24,258,666</u>	<u>\$26,021,420</u>
<b>Excess or Deficit</b>	\$ (621,954)	\$ (2,683,201)	\$ (2,834)	\$ 1,035,235	\$ 807,843
<b>Projected Ending Fund Balance</b>	\$ 6,198,824	\$ 3,515,623	\$ 4,866,794	\$ 4,550,858	\$ 5,358,701

<b>Program Data:</b>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
FTE	4.00	3.00	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.

## 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.

**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.

**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.

**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.

**BONDED INDEBTEDNESS** - The part of the LEA debt which is covered by outstanding bonds of the LEA.

**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.

**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.

**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.

**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 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.

**CURRENT ASSETS** - Cash or anything that can be readily converted into cash.

**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 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.

**DOUBLE ENTRY** - A system of bookkeeping which requires for every entry made to the debit side of an account or accounts an entry for the corresponding amount or amounts to the credit side of another account or accounts.

**ELIGIBLE PUPIL (EP)** - Average daily attendance (ADA) for the regular school term and summer school PLUS summer school ADA added a second time.

**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.

**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).

**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.

**FISCAL INSTRUCTIONAL RATIO OF EFFICIENCY (FIRE RATIO)** – The quotient of the sum of the district's current operating costs for all kindergarten through grade twelve, direct instructional and direct pupil support service functions, plus the costs of improvement of instruction and the cost of purchased services and supplies for operation of the facilities housing those programs, excluding student activities, divided by the sum of the district's current operating cost for kindergarten through grade twelve, plus all tuition revenue received from other districts minus all non-capital transportation costs.

**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

**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.

**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.

**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. Examples of internal service funds are self-insurance and workers' compensation funds.

**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.

**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.

**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.

**PAYMENTS IN LIEU OF TAXES** - 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.

**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.

**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.

**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.

**SCHOOL PURPOSES** – Refers to the Incidental and Teachers' Funds.

**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.

**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** - 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 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.

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