

# APPROVED BUDGET

Fiscal Year  
2019



**Prince William County**  
**PUBLIC SCHOOLS**

*Providing A World-Class Education*

P.O. Box 389, Manassas, VA 20108 • [www.pwcs.edu](http://www.pwcs.edu)

## SCHOOL DIVISION CULTURE

# *We believe...*

- ...that it is the responsibility of the School Division to teach children
- ...in the value of the individual
- ...that every individual can learn
- ...that decision-making is best done through a collaborative process
- ...in diversity
- ...that the School Division is governed through a representative process
- ...in the commitment of the School Division to all employees
- ...that effective communication among all employees is critical to the well-being and operation of the School Division
- ...that effective communication and public relations are the responsibility of every employee
- ...that continuous improvement in all areas of the School Division is the basis for a quality operation



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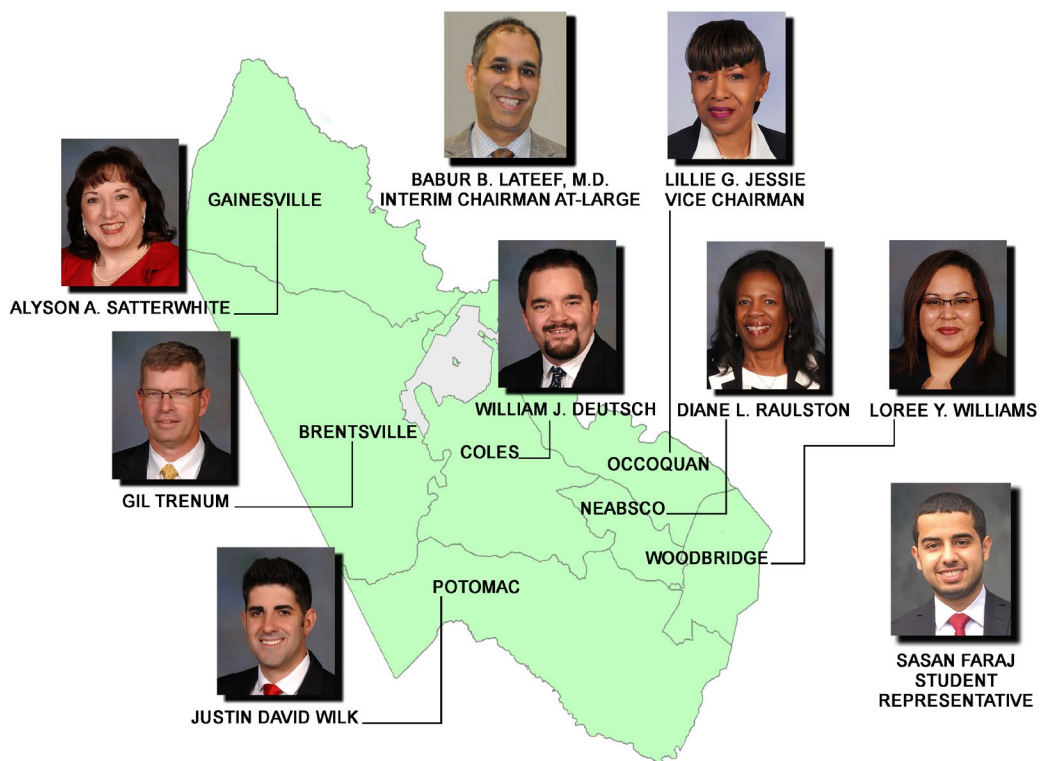


**Prince William County**  
**PUBLIC SCHOOLS**  
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# **FY 2019**

## **Approved School Budget**

### **School Board**



### **SUPERINTENDENT OF SCHOOLS**

Dr. Steven L. Walts

### **Prince William County Public Schools**

P.O. Box 389

14715 Bristow Rd.

Manassas, Virginia 20112

Phone 703-791-7200

Prince William County Public Schools (PWCS) does not discriminate in employment nor in its educational programs, services and activities on the basis of race, color, religion, national origin, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, age, marital status, veteran status, disability, genetic information, or any other basis prohibited by law. The following individual will handle inquiries regarding nondiscrimination policies, including Section 504 and Title IX:

Associate Superintendent for Human Resources  
Prince William County Public Schools, P.O. Box 389, Manassas, VA 20108

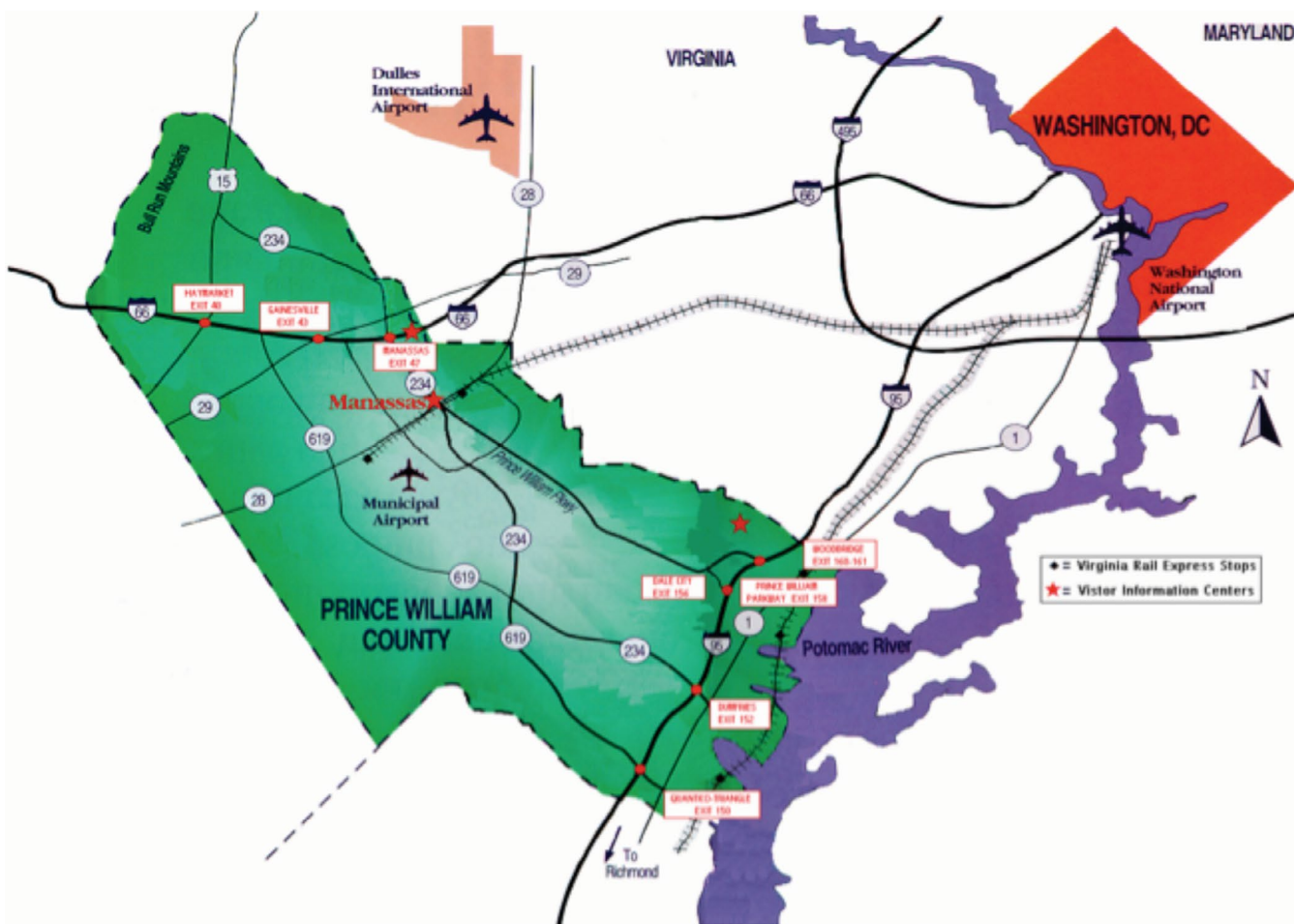


# Prince William County

Prince William was established in 1731 and named for Prince William Augustus of England. The First and Second Battles of Manassas (Bull Run) played significant roles in the Civil War. From the end of the Civil War until after World War II, the county's rural population grew slowly. From 1950 to 1960 the population doubled and more than doubled again in the 1960s as housing developments were constructed. The county population grew 43.2% from 2000 to 2010. Prince William County's population was estimated at 458,015 on December 31, 2017, an increase of .83% year-over-year. The Metropolitan Washington Council of Governments projects in its *Round 9.1 Cooperative forecast: Employment, Population and Households* that Prince William County will grow to 470,400 persons by 2020 or 17.01%, and to 530,000 by year 2030 or 31.84% from 2010.

Today, Prince William County is a suburban community linked to the Washington metropolitan area, yet has an appreciation for its own history, natural features, and rural roots. Visit the Prince William County government Web site (<http://www.pwcgov.org>) for additional information about demographics and history in the county.

Prince William County is located approximately 35 miles southwest of Washington, D.C., 70 miles southwest of Baltimore, and 85 miles north of Richmond, Virginia. The county encompasses 348 square miles and stretches from the Potomac River to the Bull Run Mountains.





# National Budget Award

## The Association of School Business Officials International

### Meritorious Budget Award

Prince William County Public Schools has been awarded the Meritorious Budget Award by the Association of School Business Officials (ASBO) International for the twenty-second consecutive year. The Meritorious Budget Award recognizes the School Division's 2017-18 school year Approved Budget document for excellence in the preparation and issuance of its school system budget.

ASBO International spent more than two years in the development and establishment of rigorous award criteria in an effort to improve the quality of budgeting throughout the United States and Canada.

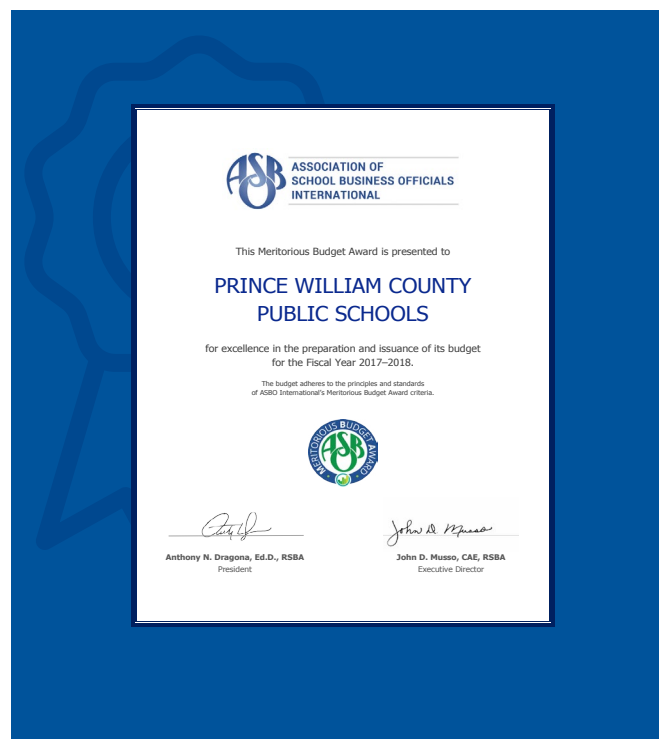
John D. Musso, ASBO Executive Director stated in his letter announcing the award, "This award reflects your district's commitment to sound fiscal management and budgetary policies."

The Meritorious Budget Award is only conferred to school systems that have met or exceeded the program's criteria. No other organization or award program is specifically designed to enhance school budgeting and honor a school division for a job well done.

ASBO International, founded in 1910, is a nonprofit organization, that through its members and affiliates, represents approximately 30,000 school business professionals worldwide. ASBO promotes the highest standards of school business practices, professional growth, and the effective use of educational resources.

Association members are school division employees at the local, state, and national levels specializing in areas of administration and school business management.

Prince William County Public Schools became the first school division in Virginia to earn ASBO's Meritorious Budget Award for the FY 1997 Approved Budget document. The award was earned on Prince William County Public School's first submission to ASBO for the budget award.



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# Achievements 2014 –18

- Divisionwide 2017 on-time graduation rate was 91.8 percent, up from 83 percent in 2008;
- More than one-third of PWCS graduates in 2016-17 received at least one qualifying score on an Advanced Placement, International Baccalaureate, or Cambridge examination, exceeding the national and state averages;
- 2018 graduates were awarded \$74 million in scholarships;
- PWCS students scored the highest in five years on the ACT exam, trending upward in all the tested areas (English, mathematics, reading, and science). The PWCS ACT composite score exceeds the national average for the 22nd consecutive year;
- As a Division, PWCS outperformed the national SAT averages in English, reading, writing (ERW), and mathematics; black students outperformed peers in Virginia and nationwide in all three areas (ERW, Math, Total); Hispanic students in PWCS outperformed peers nationwide in all three areas and matched peers in Virginia in all three areas; and
- The Division increased bandwidth from 2 to 10 GB, enhancing communication and access to internet resources.

## Major Awards:

- National School Boards Association Magna Award, 2018;
- National Distinguished Principal for Virginia, Virginia Association of Elementary School Principals, 2017, 2018;
- National Title I Distinguished School, 2017;
- National Outstanding High School Principal of the Year, Virginia Association of Elementary School Principals, 2017;
- National Outstanding Assistant Principal, Virginia Association of Elementary School Principals, 2015, 2016, 2017, 2018;
- Finalist for Presidential Award for Excellence in Mathematics and Science Teaching, 2016;
- 2018 Northern Virginian of the Year, 2018;
- Washington Post Principal of the Year, 2018;
- Parkside Middle School approved as first U.S. Cambridge International Professional Development site, 2016;
- Woodbridge Middle School re-designated a Breakthrough School by National Association of Secondary School Principals, 2017;
- Woodbridge Middle School and Bull Run Middle School re-designated as elite “Schools to Watch®” by National Forum to Accelerate Middle-Grades Reform, 2018;
- Virginia Region IV Superintendent of the Year, 2016;
- STEM Excellence Award to Mountain View Elementary, National Future of Education Technology Conference, 2017;
- Top 30 Technologists, Transformers & Trailblazers Award, Center for Digital Education, 2015;
- All PWCS high schools continue to be ranked among the top nine percent in the United States in “The Washington Post” “America’s Most Challenging High School List,” 2017;
- Milken Educator Award, 2001, 2003, 2007, 2009, 2011, 2015, 2016;
- Virginia Board of Education Index of Performance Awards, 2009, 2011, 2015-18;
- Meritorious Budget Award, Association of School Business Officials, 1997-17;
- Distinguished Budget Presentation Award, Government Finance Officers Association, 2000-16;
- Excellence in Financial Reporting, Government Finance Officers Association, 2002-17; and
- Excellence in Financial Reporting, Association of School Business Officials, 2002-17.



# Organization of Budget Document

The Approved Budget document's format continues to present the School Division's budget and its attendant information in an organized and comprehensive document to facilitate the reader's knowledge of the School Division's budget development, management, and processes in addition to the numerical information contained in previous years. The document's format conforms to the standards set forth by the Association of School Business Officials International's Meritorious Budget Award Program. The document contains the four major sections listed and defined below.

The **Executive Summary** highlights important information contained in the budget and also includes numerous charts and graphs to assist the reader in understanding the information provided in the school budget.

The **Organizational Section** includes the Direction of the School Division, the School Division organizational and management structure, the organizational chart, the Strategic Plan, and the budget development process.

The **Financial Section** includes budget data by both summary and detail level for all School Division funds. This section is subdivided into the Operating Fund, the Debt Service Fund, the Construction Fund, and the Other Funds sections. Included within the Debt Service Fund section are summary and individual bond amortization schedules for all current indebtedness. The Construction Fund section includes a summary of the Capital Improvements Program, which is the School Division's long-range plan for capital projects.

The **Informational Section** includes information of interest to School Division employees and the community at large.



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# Executive Summary

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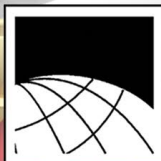


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# APPROVED BUDGET

Fiscal Year  
2019

## EXECUTIVE SUMMARY



**Prince William County**  
**PUBLIC SCHOOLS**

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## Dear Community Members:

The 2018–19 Prince William County Public Schools’ budget reflects the hard work and dedication of teachers, administrators, and support staff, as well as our School Board members and Board of County Supervisors.

The budget provides for:

- The continuation of all existing programs and services, with a few minimal spending reductions, and maintenance of career pathways and specialty opportunities for both career and college-bound students;
- Thirteen additional social workers, a position to address human trafficking, a mental health specialist, psychologist, and three additional high school counselors;
- The hiring of additional security personnel to implement a school security pilot program that will increase the level of protection provided to our students and staff;
- A full-step increase for all eligible employees (average 2.7 percent pay increase) to help the Division recruit and retain exceptional employees;
- A supplemental pay rate increase for coaches and teachers who supervise clubs, as well as substitutes and temporary employees;
- Increase in starting pay for bus drivers;
- The cost of educating 1,100 additional students;
- The fall opening of the new Independence Nontraditional School, and the acquisition of the 14th high school site; and
- Completion of additions to Lake Ridge Middle School and Pattie Elementary School, and the commencement of additions at Antietam, Lake Ridge, Springwoods, Leesylvania, and Minnieville Elementary Schools, and Stonewall Middle School. It will also fund renewals for River Oaks, Leesylvania, Marshall, Montclair, and Old Bridge Elementary Schools.

Totaling about \$1.5 billion, the 2018–19 budget is long and detailed, but for all its complexity, it boils down to simply providing for the people, programs, and resources that fuel student success.

With this budget, we will continue on the path toward *Providing A World-Class Education*. With your continued involvement and support, we will deliver on that commitment—for the good of every PWCS student, and future of the community we share.

Sincerely,

Steven L. Walts

Superintendent of Schools

DR. STEVEN L. WALT  
*Superintendent of Schools*

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# The School Board



**Babur B. Lateef, M.D.**  
*Interim Chairman At-Large*



**Mrs. Lillie G. Jessie**  
*Vice Chairman  
Occoquan District*



**Mr. William J. Deutsch**  
*Coles District*



**Mrs. Diane L. Raulston**  
*Neabsco District*



**Mrs. Alyson A. Satterwhite**  
*Gainesville District*



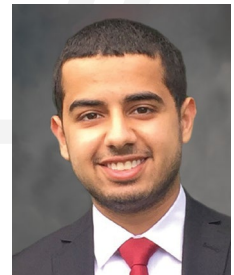
**Mr. Gil Trenum**  
*Brentsville District*



**Mr. Justin Wilk**  
*Potomac District*



**Ms. Loree Y. Williams**  
*Woodbridge District*



**Mr. Sasan Faraj**  
*Student Representative*



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# Prince William County Public Schools Administration



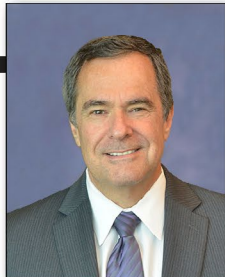
**Steven L. Walts**  
*Superintendent of Schools*



**Keith Imon**  
*Deputy Superintendent of Schools*



**Rita Everett Goss**  
*Associate Superintendent  
for Student Learning  
and Accountability*



**Philip B. Kavits**  
*Associate Superintendent  
for Communications and  
Technology Services*



**Amy White**  
*Associate Superintendent for  
Human Resources*



**Wayne Mallard**  
*Interim Associate Superintendent  
for Finance and  
Support Services*



**Denise M. Huebner**  
*Associate Superintendent  
for Eastern Elementary  
Schools*



**Jarcelynn Hart**  
*Associate Superintendent  
for Western Elementary  
Schools*



**R. Todd Erickson**  
*Associate Superintendent  
for Central Elementary  
Schools*



**William G. Bixby**  
*Associate Superintendent  
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**Michael Mulgrew**  
*Associate Superintendent  
for High Schools*

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# Report Prepared by:

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## **Budget Supervisor**

Kathleen Addison

## **Budget Staff**

Amber Berger  
Beth Beyene  
Khanie McDuffie  
Barbara Robinson  
Natasha Valencia

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# Organizational Section

## Vision Statement

In Prince William County Public Schools (PWCS), all students will learn to their fullest potential. The education of each student will be individualized and developmentally appropriate. Student learning will be enhanced by national, global, and multicultural perspectives.

Students who graduate from Prince William County Public Schools will possess the basic knowledge and skills that will assure their proficiency in problem solving and the use of technology. Graduates will have a desire to learn and the skills to be life-long learners. They will be responsible citizens. All graduates will be competent to enter the work world and prepared to pursue advanced educational opportunities.

## Mission Statement

### ***Providing A World-Class Education***

*Providing A World-Class Education* means....

- The focus is on all students learning and achieving high standards.
- Instruction is engaging and rigorous.
- Reading and writing literacy is taught in all content areas.
- We support the academic, social, and emotional needs of all students.
- Schools and offices are inviting, welcoming, and customer oriented.
- We will accomplish our Strategic Plan by working together.

## Strategic Plan Goals

**Goal 1:** All students meet high standards of performance.

**Goal 2:** The teaching, learning, and working environment is safe, caring, healthy, and values human diversity.

**Goal 3:** Family, community, and employee engagement create an environment focused on improved student learning and work readiness.

**Goal 4:** Employees are highly qualified (as defined by VDOE), high performing, and diverse.

**Goal 5:** The organizational system is aligned and equitable.

Prince William County Public Schools (PWCS) does not discriminate in employment nor in its educational programs, services and activities on the basis of race, color, religion, national origin, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, age, marital status, veteran status, disability, genetic information, or any other basis prohibited by law. The following individual will handle inquiries regarding nondiscrimination policies, including Section 504 and Title IX: Associate Superintendent for Human Resources, Prince William County Public Schools, P.O. Box 389, Manassas, VA 20108.



# School and Department Improvement Planning

The PWCS Strategic Plan is a roadmap for the School Division and schools to achieve the vision of *Providing a World-Class Education*. The Strategic Plan includes five goals, with the primary goal focused on student achievement and the others all supporting this goal. The Strategic Plan for 2016-20 also includes the “20/20 Vision for Graduates,” which is a statement of expectations PWCS has for graduating students. Beyond goal statements, the comprehensive Strategic Plan includes objectives and measures that articulate the ways PWCS measures progress. The Division Strategic Plan is used as the basis for each School Improvement Plan. The Office of Accountability produces Balanced Scorecards that show progress toward meeting the objectives of the Strategic Plan. Central office leaders also connect the improvement plans for their offices and staff to the Strategic Plan.

School leaders develop their individual School Improvement Plans based on an analysis of their data and in collaboration with their School Advisory Councils. Using the Plan-Do-Study-Act planning cycle, principals and leadership teams conduct root cause analysis and needs assessment and set targets accordingly at the school level. School Improvement Plans are reviewed annually by the level associate superintendents. These plans are currently completed using the Adaptive System of School Improvement Support Tools (ASSIST), a web-based tool that PWCS uses as part of the continuous improvement and external accreditation process with AdvancED. An annual report on the progress made toward the goals of the Strategic Plan is presented to the School Board at a public meeting and then published on the PWCS website.

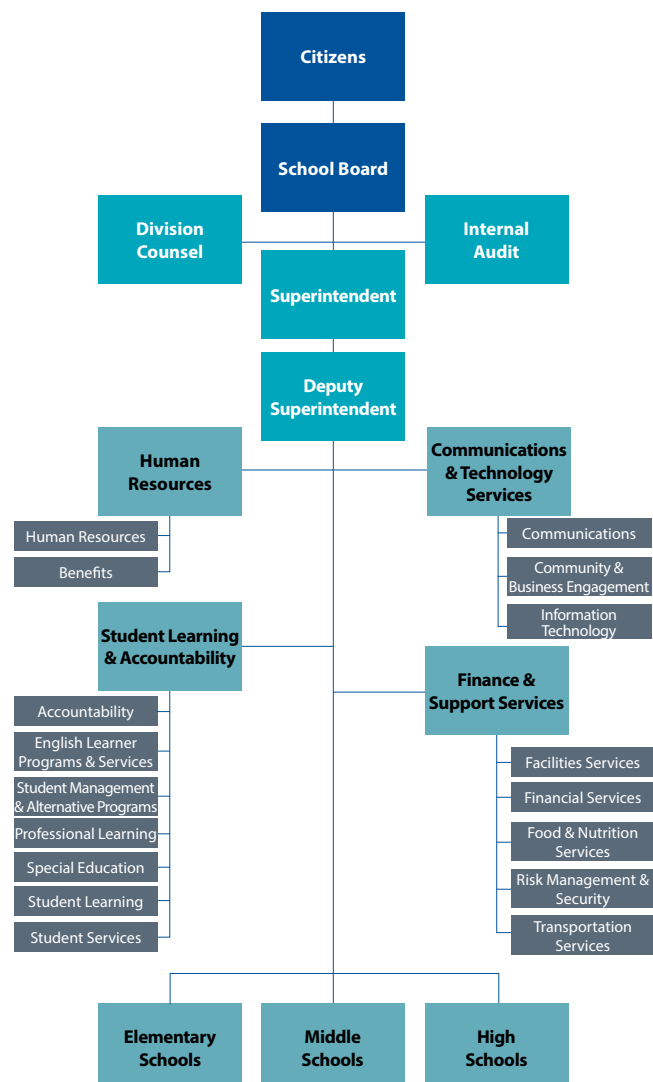
## Organization

To focus on meeting the needs of its projected 91,054 students while managing 96 schools, PWCS is an efficient and well-managed organization of more than 11,000 employees.

Eight elected School Board members govern PWCS. Each member serves four-year terms. One member represents each of the county’s seven magisterial districts with the chairman serving at-large. The School Board is charged by Virginia law and the regulations of the Virginia Board of Education to establish guidelines and rules that guide the proper administration of the county’s school programs.

The Superintendent works closely with the Deputy Superintendent and the associate superintendents to oversee the day-to-day operations of the schools and support services. Principals and support department heads report to the associate superintendents.

The School Division operates under a site-based management philosophy. Schools and departments have significant authority to plan and budget resources to meet the Division’s goals and objectives. Each school and department is accountable for successfully meeting goals and objectives.



# Budget Cycle

## State Law

Budget planning is now a year-round activity that includes preparation, adoption, reporting, monitoring, and adjusting. The "Code of Virginia" requires all officers, department heads, offices, divisions, boards, commissions, and agencies to prepare and submit to the governing body an estimate of the amount of money needed during the ensuing fiscal year. By April 1, the governing body must prepare and approve an annual budget for informative and fiscal planning purposes. The budget must contain an itemized and classified plan of all contemplated expenditures, in addition to all estimated revenues and borrowings for the locality. An approved budget and fixed tax rate must occur no later than the date on which the fiscal year begins and published annually on the locality's website.

### Superintendent's Proposed Budget

The annual budget process commences in the fall of the preceding year with the establishment of a budget calendar that defines timelines including the dates and formats of staff meetings, dates of school and department budget submissions, work sessions, and the public hearings that lead to the final adoption of the proposed budget.

Staff prepares, for the School Board's consideration, a forecast that serves as a guideline for the Superintendent of Schools and the School Board in preparation of a proposed budget. A Joint Resolution between the School Board and the Prince William Board of County Supervisors (BOCS) supports the PWCS budget development process. In the resolution, the BOCS acknowledges the need for adequate local funding to support the operation of PWCS and the need for a commitment from both Boards to develop "five-year budget plans" to address major issues. Working cooperatively, the School Board and the BOCS agreed to develop and implement five-year budget plans. Under this agreement, the School Division receives 57.23 percent of all general revenues available to the county each year. The Virginia Department of Education (VDOE) also supports the PWCS budget development process. In December, VDOE provides projected state revenues for the coming year based on projected student enrollment. Historical data and information available at the time of budget development provide support for the estimates of all other revenue.

Funds are then allocated to schools and central departments to support budgets for staffing, benefits, materials, supplies, and

equipment. These allocations are based upon the number and type of projected students, and are delivered in the form of fixed and per-pupil allocations, replacement equipment allocations, and supplemental allocations for specific programs. Individual school and department budgets, as well as some central account budgets, comprise the expenditure component of the Superintendent's Proposed Budget.

Capital needs for the coming year are budgeted within the Construction Fund budget. The development of these budgets is supported by an Infrastructure Task Force and Joint County/School Capital Process Team.

The Infrastructure Task Force is comprised of citizen appointees who work with PWCS staff to review the features provided in new school facilities versus those available in existing schools in order to ensure consistency of educational opportunities provided within the School Division. It is the goal of the Task Force to provide the School Board with high-level recommendations relative to the equity of School Division-provided facilities and infrastructure for the education of students in Prince William County.

The Joint County/School Capital Process Team establishes more frequent contact and collaboration between the Prince William County School Board and the BOCS in order to discuss capital needs, enhance efficiency in planning processes, and improve service outcomes to the community.

Capital needs and the Technology Improvements Plan (TIP) are determined through the development of the Capital Improvements Program (CIP). Annually, the School Board reviews and approves the CIP. Projects required to maintain or to improve instruction are included in the Superintendent's Proposed Budget. PWCS leadership presents the Superintendent's Proposed Budget to the School Board in early February.

### School Board's Advertised Budget

The School Board meets with the Superintendent and departments during work sessions in February and March. As required by Virginia law, the School Board and Superintendent conduct a public hearing to obtain comments and recommendations from the public prior to April 1. The School Board presents its advertised budget to the BOCS.

### Approved Budget

The BOCS holds budget work sessions and public hearings in conjunction with the School Board and appropriates a budget for the School Division by the end of April. The BOCS and the School Board appropriate the budget either by total amount or by state determined categories. The BOCS has historically appropriated the School Division's budget by total amount. The School Board may make additional adjustments within fund totals until June 30. An approved School Board document for the fiscal year (July 1 – June 30) is then prepared, published, and distributed.

### Budget Implementation

Once the BOCS adopts the budget, it becomes the basis for programs of each school and department during the fiscal year beginning on July 1. Fiscal accountability is at the budget appropriation code level. Budget holders may not expend or encumber more than the approved and appropriated budget authority. Financial and programmatic monitoring of department and school activities occurs throughout the year to ensure compliance. An amendment to the total amount requires approval from the BOCS via a resolution. Budget adjustments within individual funds do not require approval from the BOCS.

## Budget Process

The budget process provides the capability for central office departments and schools to plan future operations in a manner to best serve the instructional and support needs of students. The budget process is a financial translation of the planning process. The budget process includes the following five basic components:

1. The establishment of an overall Division revenue target.
2. The establishment of school allocations based on projected enrollments and resources.
3. The establishment of central office support costs.
4. The development of budgets or expenditure plans for each central office department and school.
5. The assembly of individual budgets or expenditure plans into a comprehensive budget in accordance with anticipated revenues.

An approved chart of accounts supports the development of school budgets. The line item budget proposal includes the anticipated costs for supplies, equipment, services, and salaries. All salaries listed are at the Divisionwide average for each employee classification. In order to develop a school budget, each school is provided with an estimate of the number and types of students to be accommodated, an estimated school resource allocation, a listing of average salaries for each classification of employees, a budget manual, and appropriate budget forms. Within the allocated

resources, schools must plan for providing each student with an appropriate educational opportunity based on the needs of each student. Central office budgets adjust to reflect the changes in roles and responsibilities and the functions assigned to the schools. Additional funding is included in some central office budgets to provide support services for increases in student enrollment.

School and central office budgets are assembled into a comprehensive School Division budget and presented for review and approval. Since allocations are based on projected revenues, some adjustments may be required if these revenues change during the budget process. Budget allocations and school budgets adjust based on the number and types of students enrolled on September 30.



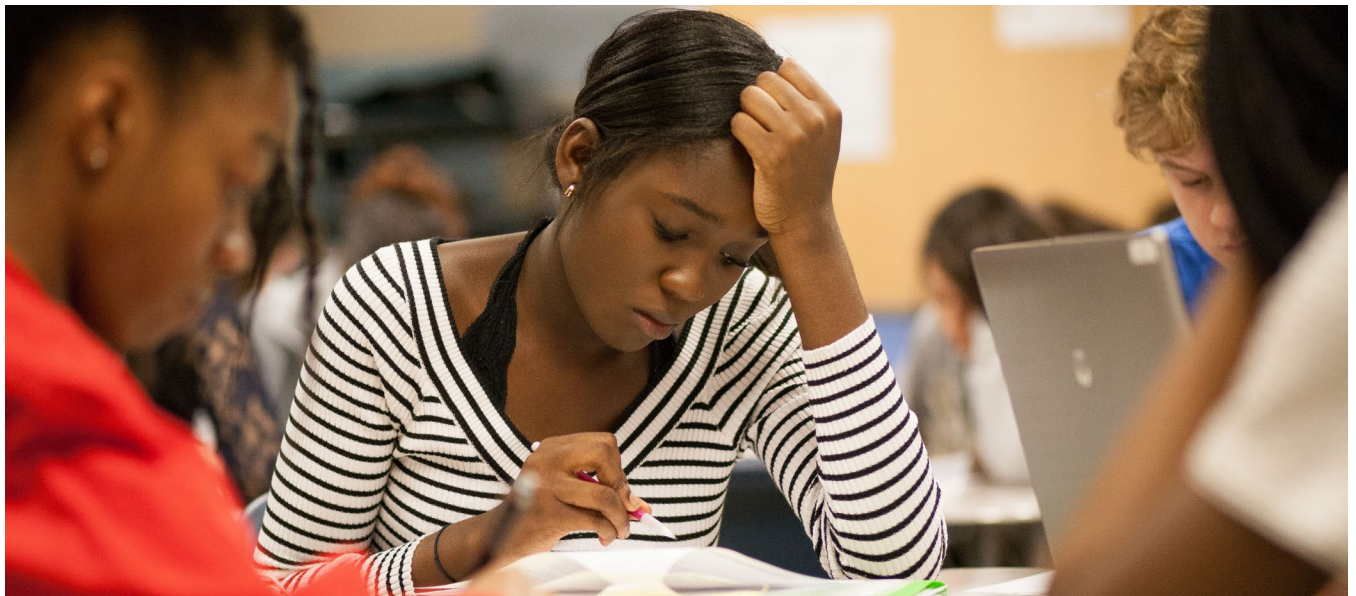
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# Budget Calendar

For reference and planning purposes, below is a timeline outlining the budget process:

<b>September–November</b>	Budget holders submit analysis of strategic programs and critical needs
<b>February (First Week)</b>	Superintendent submits proposed budget to the School Board
<b>February (First Week)</b>	Budget holders receive allocations, projected student memberships, and budget materials to complete proposed budget. Budget holders submit proposed budgets
<b>February (Mid-Month)</b>	Public Meeting on the proposed budget and Capital Improvements Program (CIP)
<b>February (Last Week)</b>	School Board work session on the Finance and Support Services, Human Resources, Executive Administration, and School Board budgets
<b>March (First Week)</b>	School Board work session on the Student Learning and Accountability, Communications and Technology Services, Elementary School, Middle School, and High School budgets
<b>March (Mid-Month)</b>	Work session/mark-up session on budget. Public Hearing/School Board approves budget and submits to the Board of County Supervisors
<b>April (Last Week)</b>	Final date for Board of County Supervisors to approve School Board budget
<b>May (First Week)</b>	Budget holders receive allocations per School Board approved budget in order to complete approved budgets
<b>May (Second Week)</b>	Budget holders submit their approved budgets
<b>July 1</b>	Beginning of Fiscal Year
<b>October</b>	Budget holders receive revised allocation based upon September 30 student membership Budget Office staff adjusts all budgets according to revised allocations



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# Allocation of Human and Financial Resources

In order to allocate sufficient funds to each school and central office department, it is imperative that projections for the *September 30 student membership* are calculated. The forecasting methodology used to predict the number of students who enroll in PWCS is a combination of enrollment forecasting methods and attendance boundary analysis performed by the Office of Planning and Financial Services. PWCS receives funds through a variety of revenues to include federal, state, county, and local sources. In the fall of each year, estimates projecting the amount of expected funds for the next fiscal year occur. From these estimates, the available funding is allocated to each agency (school and central office department), then adjusted accordingly as information is updated at key points during the year.

To achieve *equity*, salaries exhibited are at the Divisionwide average and dealt with in terms of averages at the agency level only. The centrally administered budget demonstrates basic costs not related to a single agency. Although sometimes weighted by instructional need, the assignment of funds to agencies occurs on a per-pupil basis.

Both the State Board of Education and the School Board determine staffing ratios for schools. The Division has established the funding for staff ratios as follows:

- Kindergarten – Grade 3: 24:1
- Grades 4 – 5: 25:1
- Grades 6 – 8: 21:1
- Grades 9 – 12: 21.3:1

PWCS recognizes that in some special situations a smaller class size needs consideration.

Divisionwide average salary for each position dictates the allocation of funds to agencies. All agencies (except grants) are required to budget using the Divisionwide *average salary*. By dealing only with average salaries, agencies can achieve synthesized staffing units of equalized value throughout the School Division. This method avoids issues of educational preparation, seniority, and wage levels of staff members assigned to each agency.

The basis of the allocation formula is on “average” program requirements; therefore, the funding received by the agency for a specific program may be slightly more or slightly less than needed; however, the “*law of averages*” states over-funded programs should offset the under-funded programs and the total agency allocation should be sufficient to fund all programs.

As the student body regulates, “*Weighted-Student*” index involves review and update. In short, a factor of 1.00 for a regular elementary school level student establishes a proportional ratio or index for all other student levels.



## Financial Section – Financial Organization

The budgeting and accounting systems of PWCS are organized and operated based on self-balancing accounts, which are comprised of assets, liabilities, fund balances, revenues, and expenditures. The School Division allocates and accounts for resources in individual funds based upon the purpose for which they are spent and the means by which spending activities are controlled. The School Division has three major kinds of funds outlined below:

Fund Classification	Fund Type	Description	School Board Fund
Governmental Funds – account for operating and special activities.	Operating	The School Operating Fund is the primary PWCS fund and accounts for the revenue and expenditures necessary for the day-to-day operation of PWCS. This fund accounts for all allocated financial resources except those accounted for in another fund as required.	001-Operating Fund
	Debt	The Debt Service Fund accounts for the transfers of funds, primarily from the county's general fund, for the payment of general long-term debt principal and interest.	004-Debt Service Fund
	Capital Projects	The Construction Fund accounts for restricted or assigned financial resources used for the acquisition, construction, or repair of PWCS major capital facilities.	007-Construction Fund
	Special Revenue	Special Revenue Funds account for proceeds of specific revenue sources, other than major capital projects, in which expenditures are restricted for a specified purpose.	010-Food Services Fund 018-Kelly Center Cafeteria Fund 018-Facilities Use Fund
Proprietary Funds – account for business type activities.	Enterprise	Enterprise Funds report any activity for which a fee occurs to an external user for goods or services.	024-School Age Child Care Program Fund 028-Aquatics Center Fund
	Internal Service	Internal Service Funds report any activity that provides goods or services to other funds, departments, or agencies of the primary government, or to other governments on a cost-reimbursement basis.	015-Distribution Center Fund 020-Imaging Center 022-Self-Insurance Fund 023-Health Insurance Fund
Fiduciary Funds – account for resources held for others by PWCS as an agent or trustee.	Trust	Trust Funds are custodial in nature and do not involve measurement of results of operations.	025-Regional School Fund 027-Governor's School @ Innovation Park Fund



## FY 2019 Operating Budget at a Glance

### Revenue Highlights

- Total operating revenue will increase by about \$42.0 million or 4.0 percent.
- County revenue to the Operating Fund will be about \$18.7 million more than FY 2018 for an increase of 4.1 percent.
- State revenue will be about \$23.0 million more than FY 2018 for an increase of 4.5 percent.
- Federal revenues reflect program estimates.
- An increase of the use of beginning balance by \$3.5 million for one time expenditures in FY 2019.

### Cost Saving Actions

- Budget reductions of \$2.2 million were required in order to balance the annual operating budget.

### Expenditure Highlights

- 418 additional students over the FY 2018 budget at a cost of \$8.2 million. Growth rates over the last several years have slowed from a range of 2 to 3 percent to approximately 1 percent. FY 2017, however, showed an up-tick in the growth rate resulting in 704 more students than expected. In 2018 there were 775 fewer students than expected. As a result, Division staff is monitoring enrollment changes very closely.
- Opening of the Independence Nontraditional School and startup funding for the new "Prince William Parkway" elementary school. There will be additions at Pattie Elementary and Lake Ridge Middle Schools. The Division will also be commencing additions at Antietam, Lake Ridge, Springwoods, Leesylvania, and Minnieville Elementary Schools, as well as Stonewall Middle School.

- An overall 6.6 percent increase in health insurance costs.
- The Virginia Retirement System (VRS) employer rates decreased from 16.32 percent in FY 2018 to 15.68 percent in FY 2019.
- Increase in debt service of \$6.7 million.
- Partial restoration of economically disadvantaged money to all grade levels. This restoration adds approximately \$1.5 million back to school's budgets to help fund services, that were reduced during the great recession, for economically disadvantaged students. While this restoration is very good news, the Division is still funded at half the level it was prior to FY 2007.
- Funding for middle and high school athletic trainers.
- Increases for legal expenditures.
- Increases for a School Board parliamentarian.
- Startup costs for 10 half-day pre-kindergarten programs to be located at Washington Reid.
- Funding for a new talent management system that will make the efforts of managing human resources in the Division far more efficient and effective.
- The addition of thirteen 195 day social workers, one mental health specialist, one human trafficking prevention specialist, and one 195 day special education psychologist.

## Operating Fund at a Glance

	FY 2018	FY 2019	Change	Percent
County	459,965,730	478,667,603	18,701,873	4.1%
State	511,507,537	534,513,421	23,005,884	4.5%
Federal	42,196,319	38,121,179	(4,075,140)	(9.7%)
Other	6,096,038	6,995,333	899,295	14.8%
Beginning Balance	23,013,491	26,476,567	3,463,076	15.0%
<b>Total</b>	<b>1,042,779,115</b>	<b>1,084,774,103</b>	<b>41,994,988</b>	<b>4.0%</b>

*"This budget includes a 2.7 percent step increase. Overall health insurance rates will increase by 6.6 percent."*

# Operating Fund Revenue and Expenditures at a Glance

**County Transfer:** Includes real estate, personal property, BPOL, utility, and local sales taxes.

**State Aid:** Primarily includes Standards of Quality funding.

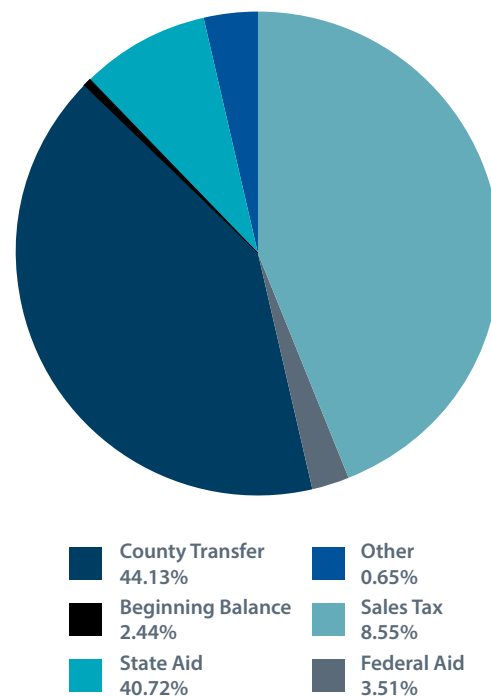
**Sales Tax:** One and one-eighth cent of the state sales tax designation for education.

**Federal Aid:** Includes Impact Aid, IDEA, and categorical grants.

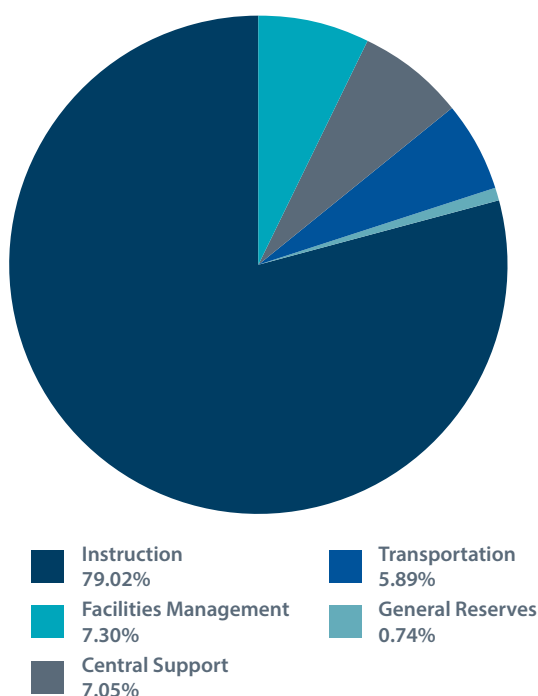
**Other:** Includes student fees and out-of-county tuition.

**Beginning Balance:** Includes funds set aside in prior years to support ongoing reserve funds.

## Where it Comes From



## Where it Goes



**Instruction:** Includes costs associated with providing instructional programs.

**Transportation:** Includes bus driver salaries, replacement buses, new buses, bus operations, and maintenance.

**Facilities Services:** Includes costs related to the operation and maintenance of school buildings and equipment.

**Central Support:** Includes costs associated with support services for finance, personnel, data processing, purchasing, and central administration.

**General Reserves:** Includes funds set aside for unanticipated costs.

## Revenue Summary by Fund

The table below shows revenues budgeted by fund with actual values for 2016-17, and approved values for 2017-18 and 2018-19 for comparison. Revenue by source is shown for the Operating and Debt Service Funds. A discussion of any significant changes in revenues follows this table.

Fund	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved	Increase/Decrease
<b>OPERATING</b>				
Federal	39,360,218	42,196,319	38,121,179	(4,075,140)
State	490,393,363	511,507,537	534,513,421	23,005,884
County	454,793,356	459,965,730	478,667,603	18,701,873
Local	8,905,660	5,001,259	4,307,395	(693,864)
Beginning Balance	0	23,013,491	26,476,567	3,463,076
Undistributed	0	1,094,779	2,687,938	1,593,159
<b>TOTAL OPERATING</b>	<b>993,452,597</b>	<b>1,042,779,115</b>	<b>1,084,774,103</b>	<b>41,994,988</b>
<b>DEBT SERVICE</b>				
County	87,592,360	98,239,732	104,746,621	6,506,889
Other	454,049	1,806,242	1,983,492	177,250
Transfers In	1,000,000	1,000,000	1,000,000	0
<b>TOTAL DEBT SERVICE</b>	<b>89,046,409</b>	<b>101,045,974</b>	<b>107,730,113</b>	<b>6,684,139</b>
Construction	127,768,545	316,772,454	87,874,962	(228,897,492)
Food Services	47,761,287	51,285,609	52,277,451	991,842
Distribution Center	4,964,111	5,000,000	5,000,000	0
Facilities Use	1,544,965	1,402,130	1,699,392	297,262
Imaging Center	0	0	609,286	609,286
Self-Insurance	4,580,582	5,367,639	5,506,132	138,493
Health Insurance	100,190,717	99,157,018	109,530,239	10,373,221
Regional School	47,721,712	51,308,693	51,308,693	0
SACC Program	511,981	630,000	630,000	0
Governor's School	928,437	968,357	994,340	25,983
Aquatics Center	806,343	978,562	1,281,541	302,979
<b>TOTAL ALL FUNDS</b>	<b>1,419,277,686</b>	<b>1,676,695,551</b>	<b>1,509,216,252</b>	<b>(167,479,299)</b>

# Revenues – Operating/Debt

## Operating Fund & Debt Service Fund

	FY 2018	FY 2019	Change	Percent Change
County	552,205,462	583,414,224	31,208,762	5.7%
Proffers	6,000,000	0	(6,000,000)	(100.0%)
State	511,507,537	534,513,421	23,005,884	4.5%
Federal	42,196,319	38,121,179	(4,075,140)	(9.7%)
Other	8,902,280	9,978,825	1,076,545	12.1%
Beginning Balance	23,013,491	26,476,567	3,463,076	15.0%
<b>TOTAL</b>	<b>1,143,825,089</b>	<b>1,192,504,216</b>	<b>48,679,127</b>	<b>4.3%</b>

PWCS receives revenue to support the Operating and Debt Service Funds from three primary sources: funds transferred by the BOCS, state aid, and federal aid. Additionally, summer school, adult education, other fees, and nonresident tuition accounts for a small amount of revenue. PWCS does not have taxing authority.

The FY 2019 county revenue forecasts, developed 12 months ago during the FY 2018 budget deliberations were the forecasts used to build this budget. State, federal, and local revenues were developed as they have been in prior years.

In FY 2019, it is projected PWCS will receive about \$1.19 billion to support the School Division's Operating and Debt Service Funds. This represents an increase of about \$48.7 million or 4.3 percent more than budget estimates for FY 2018.

## County Funds

### **\$583.4 million; \$31.2 million more (5.7%)**

Real property, personal property, and local sales taxes are the primary revenue sources for Prince William County. The BOCS approves a transfer to PWCS to finance much of the Operating Fund and the payment of debt service. Through a joint resolution, the School Board and BOCS agree that the School Division receives 57.23 percent of the general revenues available to the county in FY 2019. Based on revenue estimates developed during the FY 2018 budget process for FY 2019, the county transfer to the School Division is about \$583.4 million. These numbers were developed as part of last year's Five-Year Plan. About \$478.7 million is to support the Operating Fund. The remaining \$104.7 million is for the Debt Service Fund to pay debt service for previous and new school construction and capital improvement bonds.

## County Proffers

### **\$0 million (moved to the Construction Fund)**

Prince William County integrates developer contributions, or proffers, into the Construction budget. Proffers are contributions of land, capital improvements, and funding (monetary proffers) received from developers to help address the increased demand for community services created by new development. The inclusion of identified monetary proffers into the funding source for the construction budget reduces the level of general tax support that must go to support capital projects, freeing up this funding for other use. In FY 2019, this proffer funding will be recognized directly in the Construction Fund eliminating it from inclusion in the Operating Fund budget. This funding is subject to new legal requirements and will likely be decreasing over the next few years.

## State Aid

### **\$534.5 million; \$23.0 million more (4.5%)**

State revenue includes two forms of funding: state aid and sales tax. State aid includes funding for basic aid to support the Standards of Quality (SOQ) and categorical aid for special programs and initiatives. Since the state operates under a biennial budget, state aid generally calculates for a two year period. FY 2019 is the first year of the biennium and, therefore, adjustments are made resulting from the re-benchmarking process, as well as for increases in enrollment. In the first year of a biennium, state revenue adjustments include updating SOQ amounts to reflect the prevailing costs for providing these services. State funding usually increases significantly in the first year of the biennium, while second year increases are limited to funding additional students.

## Executive Summary

In the first year of the 2018-2020 Biennial Budget, (FY 2019) PWCS will receive about \$534.5 million in state funding, an increase of \$23.0 million. About \$92.8 million of this amount is the School Division's share of the one and one-eighth percent sales tax collected to support public education. While the state continues to provide funding from lottery proceeds, a reduction in funding has occurred. Most state funding for capital projects, used historically by the School Division to fund school renewals and renovations, has been eliminated.

For years, the state has attempted to distribute aid to education equitably by recognizing that some localities are more able to fund education than are others. This approach, known as equalization, applies a factor to adjust a locality's state aid reimbursement to reflect the locality's ability to pay for education. The factor, called the Local Composite Index (LCI), combines three separate measures of local fiscal capacity (assessed value of real property, adjusted gross income, and taxable retail sales) into a single index. Those school divisions with a low LCI receive the greatest amount of state aid per pupil while those with a high index receive less state support. The state minimum LCI is 0.2000 and the maximum is 0.8000. In FY 2019, the LCI for PWCS will be 0.3783. This means that Prince William County is required to pay about 37.8 percent of the cost of the minimum educational program set by the state SOQ. It is important to note that every school division, even the poorest, significantly exceeds the state minimum SOQ program requirements.

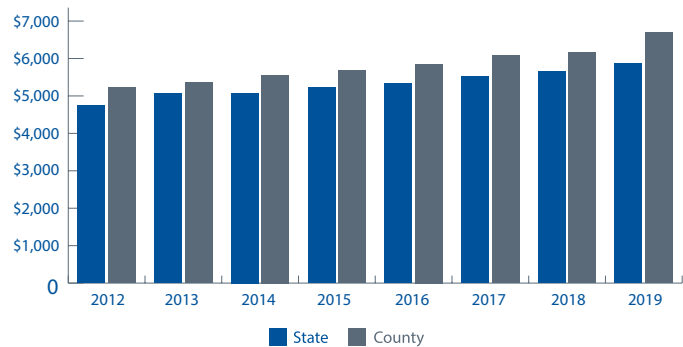
For the 2018-20 biennium, the LCI for PWCS will decrease from .3848 to .3783. This amounts to a relative increase in funding to PWCS of approximately \$3.5 million. The LCI ties to real estate values and the county has seen dramatic decreases in values in the past relative to the rest of the state. Residential property values in Prince William County have stabilized and have begun to increase. As a result, the LCI for PWCS will most likely increase in the future, resulting in decreased funding in the state formula.

### Cost Of Competing Adjustment (COCA), Support Cap, and Inflation Factor

Over the past few years the General Assembly has made several decisions that affect the revenues that come to PWCS from state sources. These decisions occurred in the interest of balancing state budgets during, and just after, the great recession.

Most recently, the elimination of the COCA for support positions resulted in a funding reduction of \$3.4 million to PWCS. Since the 1980's, and as a part of the state funding formula, COCA and the resulting funds are built into the salary structure of the School Division. The COCA provides additional state funding to

State and County Per Pupil Funding by Fiscal Year



Enrollment Data is Actual Enrollment 2012 – 2017 & Estimated 2018 – 2019

help school divisions in the higher cost Northern Virginia area, compete in the local labor market for support positions including security staff, bus drivers, custodians, HVAC mechanics, electricians, secretarial staff, accounting staff, administrative staff, technology support staff, etc. To some extent, COCA partially offsets another part of the state funding formula whose methodology underfunds salaries for Northern Virginia. Over the past three years, the elimination of COCA for support staff has cut \$12.87 million for PWCS schools.

The General Assembly directed the Joint Legislative Audit Review Committee (JLARC) to assess COCA and provide a report prior to the opening of the 2013 General Session. Upon its completion, the JLARC report validated the use of COCA. However, this report also provided recommendations for changing the distribution of funds amongst the affected localities. Despite the JLARC validation of the underlying premise of COCA, the state budget for FY 2015 eliminated the funding for support staff.

The state budget also eliminated inflation factors from the non-personal component of Basic Aid for the 2014-16 biennium. Typically, as part of the biennial re-benchmarking process, the Department of Education updates non-personal inflation factors to adjust base year non-personal expenditures for inflation up to the start of the new biennium. This cut amounts to about \$2.84 million to PWCS.

Finally, there was an adjustment to the state budget for FY 2015 that increases the ratio used in the support positions cap from 4.07:1 to 4.09:1. This saves \$2.9 million statewide and costs PWCS approximately \$175,000.

Recent state level cuts amount to about \$1.6 billion over a biennial period amounting to about \$800 million per year, \$683 million of which is in the SOQ. PWCS is generally about 6 percent of total state SOQ dollars. Therefore, PWCS lost a total of approximately \$40.1 million annually because of these cuts.



As Virginia begins to recover from a long period of stagnant/moderating growth, and as revenue streams to the state recover, a reversal of previously necessary budget cuts over the past several years must occur.

### Northern Virginia Regional Special Education Program (NVRSP)

Over 40 years ago (1977 General Assembly authorization) the Virginia Department of Education (VDOE) implemented regional special education programs. The purpose of these programs was to provide a mechanism to allow school divisions to cooperate and share resources to provide services to students with low incidence disabilities. The authorized disabilities for state reimbursement include: emotional disability, autism, multiple disabilities, hearing impairment, deaf/blindness, and traumatic brain injury. Enrollment in programs for students with autism spectrum disorder have increased by approximately 9.8 percent annually since fiscal year 2011. Other issues related to this topic are listed below.

- State funding for the 11 regional programs that serve fewer than 60 divisions state-wide is approaching \$90 million in the coming fiscal year. Growth in these programs, combined with the pressure from non-participating divisions, has caused the VDOE to review the structure and purpose of these regional programs.
- PWCS currently enrolls just under 30 percent of the total regional programs' students state-wide.
- Changes are very likely that will impact revenues in FY 2018 and future years.
- The total amounts that may be lost to PWCS could be as much as \$15 million to \$19 million over the next five years.
- FY 2019 reductions may be as much as \$3 million. This reduction has been taken into account when developing the FY 2019 revenue budgets.
- Staff continues to monitor developments regarding this revenue stream.

## Federal Aid

### \$38.1 million; \$4.1 million less (-9.7%)

Federal aid derives from various entitled federal programs, specific grants, and Impact Aid. With the exception of Impact Aid, federal revenues are generally categorical and expended for specific purposes according to established statutes and regulations. Federal funds supplement the costs of providing instructional services for students in vocational education, adult education, special education, and programs for educationally and/or economically disadvantaged students.

In FY 2019, PWCS will receive about \$38.1 million in “traditional” federal funding. This represents a decrease of about \$4.1 million in federal grants for specific programs. The basis for a decrease in federal funding is from program estimates. The most significant decrease of approximately \$4.8 million occurs within the Title I grant that funds programs for students from low-income families to help ensure all children meet the challenging state academic achievement standards. While this reduction is large (\$4.8 million), the actual reduction to the programs in FY 2019 will only be \$1.7 million. FY 2018 was budgeted with the expectation that there would be a much larger increase than was actually realized. Approximately \$3.1 million in Title I programs were never implemented because staff became aware of the reductions in FY 2018 before programs were implemented. Other significant changes include an increase of \$0.34 million for the 21<sup>st</sup> Century grant—a grant that provides support to after school programs in the Division. Title VI-B, a grant that funds programs for students with disabilities, will experience an increase of \$.24 million.

## Other Revenue

### \$10.0 million; \$1.1 million more (12.1%)

FY 2019 projects about \$10.0 million in available revenues from various other sources. These include fees for student parking, tuition for adult education classes, summer school, investment income, revenue from small grants and awards, savings from the prior year, and some revenues related to debt service.

Because of the time lapse between the sale of construction bonds and the actual expenditure of the proceeds from the sale, investment interest is earned on the bond proceeds and placed in a capital reserve fund. About \$1.0 million in interest from school construction bonds is available to offset the payment of debt service in FY 2019.

The budget also includes \$2.7 million in an undistributed category. This provides budget capacity for revenue from various unbudgeted grants that individual schools or the School Division might receive during the fiscal year.

A beginning balance of \$26.5 million is also budgeted. The Division has saved these funds from prior years. The School Division's Five-Year Plan manages the budget impact of these one-time funds, and their impact on revenues in future budgets. These revenues help support reserves representing about one percent of the proposed operating budget and are the only funds available to cover student membership increases greater than projected or unexpected revenue shortfalls. This budget has no other increases in general fees and does not add additional fees to support budget reductions.



## Revenues — Other Funds

PWCS will increase breakfast and lunch prices by five cents for FY 2019.

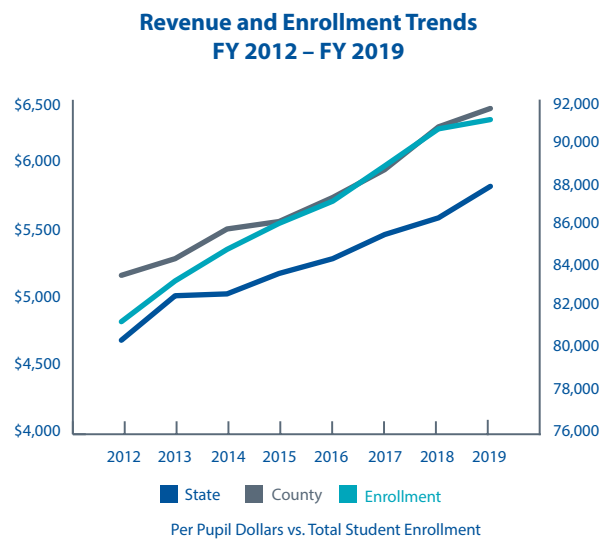
In FY 2019, the Division will split the Imaging Center out of the Operating Fund and create a new internal service fund to track the financial results of the Imaging Center operation. This will increase transparency and enhance the Division's ability to manage this operation. The Imaging Center and the Imaging Center Fund provide support to the Division by providing printing services and other document production services. In prior years, internal transactions were treated as expenditure credits (reductions of expenditures) to the Imaging Department within the Operating Fund. In the future, these transactions will be treated as expenditures to the Operating Fund and revenues to the Imaging Center Fund. This will create a one time increase to total Division revenues.

The Construction Fund can have large swings in revenues (and expenditures) that are a result of timing of projects. During FY 2019, the Construction Fund will experience a revenue reduction that approaches \$230 million. This is a function of projects in the CIP.

### Revenue and Enrollment Trends

The charts below are indicative of the fact that the School Division continues to face fiscal challenges. One of the most significant of these issues is the continued growth in student enrollment during a period of slow economic

recovery and limited revenues. Revenue is on a per pupil basis to enable effective comparisons between the trends for the state, county transfers to the Division, and enrollment growth. This graphical data illustrates that substantial reductions have occurred to balance budgets. The impact of these reductions in funding and the slow extent that they are recovering relative to the continued increase in enrollment is negative for both the classroom and the county. The chart below includes state and county revenue only and represents approximately 94% of total revenues for the School Division.



*The chart above includes state and county revenue only and represents approximately 94% of total revenues for the School Division.*



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## Expenditure Summary by Fund

The table below shows expenditures budgeted by fund utilizing actual values for 2016-17 and approved values for 2017-18 and 2018-19 for comparison. Expenditures by object code series is listed for the Operating and Debt Service Funds followed by all other funds combined listed under “Other Funds” as shown. The amounts include interfund transfers. Interfund transfers are expenditures that appear in more than one fund for the same purpose. A discussion of any significant changes in expenditures follows this table.

Fund	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved	Increase/ Decrease
<b>OPERATING</b>				
Personnel	619,906,370	638,165,192	661,990,932	23,825,740
Benefits & Fixed Charges	210,678,798	237,877,912	244,779,742	6,901,830
Contractual Services	53,140,917	56,686,406	59,299,558	2,613,152
Materials & Supplies	53,743,273	40,440,180	41,507,717	1,067,537
Capital Outlay	15,464,268	31,563,101	20,953,086	(10,610,015)
Reimbursements	(896,175)	(668,747)	0	668,747
Reserve/Transfers Out	29,381,633	38,715,071	56,243,068	17,527,997
<b>TOTAL OPERATING</b>	<b>981,419,084</b>	<b>1,042,779,115</b>	<b>1,084,774,103</b>	<b>41,994,988</b>
<b>DEBT SERVICE</b>	<b>89,713,615</b>	<b>101,045,974</b>	<b>107,730,113</b>	<b>6,684,139</b>
<b>OTHER FUNDS</b>				
Personnel	20,709,662	22,613,589	23,808,371	1,194,782
Benefits & Fixed Charges	98,216,783	103,549,731	113,063,741	9,514,010
Contractual Services	60,540,916	65,176,244	64,686,190	(490,054)
Materials & Supplies	32,392,515	32,144,929	33,206,055	1,061,126
Capital Outlay	142,299,728	306,024,517	78,417,680	(227,606,837)
Reimbursements	(302,516)	0	0	0
Reserves/Transfers Out	3,991,850	3,361,452	3,529,999	168,547
<b>OTHER FUNDS</b>	<b>357,848,938</b>	<b>532,870,462</b>	<b>316,712,036</b>	<b>(216,158,426)</b>
<b>TOTAL ALL FUNDS</b>	<b>1,428,981,637</b>	<b>1,676,695,551</b>	<b>1,509,216,252</b>	<b>(167,479,299)</b>

# Operating Fund and Debt Service Fund

## Adjustment Changes from Approved FY 18 to Approved FY 19

<b>FY 2018 Approved Expenditures for Operating and Debt Service Funds</b>		<b>\$1,143,825,089</b>
<b>Expenditure Changes for FY 2019</b>		
<b>Baseline Adjustments</b>		<b>\$538,766</b>
Baseline Adjustments, Elimination of One-Time Costs	\$3,435,540	
Restore Holdback Allocation Reserve	\$2,673,986	
Reclassification of Nurses	\$840,000	
Actuary Adjustment to GASB 45 Funding	\$800,000	
Inflation (2.0%) on Supplies, Materials, Equipment	\$1,146,658	
State Reduction for Regional Special Education Program	-\$3,000,000	
Adjustments in Grants & Self-Supporting Programs	-\$5,357,418	
<b>Compensation</b>		<b>\$10,851,598</b>
Step Increase (2.7% Cost Increase)	\$20,087,768	
Reclassifications (Salary Study)	\$151,644	
Slippage in Compensation (Salary Vacancy Factor Plus Impact of Turnover)	-\$12,043,884	
Adjustment to Supplemental Pay Rates (2%)	\$105,954	
Adjustment for Substitutes/Temporary Pay Rates	\$561,012	
Virginia Retirement System (VRS) Rate Decrease 0.67% (17.55%=>16.88%)	-\$4,160,929	
Short/Long Term Disability Costs (VRS Hybrid Requirement)	\$1,512,824	
Health Insurance Rate Adjustment (6.6% Increase)	\$4,637,209	
<b>New Students &amp; Schools</b>		<b>\$18,305,598</b>
Funding for New Students (1,193 prj – 775 = 418)	\$8,190,787	
Startup Costs for New School - "PW Parkway" Elementary School (ES)	\$443,000	
Net Increase for Independence Nontraditional School (Total: \$11,127,296)	\$2,317,216	
Restore 2 ITC positions from Independence Nontraditional School Conversion	\$185,436	
Net Increase to Transportation Costs for Independence Nontraditional School (Total: \$1,764,033)	\$485,020	
Debt Service Net Increase	\$6,684,139	
<b>School Repairs &amp; Renewals</b>		<b>\$500,000</b>
CIP – Increase Technology Improvement Projects (TIP) Funding	\$500,000	
<b>New Resources</b>		<b>\$20,689,454</b>
Maintain PWCS Regional Special Education Programs	\$3,000,000	
Economically Disadvantaged Funding K-12 (Remediation; Class Size Reduction)	\$1,522,911	
Preschool Teachers 5.0 FTE (10 at 1/2 day) Gr 12 195 day, plus Start-up Supplies	\$475,122	
K-3 Class Size Grant Adjustments and Expanded Class Size Reduction (+16 classes)	\$1,445,576	
Gifted Program Enhancements	\$414,348	
Additional Testing (AP, IB,...) Costs due to Increased Participation	\$350,000	
Dance - Choreography, Master Classes (One-Time)	\$90,000	
Robotics VEX Equipment (One-Time)	\$30,000	
Mental Health Specialist 1 FTE Gr 12 223 day	\$106,040	
Special Education School Psychologist 1 FTE Gr 12 195 day	\$92,209	
School Social Workers 2 FTE Gr 12 195 day	\$184,418	
Student Learning – Academic Improvement Support	\$25,475	
Instructional Coach 1 FTE Gr 12 214 day	\$101,430	
HS Athletic Trainers 6 FTE (0.5 FTE 195 day for 12 HS); includes One-Time \$120K	\$672,215	

## Executive Summary

### Operating Fund and Debt Service Fund

(continued)

MS Athletic Trainers Contract	\$180,143	
Language Arts Admin Coordinator 1 FTE Gr 15 250 day	\$146,236	
HR - Employee Evaluation System Acquisition & Implementation (One-Time)	\$339,698	
HR - Employee Evaluation System 1 FTE Gr 15 250 plus Contract Costs	\$365,499	
School Board Parliamentarian	\$35,483	
Legal Services Cost Increases	\$250,000	
Summer Law Intern	\$10,008	
School Board Member Discretionary Funds (Approx. \$1,000 per Member)	\$8,189	
Increased Cost of Information Technology Contracts (Includes 10G Upgrade)	\$2,189,913	
Mandated Web Accessibility 1 FTE Gr 10 250 day plus contract costs	\$169,329	
Division Network Support 1 FTE Gr 14 250 day	\$138,457	
Storm Sewer Systems Mandate 1 FTE Gr 11 250 day	\$94,103	
Restoration of Funding for 7 & 14 Year School Maintenance including 0.5 FTE Gr 11 250 day	\$1,160,191	
Supervisor Elementary Personnel 1 FTE Gr 17 250 day plus Support Costs	\$184,849	
Title IX Compliance Officer (Admin Coord Gr 14 250 Day)	\$138,134	
Transportation Lead Dispatcher 1 FTE Gr 7 250 day	\$77,433	
Division Bookkeeper Support 1 FTE Gr 9 250 day	\$90,366	
Fields/Grounds Contract to Enhance School Opening (One-Time)	\$100,000	
Accountability - Support for Ongoing Strategic Planning	\$25,475	
Educator Rising Supplement (\$500 + FICA for 12 HS)	\$6,403	
Additional High School Artificial Turf Stadium Field – Stonewall HS (One-Time)	\$1,500,000	
Additional High School Artificial Turf Stadium Field – Woodbridge HS (One-Time)	\$1,500,000	
800 MHS Radio funds for sinking fund reserve	\$333,333	
Replacement of KLC Conference Room technology systems	\$250,000	
Conversion of Filing systems to Electronic - HR & Finance	\$373,600	
Bullying Video at Theaters (Risk Mgmt)	\$10,000	
School Social Workers 11.0 FTE Gr 12 195 day	\$1,016,147	
Human Trafficking Position 11.0 FTE Gr 12 195 day	\$92,209	
HS Guidance Counselors 3.0 FTE Gr 12 195 day	\$276,676	
Attorney Paralegal - Clerical Gr 9 250 day	\$90,619	
Ombudsman Gr 19 250 Day	\$189,539	
Ombudsman SES	\$11,856	
Deputy Attorney	\$210,671	
Deputy Attorney SES	\$18,353	
Reduction of Legal Costs to offset additional staff	-\$343,478	
Reclassify Grade 5 Bus Drivers to Grade 6	\$440,276	
Elementary School Security Enhancements	\$500,000	
<b>Reductions</b>		<b>-\$2,206,289</b>
Conclusion of Energy Management Contract	-\$2,206,289	
<b>FY 2019 Projected Expenditures</b>	<b>\$48,679,127</b>	<b>\$1,192,504,216</b>
<b>FY 2019 Projected Revenues (Operating &amp; Debt Service)</b>	<b>\$48,679,127</b>	<b>\$1,192,504,216</b>
<b>Estimated FY 2019 Surplus/(Deficit)</b>		<b>\$0</b>
<b>Debt Service Fund</b>		<b>\$107,730,113</b>
<b>Operating Fund</b>		<b>\$1,084,774,103</b>

### Baseline Adjustments

#### \$0.5 million

Baseline adjustments represent the costs of personnel, materials, equipment, and services to continue current programs and services in FY 2019. This normally includes increases in selected accounts for inflation, adjustments in other accounts to reflect the cost of doing business, and the elimination of nonrecurring costs budgeted in previous years.

Baseline adjustments include such items as updating schools for replacement equipment funding based upon the passage of another year, adjusting the K-3 class-size costs because of the change in the LCI, and school level staffing to remain in compliance with state staffing standards for Instructional Technology Coaches (ITC).

#### Salary and Benefits

The budget baseline has been adjusted to reflect approximately \$6.9 million recognized because of the distribution of average salary and benefit costs from FY 2018.

#### Inflation, Adjustments, and Replacements

This year there was an increase to school and departments budgets for inflation related to supplies, materials, and equipment. Funding has been provided to adjust for programmatic changes in replacement equipment and vehicles based on a 14-year schedule. This budget supports the replacement of 100 buses, six trucks, and seven cars. The replacement schedule for buses, was “flattened” in the FY 2016 budget process to smooth out the requirement to replace buses making the funding requirements easier to accommodate. A reduction occurred for the FY 2016 replacement number from the original amount of 151 in the proposed budget to 100 in the adopted budget. A modification to 100 replacements in each year occurred for FY’s 2017, 2018, and 2019. The number of required bus replacements will decrease naturally moving into future years.

#### Grants and Self-Supporting Programs

Grants and self-supporting programs are required to operate within the revenues available for these programs. Revenues for these programs will decrease by about \$5.3 million in FY 2019 primarily due to general decreases in funding for federal programs. The most significant decrease is funding for Title I. This budget includes about \$48.5 million in revenues and expenditures for grants and self-supporting programs.

### New Students and Schools

#### \$18.3 million

The FY 2019 budget includes about \$8.2 million for per pupil allocations to schools and central support services to maintain

current programs and services for the 418 new students projected in enrollment since the FY 2018 Approved Budget.

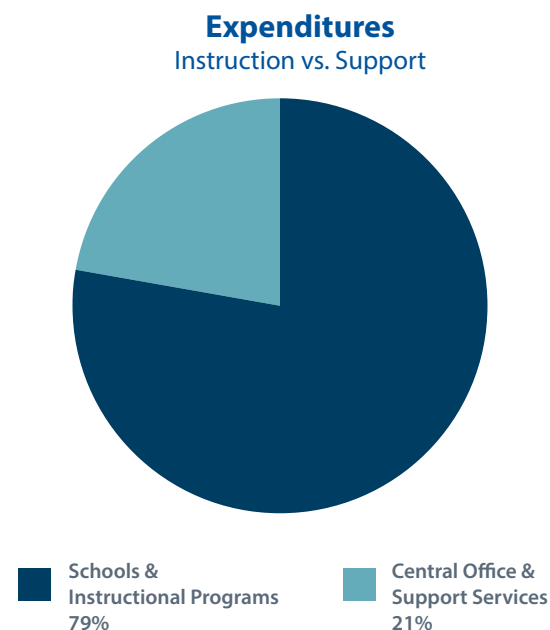
In September 2018, the School Division will open the new Independence Nontraditional School. The Construction Fund Budget provides funds for outfitting this facility and addresses the capital needs of the new school. The School Division provides initial operating funds for basic start-up costs such as staff (principal, bookkeeper) to facilitate the opening of the school and assist with the purchase of textbooks, library books, and other consumable supplies.

The Debt Service Fund expenditures will increase by \$6.7 million over the FY 2018 Approved Budget. The increase is the difference between the debt service on bonds for new schools and the interest and principal retired on previous construction bonds.

Funding is included for the debt service for Virginia Public School Authority bonds issued in the spring of 2018 for the costs associated with funding for the construction of the new Independence Nontraditional School, the new PW Parkway Elementary School, the addition at Pattie Elementary School, and the renovation at Washington Reid.

Funding is also included for debt supporting additions at Antietam, Lake Ridge, Springwoods, Leesylvania, and Minnieville Elementary Schools as well as, Stonewall Middle School. Also funded are the Western Bus Facility, and renewals at Leesylvania, Marshall, and Montclair Elementary Schools and funding for the 13th High School.

Other items funded here include transportation related to new schools and two ITC positions.





### Compensation

#### **\$10.9 million** **Salaries**

Historically, salary increases occur in order to remain competitive in the Northern Virginia job market. This includes adjustments to the salary scale in the form of cost-of-living increases and salary-step increases. The current average step increase for eligible employees is about 2.70 percent each year it occurs until the employee reaches the top of the salary schedule. Only about one percent of employees are currently at the top of their pay scales.

This budget supports a step increase for eligible employees. Each one percent of salary and benefits costs about \$7.5 million.

Several factors contribute to a “slippage” in the costs for providing step and salary scale adjustments each year. Slippage is the difference between the calculated cost of compensation and the actual cost. The Retirement Opportunity Program, salary placement policies, and the length of time positions are vacant all contribute to the actual cost for compensation being less than the calculated cost. Historically, the actual slippage in compensation has averaged about three percent of total compensation. The amount of slippage is also a function of the pay increases from the prior year. Typically, the amount of slippage realized decreases as pay raises decrease. The slippage from FY 2019 projects to be less than the historic norm. This is due to a higher retention rate of employees and a decrease in the rate of retirements. Therefore, the estimated slippage for next year has been budgeted at about 1.0 percent of estimated compensation. This means that \$7.5 million may reduce the effective cost for the pay raise.

The Commonwealth of Virginia has required a shift in costs for the Virginia Retirement System (VRS). Over five years, starting in FY 2013, the School Division shifted costs from the employer to the employee in an amount equal to five percent of salary. The state also required that the School Division provide an offsetting pay raise for each one percent of cost that shifted. This is the second year in which there is no cost shift. The full five percent is now being paid by the employee.

#### **Benefit Programs**

In FY 2019, the average cost of benefits for a typical employee will be about 39.02 percent of salary. VRS costs are projected to decrease by \$4.2 million due to the rate decrease from 16.32 percent in FY 2018 to 15.68 percent in FY 2019. The state group life insurance (GLI) rate is 1.31.

Health insurance premiums project to increase overall by 6.6 percent. The PWCS average increase for the past five years has been half the national average; increases in utilization are still the primary issue driving the cost increase this year. The rates also increased to offset mandatory fees required by the Affordable Healthcare Act.

### School Repairs & Renewals

#### **\$0.5 million**

It is customary to fund a portion of an organization’s Capital Improvement Plan (CIP) with cash from the Operating Fund—sometimes referred to as “cash to capital” or “cash funding capital projects.” Cash to capital is one of the items that the three rating agencies typically look at to help determine the financial health of an organization.

In FY 2018, the Operating and Food Service Funds were budgeted to contribute approximately \$8.7 million, in the form of cash transfers to the Construction Fund, to support the CIP. \$6.0 million in proffer funding also supported the CIP in 2018.

The FY 2019 budget will fund a cash transfer of approximately \$18.3 million to support the CIP. PWCS will also use \$6.0 million in proffer funding to expand Division capacity. Additional funds will come from the Food Service Fund (\$0.50 M) and \$19.2 million from the sale of debt. Total funds available to support the CIP will be \$44.0 million with only \$18.3 million coming from Operating transfers.

#### **CIP Technology Improvement Projects (TIP)**

This marks the ninth year that there has not been sufficient budget to fund identified technology projects in the CIP. Additional information regarding technology projects is available within the CIP. Funding is needed to support projects such as: continued implementation of the voice over IP telephone system; LAN and WLAN upgrades and replacements; data center and school upgrades and replacements (e.g., servers, back-up systems, storage, disaster recovery); network infrastructure and bandwidth upgrades and replacements; computer refresh implementation; and replacement of the student information system.

For the last several years, available end-of-year funds helped to address technology needs partially, including the purchase of additional interactive whiteboards for schools.



### New Resources

#### **\$20.7 million**

This budget identifies \$20.7 million for new resources and allocations to existing programs and services.

Additional funding for the following:

- \$3.0 million to maintain PWCS regional special education programs as state funding is decreased
- \$1.5 million to partially restore economically disadvantaged funding K-12 (remediation; class size reduction)
- \$475 thousand to add 5 preschool teachers
- \$1.4 million for k-3 class size grant adjustments and expanded class size reduction (+16 classes)
- \$414 thousand for gifted program enhancements
- \$350 thousand for AP and IB testing increased costs associated with increased participation
- \$90 thousand for dance - choreography, master classes (one-time)
- \$30 thousand for robotics vex equipment (one-time)
- \$106 thousand for one mental health specialist to help meet increasing demands of the Division
- \$92 thousand for one special education school psychologist to help meet increasing demands of the Division
- \$1.2 million for 13 school social workers to help meet increasing demands of the Division
- \$25 thousand student learning - academic improvement support
- \$101 thousand for one instructional coach
- \$672 thousand for 12 half-time athletic trainers (includes one-time \$120k)
- \$180 thousand for middle school athletic trainers
- \$146 thousand for one language arts administrative coordinator
- \$340 thousand for a Human Resource employee evaluation system to improve effectiveness of evaluation processes (one-time)
- \$365 thousand for staff and ongoing costs for employee evaluation system
- \$35 thousand for School Board parliamentary costs
- \$250 thousand for increased legal services cost increases
- \$10 thousand for summer law intern
- \$8 thousand for School Board member discretionary funds
- \$2.2 million for increased costs of information technology contracts including the 10g upgrade
- \$169 thousand for mandated web accessibility
- \$138 thousand for one Division network support person to support increasing Division network requirements
- \$94 thousand for storm sewer systems mandate
- \$1.2 million for restoration of funding for 7 & 14 year school maintenance including a 0.5 FTE position.
- \$184 thousand for one supervisor of elementary personnel including support costs
- \$138 thousand for one Title IX compliance officer
- \$77 thousand for one transportation lead dispatcher to support increasing demands in transportation
- \$90 thousand for Division bookkeeper support to support bookkeeper transition in schools
- \$100 thousand to support fields/grounds contract to enhance school opening (one-time)
- \$25 thousand for accountability – support for ongoing strategic planning
- \$6 thousand for educator rising supplement
- \$1.5 million to install a turf field on the Stadium Field – Stonewall HS (One-Time)
- \$1.5 million to install a turf field on the Stadium Field – Woodbridge HS (One-Time)
- \$333 thousand to sinking fund reserve for 800 MHz Radio
- \$250 thousand for replacement of Kelly Leadership Center conference room technology systems
- \$374 thousand for conversion of filing systems to electronic storage – Human Resources & Finance
- \$10 thousand for bullying video at theaters
- \$92 thousand for one human trafficking prevention specialist
- \$277 thousand for three high school guidance counselors
- \$91 thousand for one paralegal
- \$201 thousand for one ombudsman including support costs
- \$229 thousand for one deputy attorney including support costs
- \$343 thousand reduction of legal costs to offset additional staff
- \$440 thousand for reclassification of bus drivers from grade 5 to grade 6
- \$500 thousand for elementary school security enhancements

### Energy Initiatives

The School Division engaged a consultant to help with the development of a long-term program to manage the use of energy more effectively. While the contract has expired, the relationship has not. While the Division will no longer be paying the consultant there will be an ongoing relationship and continued collaboration on energy efficiency. This has allowed the Division to recover approximately \$2.2 million. This \$2.2 million has been dedicated to support the restoration of \$1.5 million in funds for economically disadvantaged students and \$1.1 million for the 7/14 school maintenance programs.

### 800 MHz Radio Sinking Fund

The proposed sinking fund to save \$333,000 a year for the next ten years in order to purchase the next generation of 800 MHz radios is included in this budget. This will be a priority for funding if additional one-time funding becomes available at the end of the fiscal year.

### Previous Reductions – FY 2008-14

While this budget does not contain major reductions, it does not restore major cuts incurred in recent years including, but not limited to:

Reductions of teacher staffing ratios (increases class size)	
• Middle school	\$4.3 million
• High school	\$5.3 million
• General Teachers	\$10.3 million
• ESOL	\$5.9 million
Kindergarten Teacher Assistants	\$2.4 million
Transportation Services	\$8.7 million
Central Office	\$22.8 million
Technology Improvements	\$11.3 million
Reserves	\$5.8 million
Capital Projects Deferral	\$20.8 million
Supplemental Retirement - 403(b)	\$6.0 million
Economically Disadvantaged Funding	
– supported remediation efforts	
and reduced class sizes	\$9.2 million
School Materials and Supplies	\$3.0 million

In addition, budgets have been impacted as a result of cost avoidance. For example, in FY 2011 employees did not receive merit or COLA, thus avoiding compensation costs amounting to about \$6 million for each percent that might have been provided. From FY 2000 to FY 2007, total raises averaged about 6 percent. Since FY 2008, the average is less than 2.5 percent, resulting in major budgetary savings.

## Fiscal Year Budget Comparison for All Funds

The table below includes the total budget by fund showing actual values for 2014-15, 2015-16, and 2016-17 and approved values for 2017-18 and 2018-19 for comparison.

Fund	Actual 2014-15	Actual 2015-16	Actual 2016-17	Approved 2017-18	Approved 2018-19
Operating	906,217,008	928,838,089	981,419,084	1,042,779,115	1,084,774,103
Debt Service	77,277,706	84,523,659	89,713,615	101,045,974	107,730,113
Construction	129,861,699	135,579,983	157,703,561	316,772,454	87,874,962
Food Services	40,108,089	43,003,320	46,571,434	51,285,609	52,277,451
Imaging Center	0	0	0	0	609,286
Facilities Use	1,342,208	1,420,009	1,440,894	1,402,130	1,699,392
School Age Child Care Program	607,294	632,120	632,706	630,000	630,000
Distribution Center	4,531,450	4,864,480	4,983,943	5,000,000	5,000,000
Self-Insurance	4,610,286	4,441,268	3,392,836	5,367,639	5,506,132
Health Insurance	86,694,039	90,556,658	94,000,275	99,157,018	109,530,239
Governor's School @ Innovation Park	796,927	874,846	841,786	968,357	994,340
Regional School	44,992,089	45,902,125	47,530,503	51,308,693	51,308,693
Aquatics Center	0	0	751,000	978,562	1,281,541
<b>Grand Total</b>	<b>1,297,038,795</b>	<b>1,340,636,557</b>	<b>1,428,981,637</b>	<b>1,676,695,551</b>	<b>1,509,216,252</b>

# School Board Funds

Other than the Operating Fund, the budget includes funds for the management of special activities and functions. The FY 2019 budget consists of the fourteen funds under the control of the School Board.

## Operating Fund

**\$1,084,774,103; 10,838.78 positions**

This fund provides for the day-to-day operations and maintenance of the schools and is funded primarily by county, state, and federal funds.

## Construction Fund

**\$87,874,962; 7.0 positions**

This fund provides for all new facilities and most facility renovations and expansions. Funds are primarily from the sale of bonds.

## Debt Service Fund

**\$107,730,113 ; 0.0 positions**

This fund pays principal and interest on bonds and loans sold to finance capital projects in the Construction Fund. County funds almost entirely support this fund.

## Food Services Fund

**\$52,277,451; 654.86 positions**

This fund provides for all Food Services' operating and administrative costs. Food sales and federal/state subsidies primarily support this fund.

## Health Insurance Fund

**\$109,530,239; 6.0 positions**

This fund pays claims and related expenses for the health care program. The primary sources of revenue are employer contributions paid by the other funds and employee contributions deducted from employee pay on a semi-monthly basis.

## Administration Building Cafeteria Fund

**\$525,177; 5.0 positions**

This fund provides for the operating costs of the cafeteria in the Edward L. Kelly Leadership Center. The sale of food in the cafeteria and catering primarily support this fund.

## Aquatics Center Fund

**\$1,281,541; 5.5 positions**

The Aquatics Center Fund tracks costs associated to the operation of the aquatics center located on the same site as Colgan High School.

## Facilities Use Fund

**\$1,174,215; 1.0 position**

This fund accounts for revenues and expenditures collected from the use of schools by non-school organizations.

Building rental fees support this fund. Revenue funds the position for managing the program and playground improvements at elementary schools.

## Regional School Fund

**\$51,308,693; 4.5 positions**

This fund provides for the operation of the Northern Virginia Regional Program jointly operated by PWCS, Manassas City Schools, and Manassas Park City Schools. Tuition from the three school divisions supports the program that provides certain special education services.

## Governor's School @ Innovation Park

**\$994,340; 8.0 positions**

This fund provides for the operation of the Governor's School jointly operated by PWCS, Manassas City Schools, Manassas Park City Schools, and George Mason University. The school offers selected juniors and seniors an advanced and intensive program in science, technology, engineering, and mathematics (STEM). Tuition from the three school divisions supports the school.

## School Age Child Care Program Fund

**\$630,000; 2.0 positions**

This program provides adult supervised, high quality, affordable, before and after school care by private child-care providers. A flat-fee charged to the providers funds the program oversight.

## Self-Insurance Fund

**\$5,506,132; 5.0 positions**

This fund pays claims and related expenses for workers' compensation and self-insured losses. Transfers from the Operating Fund supports the fund.

## Distribution Center Fund

**\$5,000,000; 0.0 positions**

This fund tracks the purchase of warehouse stock items from vendors and the sale of items issued to schools and departments. Revenues and expenses are predominately a result of operations of the warehouse function.

## Imaging Center Fund

**\$609,286; 4.0 positions**

This fund tracks the sale, primarily to internal customers, of printed materials and printing services.

### Five-Year Budget Plan

Since it is difficult, if not impossible, to address all county and School Division needs in a single year, a long-term approach to balance expenditures with anticipated revenues must occur. Working cooperatively, the School Board and the BOCS developed and implemented a five-year budget plan. Under this agreement, the School Division will receive 57.23 percent of all general revenues available to the county in FY 2019.

In developing criteria for expenditure projections, service level standards were determined for support and instructional programs. Staffing ratios, current costs, and student membership growth were the basis for service levels. The service level standards break down expenditures into three basic categories: fixed costs not driven by the number of students; per pupil costs for programs directly related to the number of students; and capital projects. Service level standards adjust each year to reflect inflation, compensation changes, and the change in student membership.

The five-year cost of maintaining these service levels for programs, providing for new students and schools, and maintaining competitive salaries and benefits are calculated using assumptions for inflation and growth. Five-year projections are also determined for revenues. The five-year budget plan incorporates these expenditures and revenues to show whether there is a balanced financial plan or not.

### What Is Included in the Five-Year Plan?

#### Current Programs and Services

- Annual adjustments for new students.
- A step or salary scale adjustment for employees in each year as funding permits.
- Funding for the 5,430 new students expected during the next five years.

#### Repairs & Renewals

- \$172.8 million in funding for repairs and renewals of older facilities.
- Funding for the infrastructure needed for technology improvements (Voice over IP phones, interactive whiteboards, radio upgrades) is inadequate.
- Reduced funding for the three-year renewal cycle of essential technology equipment used for instructional and support programs.

#### New Schools

Funding for debt service on \$569.0 million in construction bonds for new schools and renewals. Also included are start-up costs, and operating costs for new schools and additions:

- Two elementary schools, one middle school, and one high school.
- Additions/expansions at 8 current schools.

### Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2019 – FY 2023 (\$ in millions)

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Expenditures</b>					
Current Programs	1,154.6	1,176.1	1,189.5	1,208.7	1,235.6
New Students	4.2	11.7	21.2	39.6	53.1
Repairs & Renewals	26.5	37.6	37.6	39.6	31.5
New Schools	7.2	0.3	12.2	8.3	15.5
Total Expenditures	1,192.5	1,225.7	1,260.5	1,296.2	1,335.7
<b>Revenues</b>					
State/Federal/Other	608.3	620.1	631.9	644.2	660.7
County Transfer	584.2	605.6	628.6	652.0	675.0
Total Revenue	1,192.5	1,225.7	1,260.5	1,296.2	1,335.7
<b>Surplus/(Deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Five-Year Plan Balanced in Accordance with School Board Guidance of September 19, 2012

# Informational Section – FY 2019 Trends and Forecasts

## Student Enrollment

PWCS is the second largest of 132 school divisions in Virginia and the 35<sup>th</sup> largest school division in the country. The School Division provides services to over seven percent of the state's student enrollment.

### Historical Enrollment Growth

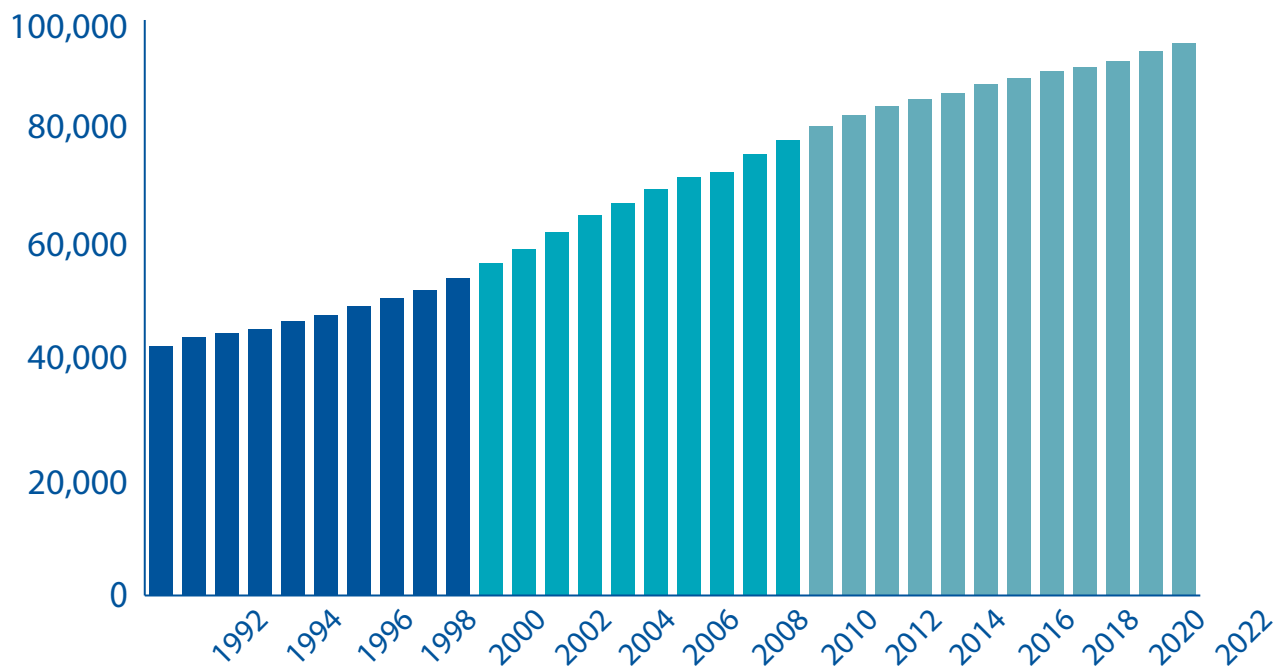
The graph below depicts the 32-year enrollment history and five projected years of PWCS. The School Division has seen steady growth over the last 10 years, at a rate of about 2.15% annually. The calendar year 2017 (FY 2018) enrollment for the School Division was 89,861, a year-over-year growth rate of 1.1%.

### Enrollment and Future Projections by Grade Level

Predicting future enrollment is important for long-range planning, budgeting, staffing, and predicting future building and capital needs. The forecasting methodology used to predict the number of students who will be enrolling in PWCS for the next 10 years is a combination of the Housing-Unit method and the Grade Progression Ratio method, along with judgmental adjustment to fine-tune the forecasts. This combination of methods is supported by industry best practices and scholarly literature and is relatively inexpensive to produce.

The table on the following page utilizes the enrollment projection tools to estimate the 2018-19 school enrollments for each grade level in the School Division.

### Enrollment History and Projections



## Executive Summary

### Enrollment and Future Projections by Grade Level

Grade Span	Grade	Actual 2016-17	Actual 2017-18	Projected 2018-19	Change 2018-19
<b>Elementary School</b>		<b>40,569</b>	<b>40,482</b>	<b>40,646</b>	<b>164</b>
	K	6,256	6,435	6,504	69
	1	6,611	6,548	6,773	225
	2	6,778	6,675	6,648	(27)
	3	6,783	6,860	6,794	(66)
	4	7,071	6,862	6,985	123
	5	7,070	7,102	6,942	(160)
<b>Middle School</b>		<b>20,095</b>	<b>20,713</b>	<b>21,169</b>	<b>456</b>
	6	6,692	7,086	7,156	70
	7	6,839	6,748	7,186	438
	8	6,564	6,879	6,827	(52)
<b>High School</b>		<b>26,923</b>	<b>27,261</b>	<b>27,879</b>	<b>618</b>
	9	7,514	7,192	7,580	388
	10	6,957	7,291	6,998	(293)
	11	6,350	6,470	6,807	337
	12	6,102	6,308	6,494	186
<b>Special Education</b>		<b>1,333</b>	<b>1,405</b>	<b>1,360</b>	<b>(45)</b>
<b>Total</b>		<b>88,920</b>	<b>89,861</b>	<b>91,054</b>	<b>1,193</b>

To estimate the state revenues and to calculate the school and central office allocations for the FY 2018-19 budget, PWCS used the enrollment of 91,054 students.

Grade Span	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
Elementary	40,646	40,878	41,261	42,012	42,849
Middle	21,169	21,434	21,483	21,504	21,645
High	27,879	28,147	28,677	29,706	30,148
Special Education	1,360	1,376	1,392	1,408	1,423
Total	91,054	91,834	92,813	94,630	96,066
<b>Annual Change</b>	<b>1.3%</b>	<b>0.9%</b>	<b>1.1%</b>	<b>2.0%</b>	<b>1.5%</b>

Note: Totals may not add due to rounding.

### Five-Year Enrollment Projections

Using enrollment projections models, the School Division projects a growth pattern over the next five years, at approximately 1.3 percent annually. The table above projects enrollment for the next five years by grade span.

Projected enrollments beyond 2018-19 allow for long-range capital planning, such as planning for construction of additional schools, or additions to existing schools.



### Demographic Changes

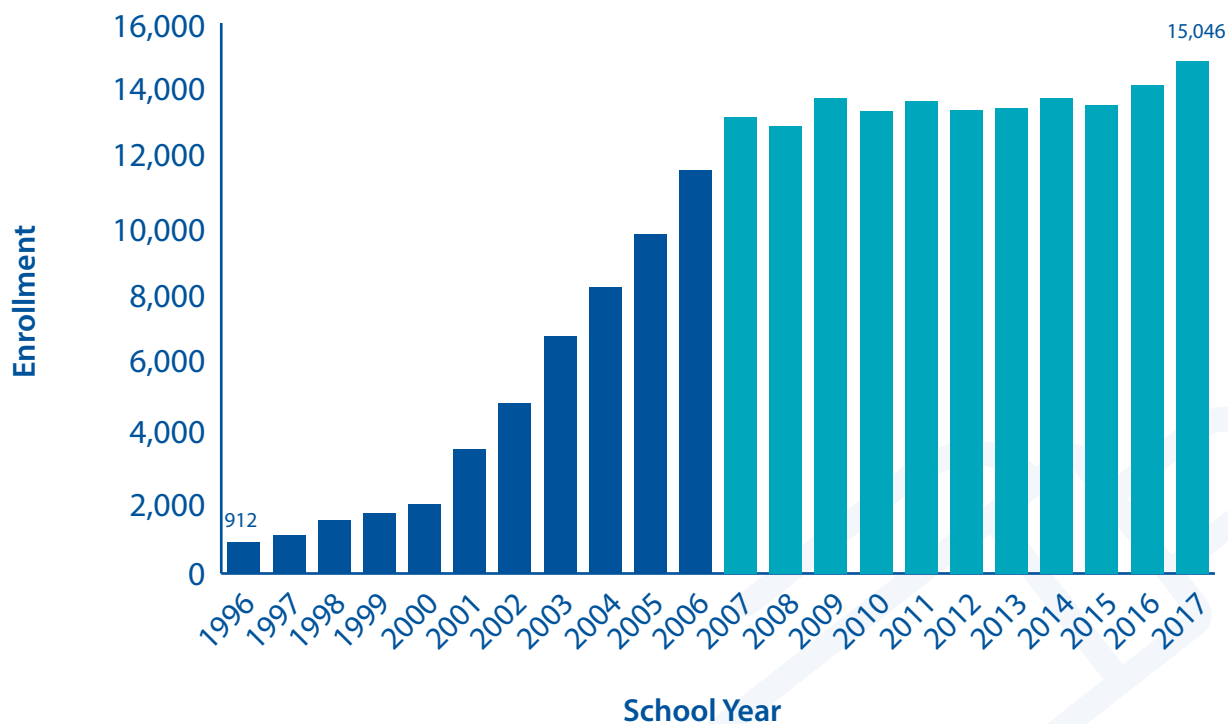
In addition to the increased number of students, the composition of membership growth has added to the operating costs. In the past five years, increases in special education, and non-English speaking programs generally require specialized instruction and smaller class sizes.

### Limited English Proficient (LEP) Students

During the past five years, the rate of growth for students receiving English Learner (EL) services has been relatively flat at 2.0 percent. The influx of language-minority students has slowed significantly.

The graph below depicts LEP enrollments over the 1996 to 2017 period.

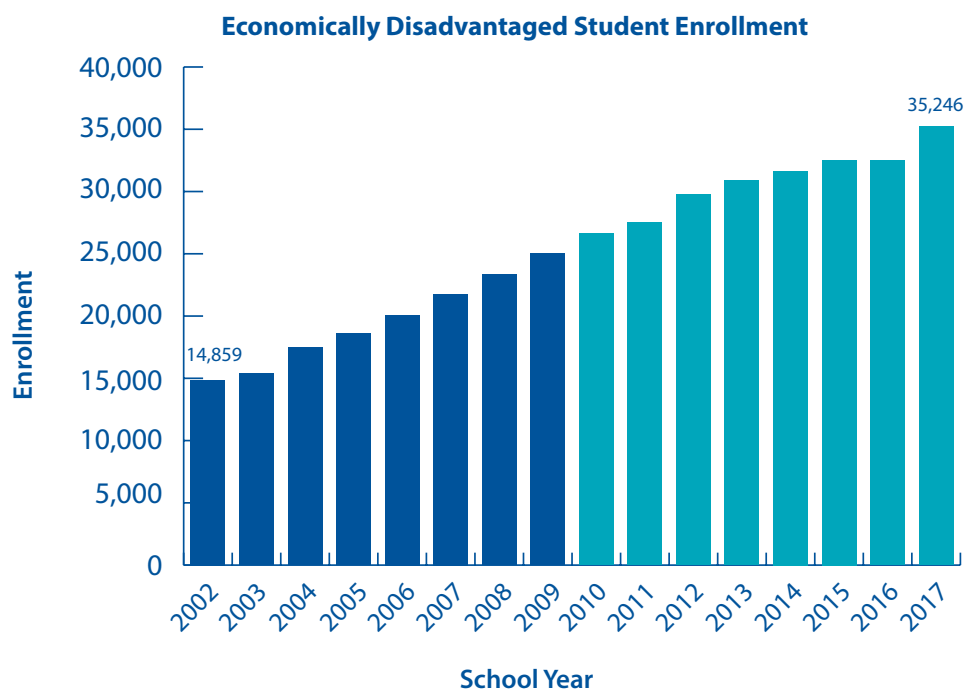
LEP Enrollment



Note: LEP students are those who are receiving EL services. Those students in Post-Monitor status do not count as receiving services.

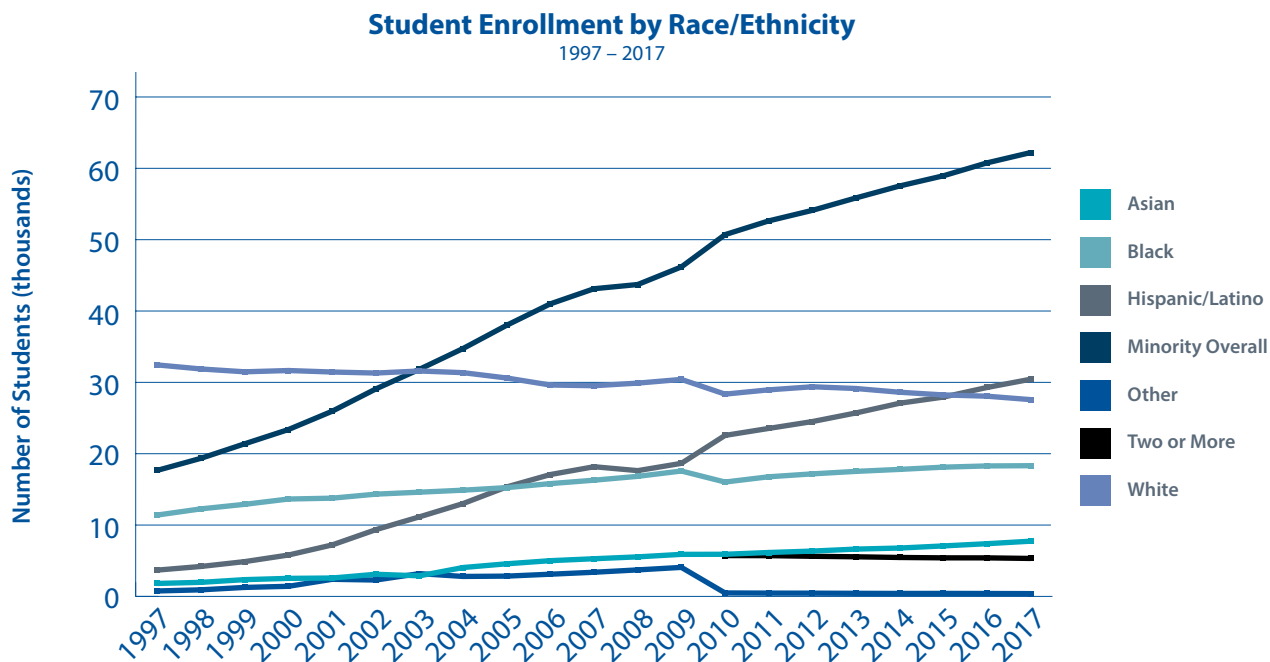
### Economically Disadvantaged Students

Students eligible for free or reduced lunch programs have increased by about 3.44 percent annually during the past five years. In FY 2019, PWCS expects 35,560 students to be eligible for free or reduced lunches. This means that more than one out of every three students will participate in the free and reduced program. The graph to the right depicts the changes in the free and reduced lunch population over the last 16 years.



### Student Diversity

The School Division has undergone significant demographic changes over the last decade that includes the diversity of the student population. The chart below depicts the changes in diversity of the district enrollment over the last 21 years.



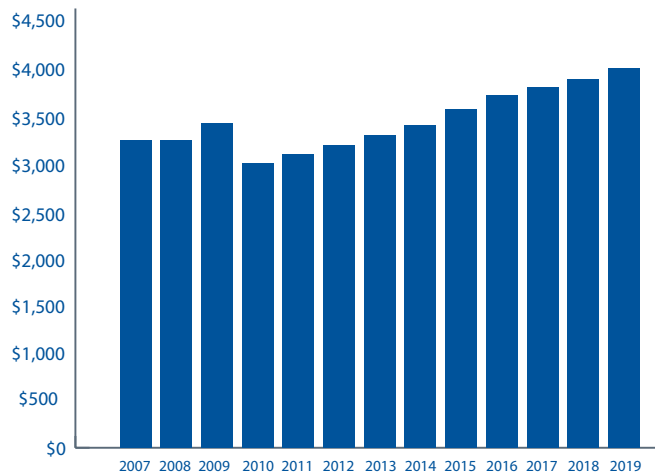
## Local Taxes

In Virginia, school boards do not have taxing authority and are fiscally dependent on the local government. Prince William County Government collects tax revenue from local sources (i.e., property taxes, personal property taxes, local sales taxes, etc.) and then transfers a percentage of the revenue to PWCS. Working cooperatively, the School Division and the BOCS created a revenue sharing agreement. Under this agreement, the School Division receives 57.23 percent of the county's general revenues in Fiscal Year 2019.

The real property tax is the single largest revenue source for Prince William County contributing approximately 65.1 percent of general revenues (FY 2017 actual). It is levied on all land, improvements and leasehold interest on land, or improvements (collectively called "real property") except that which has been legally exempted from taxation by the Prince William County Code and the "Code of Virginia".

The table and chart on this page illustrate the real estate tax bill upon the average assessed value of a single residence in Prince William County. In FY 2019, the tax rate is held flat at \$1.125. As the chart shows, there will be a slight increase in the average tax bill.

**Average Tax Bill**



Tax Year	Fiscal Year	Average Tax Bill	Real Estate Tax Rate	Average Assessed Value of a Residence	Percentage increase or decrease for		
					Tax Bill	Tax Rate	Assessed Value
2006	2007	\$3,257	\$0.758	\$429,745	7.31%	-16.70%	28.86%
2007	2008	\$3,257	\$0.787	\$413,898	0.00%	3.83%	-3.69%
2008	2009	\$3,437	\$0.970	\$354,333	5.53%	23.25%	-14.39%
2009	2010	\$3,017	\$1.212	\$248,946	-12.22%	24.95%	-29.74%
2010	2011	\$3,110	\$1.236	\$251,241	3.08%	1.98%	0.92%
2011	2012	\$3,201	\$1.204	\$265,841	2.93%	-2.59%	5.81%
2012	2013	\$3,316	\$1.209	\$274,283	3.59%	0.42%	3.18%
2013	2014	\$3,414	\$1.181	\$289,095	2.96%	-2.32%	5.40%
2014	2015	\$3,583	\$1.148	\$312,105	4.95%	-2.79%	7.96%
2015	2016	\$3,732	\$1.122	\$332,600	4.16%	-2.26%	6.57%
2016	2017	\$3,817	\$1.122	\$340,200	2.28%	0.00%	2.29%
2017	2018	\$3,900	\$1.125	\$346,700	2.17%	0.27%	1.91%
2018	2019	\$4,021	\$1.125	\$357,448	3.10%	0.00%	3.10%

## Personnel Resource Changes

The chart at left shows the authorized positions by full-time equivalent (FTE) in the Operating Fund Approved Budget for the fiscal years indicated. The change (increase/decrease) shows the number of positions between years. The total number of projected student enrollment is also included for reference.

The increases in classroom teacher and teacher assistant reflect the fact that the Division is growing. This number is also a function of the fact that the Division has one of the highest student/teacher ratios in the state.



Position	FY 2018	FY 2019	Change
School Board Member	8.00	8.00	0.00
Superintendent	1.00	1.00	0.00
Associate Superintendent	10.00	10.00	0.00
Director	15.00	16.00	1.00
Supervisor	62.00	66.00	4.00
Administrative Coordinator	107.00	110.00	3.00
Legal Counsel	1.00	2.00	1.00
Principal	95.00	95.00	0.00
Assistant Principal	163.00	165.00	2.00
Teacher on Special Assignment	75.90	78.40	2.50
Teacher, Classroom	6,117.36	6,189.12	71.76
Librarian	118.00	119.00	1.00
Counselor	233.60	238.60	5.00
Social Worker	51.10	64.60	13.50
Psychologist	50.60	52.60	2.00
School Nurse	95.00	95.00	0.00
Diagnostician	15.00	15.00	0.00
Support Professional	33.00	35.00	2.00
Teacher Assistant	706.16	736.82	30.66
Cafeteria Aide	45.83	47.42	1.59
Aide, Bus	163.53	171.00	7.47
Attendance Personnel	12.00	12.00	0.00
Technician	55.00	52.00	(3.00)
Home-School Coordinator	12.67	12.67	0.00
Coordinator	1.00	1.00	0.00
Specialist	273.90	283.05	9.15
Secretarial/Clerical	686.30	691.40	5.10
Maintenance Personnel	172.00	170.00	(2.00)
Bus Drivers	702.44	711.90	9.46
Garage Employee	48.00	48.00	0.00
Bus Service Attendant	11.00	11.00	0.00
Custodian	500.56	501.20	0.64
Warehouseman	29.00	29.00	0.00
<b>Total Positions</b>	<b>10,670.95</b>	<b>10,838.78</b>	<b>167.83</b>
<b>Total Pupil Enrollment</b>	<b>90,636</b>	<b>91,054</b>	<b>418</b>

# Changes in Debt

## Debt

Debt provides the current resources to build new schools, additions, and renovations, and repayment (with interest) must occur in the future. This debt (borrowing) commits future Operating Fund budget transfers to the Debt Service Fund (to pay the principal and interest). Long-term borrowing is appropriately done for long-life capital facilities since student enrollment growth requires expanded public-capital infrastructure (schools), often well before an associated expansion of revenues (tax collection).

## Planning and Accounting

The School Division's Capital Improvements Program (CIP) is the management tool used for planning the capital improvements projects needed to house students adequately. The School Division's Construction Fund accounts for the resources used for the acquisition and construction of major capital facilities. The sale of bonds primarily funds the Construction Fund.

## Changes in Debt Service

The structure of most debt service payments made by the School Division is over 20 years with level principal payments, thereby reducing the debt service for existing bonds annually. The sale of new bonds that require additional principal and interest payments and/or by the retirement (pay-off) of any existing bonds drives significant changes in debt service for any given fiscal year. To increase debt spending, the School Division needs the approval of BOCS. The BOCS also sets the debt capacity that limits the amount of funding available to the School Division for new schools and construction each fiscal year.

## Debt Management Policy

Proper debt management provides a locality and its citizens with fiscal advantages. The state does not impose a debt limitation on the county. However, the BOCS adopted a debt policy to ensure that no undue burden is placed on the

county and its taxpayers. To manage the debt properly, the policy states in part, that the county will maintain a high credit rating in the financial community and will not use debt financing to fund current operations. These two policy statements are to assure the county taxpayers that the County government is well managed and financially sound, and to obtain the lowest possible borrowing costs (interest rates).

## Existing Debt

Total existing debt prior to FY 2019 for the School Division was \$865.5 million.

## Future Debt

Bond sales not to exceed \$130.3 million to finance new and renovated facilities to provide capacity needed to meet increased demands due to student population growth in FY 2018.

## Trends

According to the Five-Year Plan, the School Division anticipates the bond sales at \$684.5 million between FY 2019-23 to finance new schools, additions, replacements and renewal and repair projects. Prince William County and the School Division are constrained to limiting tax supported debt service expenditures for all debt at 10 percent of annual revenues. If current trends hold true, PWCS will not reach its county mandated debt service limit of 10 percent in the Five-Year Plan period. Management will maintain a close eye on rates and market conditions to ensure this debt limit is not exceeded.

# Benchmark Data

## Cost-Per-Pupil

Cost-per-pupil calculations provide an overall view of the cost of programs used to compare how school divisions spend their funds. The division of the total operating budget by the number of students computes a Divisionwide cost-per-pupil, which includes both general and special education. For FY 2019, the average cost-per-pupil for PWCS will be about \$11,914.

Per-pupil cost figures provide a good perspective of the cost of instructional programs as well as a measure of comparison to previous years, state and federal averages, and surrounding jurisdictions. PWCS has traditionally maintained a cost-per-pupil lower than many other school divisions. In FY 2018, the PWCS cost-per-pupil ranked tenth among the 10 reporting school divisions in the Washington Area Boards of Education (WABE).

The cost-per-pupil also compares the costs in PWCS to similar school divisions across the United States. The Educational Research Service (ERS) compiles a comparison of per-pupil costs for PWCS with similar reporting school divisions in the nation. The most recent comparison showed that PWCS commits more of its financial resources to instructional services and less of its resources to support operations than most school divisions.



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Cost-Per-Pupil Comparison FY 2018	
Arlington	\$19,340
Falls Church City	\$18,219
Alexandria City	\$17,099
Montgomery (MD)	\$16,030
Fairfax County	\$14,767
Prince Georges (MD)	\$13,816
Loudoun County	\$13,688
Manassas City	\$12,846
Manassas Park City	\$11,242
<b>Prince William County</b>	<b>\$11,222</b>

Source: WABE Guide, FY 2018





### Teacher Cost Comparison

The chart below compares the salary and benefits costs of a teacher position with a hypothetical salary of \$65,000 plus benefits and the cost of a teacher using the actual average teacher salary plus benefits for PWCS and surrounding school divisions.

Source: WABE Guide, FY 2018.

#### Cost Comparison

Average salary vs. \$65,000 salary

School Division	FY 2018 Annual Employer Cost for Hypothetical Teacher Salary of \$65,000 plus district's benefits	FY 2018 Annual Employer Cost for Average Teacher Salary plus district's benefits plan
Alexandria City	\$99,557	\$114,650
Arlington County	\$94,783	\$113,905
Fairfax County	\$99,699	\$109,939
Falls Church City	\$102,473	\$117,372
Loudoun County	\$102,984	\$105,814
Manassas City	\$96,668	\$97,174
Manassas Park City	\$94,304	\$87,411
Montgomery County, MD	\$99,261	\$120,757
Prince George's County, MD	\$93,154	\$98,657
<b>Prince William County</b>	<b>\$98,013</b>	<b>\$99,383</b>

### Average Class Size

This chart compares the average class size for students per classroom teacher and students per teacher-scale position for PWCS and surrounding divisions.

#### Average Class Size Students per teacher

Students per Classroom Teacher <sup>1</sup>				Students per Teacher-Scale Position <sup>2</sup>		
School Division	Elementary	Middle	High	Elementary	Middle	High
Alexandria City <sup>3</sup>	15.6	24.6	25.4	9.9	15.0	13.2
Arlington County	21.3	22.1	19.6	10.0	17.5	16.6
Fairfax County <sup>4</sup>	22.9	25.1	26.0	14.8	20.8	21.4
Falls Church City	22.9	23.5	20.1	11.9	16.9	14.2
Loudoun County	23.2	21.7	23.7	14.7	18.8	20.4
Manassas City	21.6	27.1	26.4	11.0	16.7	18.0
Manassas Park City	21.4	26.4	28.3	11.7	19.3	20.5
Montgomery County	19.0	25.1	26.2	13.8	21.7	23.3
Prince George's County <sup>5</sup>	21.9	19.8	26.1	16.1	17.9	22.2
<b>Prince William County</b>	<b>22.4</b>	<b>28.3</b>	<b>29.4</b>	<b>14.8</b>	<b>20.5</b>	<b>21.6</b>

Note: Chart excludes teachers and students in pre-K, kindergarten, alternative schools, and self-contained special education.

Source: WABE Guide, FY 2018

<sup>1</sup> Classroom teachers are positions used to determine class size.

<sup>2</sup> Students per teacher-scale positions include classroom teachers and other teachers such as ESOL/ESL, librarians, reading coaches, mentors, music, art, physical education, etc.

<sup>3</sup> Alexandria City Public Schools district's special placement, pre-K, and kindergarten student enrollments are not included.

<sup>4</sup> Fairfax County Public Schools district does not reflect additional funding to alleviate large class size in the elementary schools.

<sup>5</sup> Prince George's County Public Schools district uses Student Based Budgeting (SBB) and student-classroom teacher ratios are not instituted. SBB gives principals the autonomy to allocate staff based on the students enrolled and the specific needs of those students.

### Student-Teacher Ratio

This chart compares the Approved FY 2018 Budgeted Ratios of Students Per Teacher for PWCS and surrounding school divisions. Source: WABE Guide, FY 2018

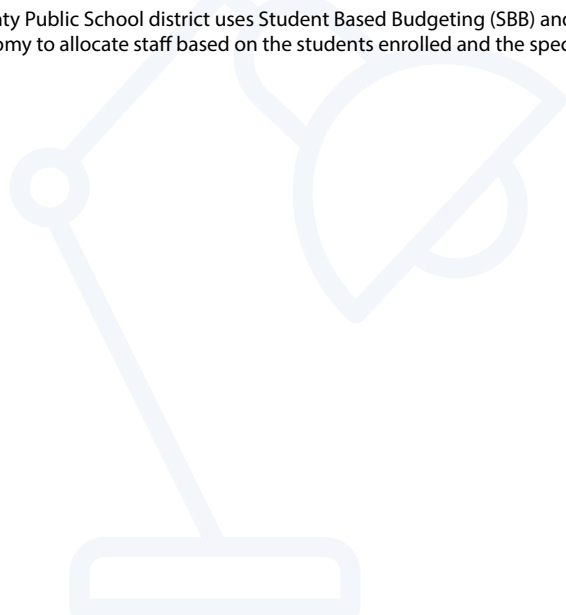
School Division	Kindergarten	Elementary	Middle	High
Alexandria City <sup>1</sup>	22.0	Grades 1-2: 24.0 Grades 3-5: 26.0	n/a	n/a
Arlington County	23.0	Grade 1: 20.0 Grades 2-3: 22.0 Grades 4-5: 23.0	23.4	25.4
Fairfax County <sup>2</sup>	27.3	27.3	27.9	31.0
Falls Church City	22.0	22.0	24.0	24.0
Loudoun County	23.0	23.0	23.8	24.8
Manassas City	23.0	Grades 1-3: 23.0 Grades 4-5: 28.0	28.0	28.0
Manassas Park City	19.0	Grades 1-3: 19.0 Grades 4-5: 24.0	24.0	24.0
Montgomery County <sup>3</sup>	n/a	n/a	n/a	n/a
Prince George's County <sup>4</sup>	n/a	n/a	n/a	n/a
<b>Prince William County</b>	<b>24.0</b>	<b>Grades 1-3: 24.0 Grades 4-5: 25.0</b>	<b>21.0</b>	<b>21.3</b>

<sup>1</sup> Alexandria City Public Schools district does not allocate positions based on staffing ratios for middle and high school classrooms. Staffing is determined by course enrollment.

<sup>2</sup> Fairfax County Public Schools district's staffing ratios also take into account the number of students eligible for free and reduced priced meals and ESOL services. Additional teacher positions are allocated from the staffing reserve to help eliminate class size of 30 and above in elementary schools. For a complete listing of staffing formulas, see the appendix of the FY 2018 Approved Budget.

<sup>3</sup> Montgomery County Public Schools district's numbers are maximum class size guidelines and not ratios or targets for class sizes. With guidelines for maximums, the actual numbers end up being less than the guideline.

<sup>4</sup> Prince George's County Public School district uses Student Based Budgeting (SBB) and student-classroom teacher ratios are not instituted. SBB gives principals the autonomy to allocate staff based on the students enrolled and the specific needs of those students.





# Organizational Section

The Organizational Section includes the Prince William County School's organizational and management structure, organization chart, the policies and procedures governing the budget development process, the School Division's Strategic Plan and Assessment Report.

The narrative which describes the organizational and management structure includes an overview of the School Division, the direction of the School Division, and the principles of budget administration and accounting management. The background, objectives, assumptions, and budget projections are contained in the School Division's five-year budget plan. In addition, descriptions of budget development, approval and amendment processes, and the budget development calendar are included within this section. The Strategic Plan contains the Division's goals, objectives, and performance measures.

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# Prince William County

## Regional Perspective

Prince William County is located in Northern Virginia, approximately 35 miles southwest of Washington, D.C. The County encompasses an area of 348 square miles, 18.7% of which is federally owned land.

Prince William's location in the Metropolitan Washington, D.C. area and the availability of excellent transportation in the region is a catalyst for growth in the County which continues to provide numerous economic advantages. Interstate 95 and U.S. Highway 1 connect the County with Washington, D. C. to the north and Richmond, Virginia to the south. Interstate 66 connects the western portion of the County with Washington, D.C. to the east and Interstate 81 to the west. The Route 234 Bypass links Interstate 66 in the west with 7,000 acres designated for industrial and commercial growth. Prince William Parkway includes a new interchange on Interstate 95 and prime development locations through the eastern portion of the County.

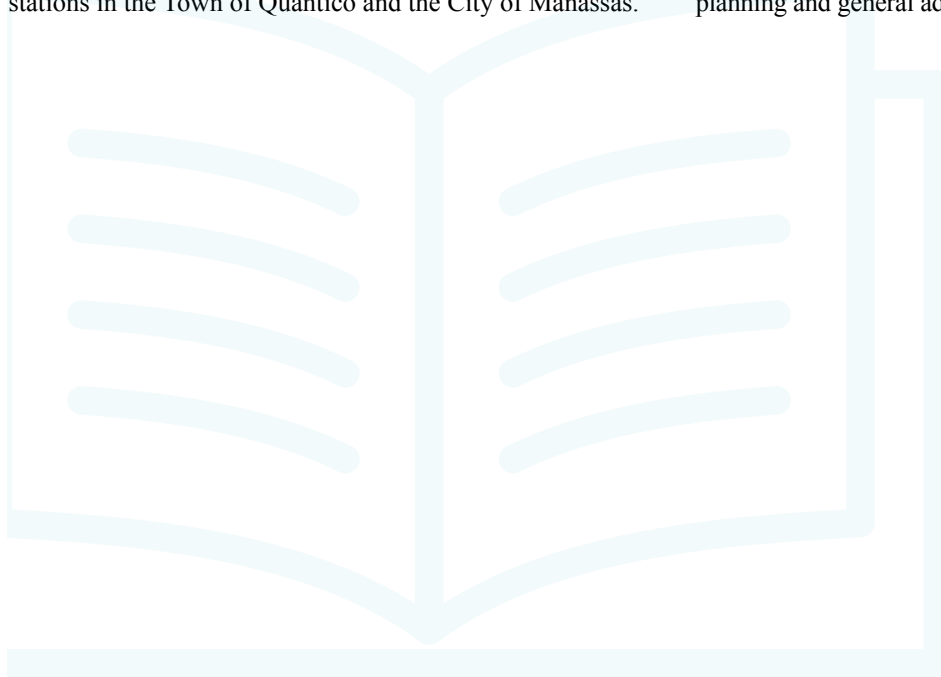
The County has a number of freight and passenger rail service alternatives available to its citizens and businesses. CSX and Norfolk Southern Railway provide freight service to the County. Amtrak passenger trains provide inter-city service to points up and down the Eastern seaboard from stations in the Town of Quantico and the City of Manassas.

The Virginia Railway Express provides passenger service to and from the District of Columbia from four stations within the County.

Dulles International Airport, Reagan National Airport, and Manassas Municipal Airport, a regional facility, provide air transportation within easy access of Prince William County.

## Local Government

Prince William County Government has exercised local governing powers granted by the Virginia General Assembly in 1730. Since 1972, Prince William County has had the County Executive form of government. Under this form of government, an eight member Board of County Supervisors has full power to determine the policies covering the financial and business affairs of the County government. The Board appoints a County Executive to act as the County government's chief administrative officer and to execute the Board's policies. The Board also appoints a County Attorney and several separate Boards and Authorities to administer the operations of certain services. The County provides a full range of local government services including police, fire and rescue, court services, education, development administration, library, water and sewer services, park and recreational services, health and social services, public improvements, planning and general administration.





# Organizational and Management Structure

## The School Division

The Prince William County Public School (PWCS) Division operates as a fiscally dependent agency of Prince William County Government to provide a free and appropriate education to the children of the County's residents.

An eight member Board of County Supervisors is charged by state law with the approval of the School Division's budget, which may be approved in total, or by state-determined expenditure categories. The Prince William Board of County Supervisors has traditionally approved the School Division's budget in total.

The School Division is governed by an elected eight-member School Board, which is responsible for the School Division's financial matters as an agency of the appropriating body for the County, the elected eight-member Prince William Board of County Supervisors.

As a fiscally dependent entity, the School Board is required by state law and county policy to maintain financial statements in accordance with generally accepted accounting principles and to abide with those laws and policies that determine fiscal accountability.

The School Board appoints the Superintendent of Schools. The Superintendent is responsible for the day-to-day

operations of the School Division. The School Division's organizational chart is included within this section and presents the structure of the administrative positions in Prince William County Public Schools.

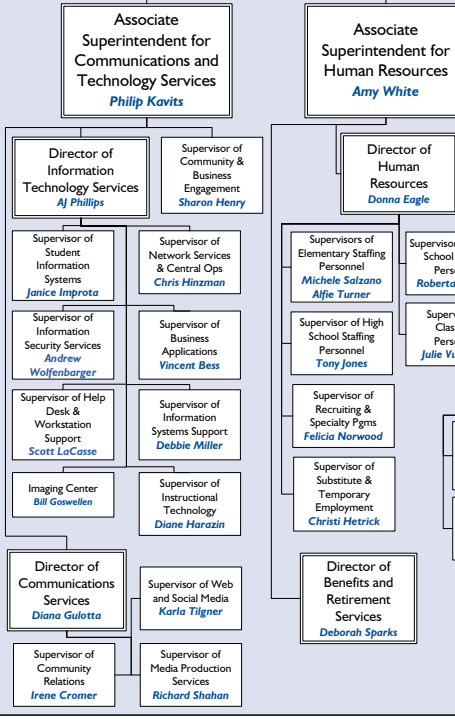
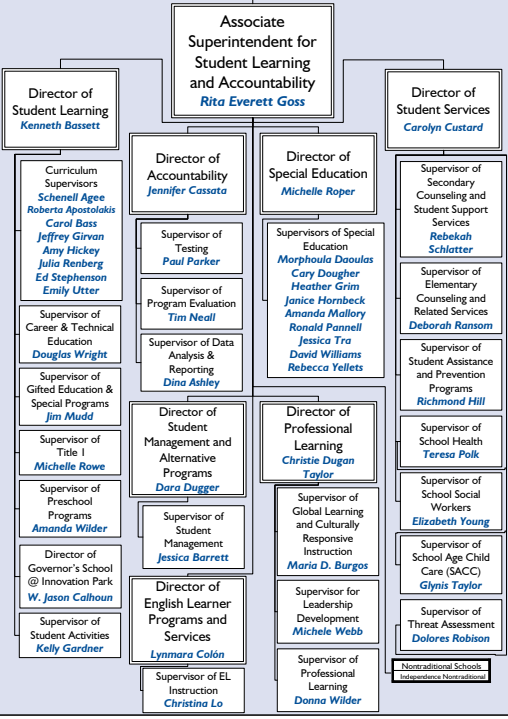
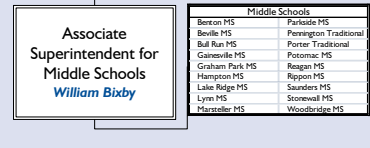
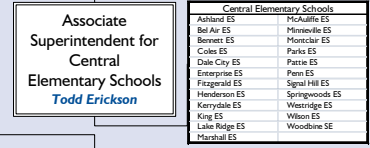
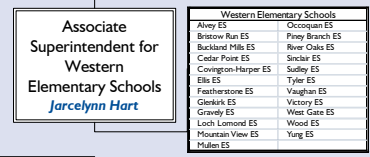
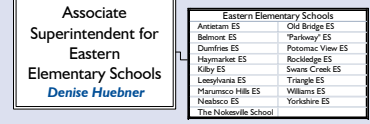
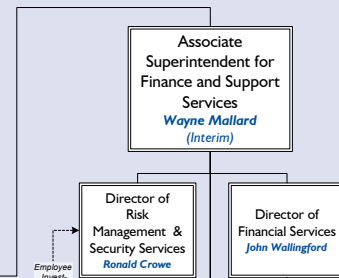
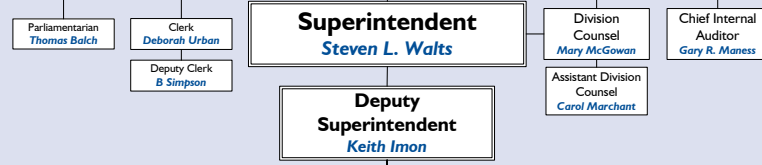
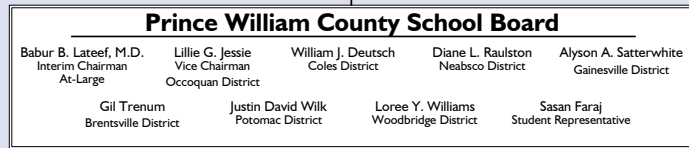
The School Division operates a total of 96 school buildings for its 91,054 students in grades pre-kindergarten through twelve (preK-12). The Division's students live within the boundaries of the County with the exception of those who reside within the independent cities of Manassas and Manassas Park.

The School Division has many academically rigorous specialty programs open to all county students based on an application process which co-exist with the comprehensive education program offered in all schools.

The School Division has 60 elementary schools, 2 traditional schools, 16 middle schools, 12 high schools, 2 special education schools, 1 alternative school, 1 Governor's School, 1 World Language Center, and 1 K-8 school. The elementary schools house kindergarten through fifth grade, the traditional schools house grades one through eight, the middle schools house grades six through eight, and the high schools house grades nine through twelve. All schools in the Division are managed through site-based management.



**Citizens of Prince William County, Virginia**



## Direction of the School Division

Prince William County Public Schools (PWCS) operates under a Strategic Plan that serves as a road map for employees as they focus on the continuous improvement of student achievement and the equitable, cost effective, and efficient operations of the School Division. Our Strategic Plan provides a clear direction for the School Division through its vision, mission statement, goals, and performance measures. The updated plan, which includes our 20/20 Vision for all graduates, is being implemented from 2016 through 2020.

**A central instructional focus for 2018-19 continues to be closing the achievement gaps between groups of students in reading and math. We will continue to emphasize the importance of improving literacy in all disciplinary content areas through directly teaching the specialized ways of reading, writing, speaking, understanding, and thinking used in each academic discipline. This includes building background knowledge, increasing academic vocabulary, and employing critical thinking and problem-solving strategies. We are committed to providing an inclusive environment whereby research-based practices are used to support and enhance the academic and social learning of ALL students resulting in all graduates being Future Ready and prepared to compete in the 21<sup>st</sup> Century Global Community.**

The Strategic Plan is included later in this section of the budget document and is also on the School Division website at [www.pwcs.edu](http://www.pwcs.edu). The Strategic Plan is the Division's road map for *Providing A World-Class Education* through both the Prince William County curriculum and the Virginia Standards of Learning (SOL). The Standards of Accreditation (SOA) link statewide accountability tests to the SOL.

The Strategic Plan sets high expectations for student achievement and provides for the equitable access to challenging learning opportunities that further increase achievement. It establishes a teaching, learning, and work environment that is collaborative, safe, caring, and values human diversity. The plan recognizes the importance of family, community, and employee engagement in creating an environment that is focused on improved student learning and work readiness. Finally, the plan supports the goal of an aligned and integrated organizational system. It provides for a highly qualified, diverse staff through a focus on recruitment, ongoing professional development, competitive compensation, and retention. The Strategic Plan serves as a guide to continue our journey to becoming a *World-Class* School Division.

To accomplish the goals of the Strategic Plan and to increase student achievement, in 2018-19 the instructional focus will continue to emphasize teaching literacy in all disciplinary content areas. Foundational to this effort is our renewed emphasis on strengthening the collaborative and capacity building culture of all of our schools and departments across

the Division. We work collectively to ensure that students are engaged in learning tasks that are aligned to the learning targets. All instruction is expected to integrate technology, be engaging, differentiated, rigorous, and culturally responsive. Providing an inclusive environment and utilizing research-based practices for special populations (students with disabilities, English Learner students, and gifted students) in the general education classroom; and building Healthy Communities, Healthy Youth, while promoting wellness as a priority. Our Division is a collaborative learning community. As such, our schools are using data and employing continuous improvement practices to build teacher capacity, increase student learning, close all student achievement gaps, and ultimately accomplish the instructional goals and focus of the School Division.

Based on data and with the input of stakeholders, the Division developed a five-year Divisionwide Professional Learning Plan for all employees. The plan identifies our core professional learning strands for all employees as Professional Learning Communities, Mental Health Awareness and Prevention, Cultural Awareness and Responsiveness, and *World-Class* Customer Service. Instructional employees have the additional professional learning strands of Disciplinary Literacy, Assessment, Feedback, Grading, and Classroom Management. In addition to the required learning in these strands, there will continue to be a range of diverse professional learning opportunities to support the Division Strategic Plan goals.

Our Collaborative Mentoring Program utilizes a cooperative and coordinated approach to support new teachers. In all schools, the Mentor Teacher Program provides new teachers with just-in-time professional development as well as an experienced teacher mentor who assists the teacher in acclimating to the teaching profession and to the culture and expectations of our School Division. Based on student learning data and stakeholder feedback, individual schools also plan and implement schoolwide professional learning programs.

A three-year Assistant Principal Leadership Academy teaches new assistant principals in the leadership skills and knowledge they will need to be effective administrators and leaders. In addition, the Educational Leaders Induction Seminars provide valuable new learning and support to new principals during the first and second year of their principalship.

There is a continuing emphasis on student performance in all four core content areas at the elementary, middle, and high school levels. Every elementary and middle school has a reading specialist. A comprehensive literacy plan is in place at all grade levels that incorporates professional learning to build teacher and school leader capacity. A blended approach to teaching mathematics is implemented at the elementary level. Full-day kindergarten is provided to all kindergarten students and our Division continues to expand our preschool opportunities as research supports their long-term benefits.

At the high school level, improved preparation for the Scholastic Aptitude Test (SAT) is emphasized. In order to accomplish this, the PSAT is administered at no cost to all students in grades 10 and 11 in October, and SAT online tutorials are available for students in grades nine-12. The School Division funds the cost of all Advanced Placement, International Baccalaureate (IB), and Cambridge Programme Advanced International Certificate Examinations, as well as externally moderated Career and Technical Education (CTE) exams.

Formative assessments are a part of the culture of the School Division. Results are analyzed and utilized at the Division, school, and teacher levels in order to modify instructional practices based on student needs, and to support continuous improvement throughout the school year.

In an effort to ensure that schools are safe and healthy for all students, Bullying Prevention, Suicide Prevention, and Positive Behavioral Interventions and Supports are implemented in schools across the Division. Healthy Community, Healthy Youth programs are in place at all high schools and are reaching to middle and elementary schools.

The Office of Student Management and Alternative Programs (OSMAP) offers flexible and viable options for students who need additional educational options to be successful, as well

as options for students who want to take advantage of other educational opportunities. Summer school, the Virtual High School, and the GED® program continue to offer educational opportunities to students beyond the school setting and the school day. If graduation requirements are completed during the summer, students participate in a formal graduation ceremony in August. This graduation ceremony includes students in the Adult Education Program as well as the Nontraditional Education Program. This year our Division will fully open Independence Nontraditional School which will be a state-of-the-art K-12 alternative education facility offering students individualized learning plans.

Specialty programs have been established at the elementary, middle, and high school levels to provide additional academic choice for PWCS students. Specialty programs are not intended to replace the comprehensive instructional program and curriculum of the School Division. These programs have been developed to provide additional choices and opportunities for students and their parents within the structure of our School Division. At the elementary level, 10 programs have been established for world languages. Two science and mathematics programs serve students in grades four and five. Eight elementary schools have been designated to implement the IB Primary Years Programme; three have achieved IB World School status, one is in the authorization phase, and four are in the consideration phase. At the middle school level, there are three world languages programs, three mathematics and science programs, and three Middle Years IB Programmes. In addition, the School Division has two traditional schools serving students in grades one through eight. Each high school offers a specialty program. Two schools offer the Cambridge Programme, two schools offer the IB Programme, and two schools offer an Information Technology Program. Other high school specialty programs include a Center for the Fine and Performing Arts, a Center for International Studies and Languages, a Center for the Environmental and Natural Sciences, the Advanced Placement Scholars program, and a Biotechnology Center. High school students may also apply for the regional Virginia Governor's School for Science and Technology at Thomas Jefferson High School.

In 2018-19, The Governor's School @ Innovation Park, a collaborative venture with Manassas City Public Schools and Manassas Park City Public Schools, in cooperation with George Mason University, continues to serve selected juniors and seniors in an advanced and intensive program in science, technology, engineering, and mathematics. Classes are held in the morning at George Mason University's Prince William Campus, and the students return to their base schools in the afternoon.



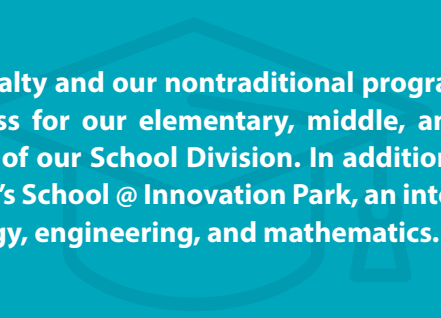
In support of all graduates being college and career ready, we offer CTE opportunities to all middle and high school students. CTE gives students the opportunity to explore their career interests while gaining valuable knowledge and skills in preparation for a career or post-secondary studies. All high school CTE courses offer students the opportunity to earn a recognized industry credential. Our high school CTE opportunities include Agriculture, Auto Technology, Biomedical Science (Project Lead The Way), Cabinetmaking, Cyber Security, Heating, Ventilation, and Air Conditioning (HVAC), Plumbing, Television Production, Welding, Building Trades, Cosmetology, Culinary Arts, Practical Nursing, and Future Educator (Growing Our Own).

Starting September 1, 2010, the School Age Child Care (SACC) office and program, transitioned to the School Division. The SACC office awards a contract to a private childcare provider for the operation of the SACC and Next Generation programs. The SACC program takes place at 60 elementary schools and it offers adult-supervised, high-quality, affordable before and after school care. The Next Generation middle school program is located at seven middle schools. It is designed to help our parents and engage our middle school students and offers a place for middle-schoolers to safely navigate the adolescent years and prepare for success in high school, college, and beyond.

The School Division continues to expand its digital learning initiatives, which enable students to recover or catch-up on academic credits so that they can graduate on time. Digital learning and dual enrollment are also providing opportunities for students to earn college credit and for students with schedule challenges to take required courses for graduation. Computer-Based Instruction (CBI) is being used with eligible students who have special needs and selected students who have been expelled or are on long-term suspension.

The School Board also approves a 10-year Capital Improvements Plan (CIP) annually to provide citizens and staff with a plan for school construction and major maintenance projects over the coming 10 years. This plan further provides school and county staff a plan for anticipated debt due to the issuance of construction bonds or loans from the state Literary Fund. A summary of the CIP is included within this document as part of the Construction Fund budget information.

To complement the School Division's Strategic Plan and long-range planning efforts of the Capital Improvements Plan, a five-year budget plan was instituted during the 1996-97 school year to address the increasing costs for student membership growth, as well as the rate of inflation. A description of the five-year budget plan is included in this section.



**Our specialty and our nontraditional programs provide additional choice and opportunities for success for our elementary, middle, and high school students within the *World-Class* structure of our School Division. In addition, high school students may apply to attend The Governor's School @ Innovation Park, an intensive program for juniors and seniors in science, technology, engineering, and mathematics.**

# Budget Requirements

The Prince William County School Board budget process involves three phases:

## Phase I

Section 22.1-92 of the Code of Virginia requires the Division Superintendent to prepare an estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the division. The estimate is required to be allocated for each major classification prescribed by the State Board of Education. Section 22.1-115 of the Code of Virginia states “the Board shall prescribe the following major classifications for expenditures of school funds: (i) instruction, (ii) administration, attendance, and health (iii) pupil transportation, (iv) operation and maintenance, (v) school food services and other non instructional operations, (vi) facilities, (vii) debt and fund transfers, and (viii) contingency reserves.”

Upon preparing the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools division, each division superintendent shall also prepare and distribute, within a reasonable time as prescribed by the Board of Education, notification of the estimated average per pupil cost for public education in the school division for the coming school year to each parent, guardian, or other person having control or charge of a child enrolled in the relevant school division, in accordance with the budget estimates provided the local governing body or bodies.

The Superintendent’s proposed budget is based on budget requests prepared by administrative and supervisory staff. The Superintendent also receives input from the School Board, employee associations, and advisory boards in formulating the budget proposal. Citizen input is provided via a public forum early in the budget process. After the Superintendent’s budget is made public, the School Board conducts a public hearing on the proposed budget.

## Phase II

The School Board is required by state law (VA Code Section 22.1-92) to conduct a public hearing on the proposed budget to receive the views of citizens. A school board shall cause public notice to be given at least ten days prior to any hearing by publication in a newspaper having a general circulation within the school division. The School Board also holds several work sessions on the proposed budget and modifies the proposed budget if necessary.

## Phase III

The Prince William County Board of Supervisors (BOCS) is required by state law to approve a School Board appropriation. The Code of Virginia governs the budget process in Prince William County. Sections 15.2-516 and 2503 require the County Executive to submit a proposed budget to the Board of County Supervisors (BOCS) no later than April 1 for the upcoming fiscal year; the County’s fiscal year runs from July 1 to June 30. The proposed budget includes all projected expenditures, including the transfer to the School Division, and must be balanced against projected revenues. Once presented, the BOCS undertakes an extensive review and public comment period prior to final budget adoption.

Sections 15.2-2506, 58.1-3007, and 58.1-3321 of the Code of Virginia govern the public notice requirements that guide the County’s budget review and public comment period. After receipt of the proposed budget, the first BOCS action is to authorize the advertisement of the proposed tax and levy rates. Once the proposed rate is advertised, the BOCS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The timing of the advertisement is tied to the amount of increased revenue anticipated by the proposed rate. The Code also requires the BOCS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment.

In order to ensure teacher contract continuity, the Schools budget must be adopted by May 1st of each year. This mandate impacts the County’s schedule because the final budget includes the transfer to the Schools. It has been the BOCS’ practice to adopt the final budget in April of each year to provide the continuity required by the mandate.





## Policies for Budget Preparation

The County follows a series of policies to guide the development of the annual budget. The application of these policies promote a consistent approach to budgeting that allows the community to compare the proposed budget to previous budgets.

## Prince William County Adopted Policies

### Principles of Sound Financial Management

The County has a longstanding commitment to sound financial management. In 1988, this commitment was codified into the Principles of Sound Financial Management (PSFM) that are regularly reviewed and updated to ensure continued usefulness as a guide for decision making. The document was recently amended in April 2018. The consistent and coordinated approach to decision making provided by the PSFM has enhanced the County's image and credibility with the public, bond rating agencies and investors, and is reflected in the County's three AAA bond ratings. Three factors make this prudent financial planning imperative:

- Public demand for services and facilities in a rapidly urbanizing environment tends to escalate at a higher rate than population growth and revenues;
- State and federal mandates for services and standards are often not accompanied by sufficient funds to meet the required service levels and standards; and
- Changes in national and local economic conditions can impact the County's revenue base.

### Debt Management Policy Statement

Proper debt management provides a locality and its citizens with fiscal advantages. The State does not impose a debt limitation on the County. However, it is essential to limit the debt of the County to a level that will not infringe on the County's ability to fund ongoing annual operating expenses. For this reason, a debt policy is included in the County's PSFM and has been adopted by the BOCS to provide policy guidance to staff and ensure that no undue burden is placed on the County and its taxpayers. Specific language in the administrative policy provides the framework to limit the use of debt in Prince William County:

**Policy V – Debt Management:** Annual net tax support debt service expenditures shall not exceed ten percent (10%) of annual revenues and total bonded debt will not exceed three percent (3%) of the net assessed valuation of taxable real and personal property in the County.

### Five-Year Plan

One of the financial principles is relatively unique and especially relevant to budget preparation, the requirement to prepare a balanced Five-Year Plan for the General Fund. By local code, the County is required to prepare not only a balanced annual budget, but also a balanced Five-Year Plan. The primary benefit of this requirement is that the community cannot fund a new initiative (staffing, facilities, program or compensation adjustment) if it is not affordable throughout the full five years of the budget plan. Adopting a Five-Year Plan provides a longer-term picture of the County's financial future and provides a longer planning window for both the County and the Schools. This process also facilitates community conversations about what services and programs are desired, as well as what the community is willing to fund. This planning process led to the creation of a revenue stabilization reserve that can be used to smooth revenue shortfalls during economic downturns. Over the past two decades, the balanced Five-Year Plan has proven to be an effective financial control tool for the BOCS, the organization, and the community.

### County/Schools Revenue Sharing Agreement

The BOCS and the School Board have been partners in protecting the fiscal health of the County, as evidenced by the revenue sharing agreement in place since 1988. The original agreement allocated 56.75% of the County's general revenues to the Schools and 43.25% to the County government. This agreement was modified in 2004 to exclude recordation tax from the split, and again in 2013

with the adoption of the FY2014 Budget to allocate 57.23% of general revenues (excluding recordation tax) to the Schools and 42.77% to the County government.

The revenue sharing agreement has been the foundation for the County and Schools five-year operating and capital plans, allowing both organizations to program projected revenues with a high degree of certainty. Each organization's Five-Year Plan is updated annually to reflect the most recent revenue assumptions.

### Strategic Plan

PWC recognized the value of strategic planning in the early 1990's as the BOCS looked for a way to achieve the results identified in the County's first Commission on the Future Report (the first Future Report). The Commission on the Future, established in 1989, created a 20-year vision for the County rich with opportunities for growth and desired community assets. In 1992, the BOCS adopted the 1992-1995 Strategic Plan, identifying specific goals, outcomes, and strategies for that four-year period. That first plan, and each subsequent plan, covered a four-year period tied to the BOCS term of office. The County codified strategic planning in 1994 by adding it to the PSFM.

The County adopted the 2017-2020 Strategic Plan in January 2017. This seventh PWC strategic plan is based upon the 2030 goals of the County's Comprehensive Plan and the second Future Report, both of which provide perspectives on where the community should be in 2030. The Comprehensive Plan goals relate to the physical makeup of the community and the infrastructure necessary to support that, while the second Future Report addresses social and civic, as well as physical, goals. The Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report can be achieved during this four-year period. The 2017-2020 Strategic Plan is one of six plans that will build upon each other to achieve those long-term goals by 2030.

The 2017-2020 Strategic Plan provides budget guidance by highlighting those areas critical to the continued success of the community. The following vision and goals summarize the Strategic Plan:

*Prince William County is a community of choice with a strong, diverse economic base, where individuals and families choose to live and businesses choose to locate.*

- **Robust Economy:** The community fosters a diverse local economy that creates a culture of innovation and achieves more quality jobs, economic opportunities, and an expanded commercial tax base
- **Mobility:** The community will have an accessible, comprehensive, multi-modal network of transportation infrastructure that supports local and regional mobility
- **Wellbeing:** The community will support vulnerable individuals and families to ensure the wellbeing of the entire community
- **Safe & Secure Community:** Prince William County is a community where people are safe and secure
- **Quality Education & Workforce Development:** The community fosters a rich, lifelong learning environment to increase educational opportunities and workforce readiness to meet evolving market demands

### Comprehensive Plan

Since 1974, PWC has had a Comprehensive Plan that provides general guidance to land use and the location, character and extent of supporting infrastructure and public facilities for a 20-year period. In accordance with State law, the Comprehensive Plan is reviewed every five years and updated as conditions or community expectations require new or different action strategies. The current Comprehensive Plan has 15 elements - Community Design, Cultural Resources, Economic Development, Environment, Fire & Rescue, Housing, Land Use, Libraries, Parks/Open Space/Trails, Police, Potable Water, Sanitary Sewer, Schools, Telecommunications, and Transportation. Each element states the community's goal for that specific area and the recommended action strategies to achieve that goal. A major implementation tool for the Comprehensive Plan is the annual capital budget and the six-year Capital Improvement Program (CIP). Projected debt service and operating costs are also programmed in the Five-Year Plan.

### Capital Improvement Program

Each year in conjunction with the budget, the BOCS adopts a six year Capital Improvement Program. The CIP identifies those capital improvements and construction projects that should be funded over the next six-year period to maintain or enhance County assets and service delivery. All funding sources are identified, and the resources necessary are accounted for in the capital projects fund. In FY17, a joint County/Schools Capital Process team was established to increase collaboration between the County and the School Board for capital needs. This process continues to identify efficiencies and improve service outcomes for the community.

The first year of the CIP is adopted as the County's capital budget. The primary expenditure included in the capital budget is debt service for general obligation bonds or other types of debt issued to fund specific CIP projects. The Debt Service/CIP section of this document provides detailed information on debt management considerations. The CIP

also identifies facility and program operating costs, as well as any operating revenues, associated with the capital projects. Funding for operating costs for an approved CIP project is included in the affected agency's budget, consistent with the projections in the CIP.

# School Board Adopted Policies and Practices

## School Board Policy Section 311: Fiscal Management – Preparation of Annual Budget.

### Scope

It is the policy of the Prince William County School Board that a budget shall be prepared annually which concisely describes the planned programs, activities, and educational goals of the Prince William County Public Schools and expresses requirements both in terms of human and financial resources.

### Budget Documents

Documents which support the budget shall contain essential statistical and narrative information to provide citizens, school and county officials, and staff members with revenue projections and expenditure estimates in relation to the programs and activities they support, including comparisons with prior-year budgets.

### Public Review of the Budget

The Superintendent shall supervise the preparation of the annual budget and shall recommend it to the Prince William County School Board for approval on or before the first School Board meeting in March. The Prince William County School Board shall hold public hearings on the proposed budget, review the budget in detail, and adopt a budget request for submission to the Prince William County Board of Supervisors on or before April 1 of each year.

### Adoption of Approved Budget

The Prince William County School Board shall adopt the approved budget as soon as practical after the Prince William County Board of County Supervisors has approved expenditure totals for each Prince William County School Board fund.

### Periodic Budget Reviews

The Prince William County School Board shall require periodic reviews for the current budget to include statements and analysis of all funds. These periodic reviews shall

provide aggregated financial expenditure data in relation to the instructional and support programs which comprise the operating fund.

## General Reserve, Fund Balance, and Long-Term Financial Policies

The School Board maintains a general reserve. Approximately one percent (1%) of the School Board operating fund is budgeted annually in reserve. The School Board reserve is used to fund the costs of additional students above enrollment projections each school year and/or to respond to fiscal issues, which may arise during the school year.

### Five-Year Plan

The budget development process for the School Division is supported by a Joint Resolution between the School Board and the Prince William Board of County Supervisors (BOCS). In the resolution, the BOCS acknowledges the need for adequate local funding to support the operation of the School Division and the need for a commitment from both Boards to develop "five-year budget plans" to address major issues.

Because it is impossible to address all county and School Division needs in a single year, a long term approach is used to project expenditures and revenues. Working cooperatively, the School Board and the Board of County Supervisors agreed to develop and implement five-year budget plans. Under this agreement, the School Division will receive 57.23 percent of all general revenues (excluding recordation taxes) available to the county each year.

These five-year budget plans determine to a large extent the funding allocated to schools, as well as to the central support departments. The budget development process for individual schools and central departments is discussed in detail later in this section under "Department Budget Development."

## What the Current Five-Year Budget Plan Includes

The five-year budget plan includes projections for both revenues and expenditures for fiscal year 2019 through fiscal year 2023. Projections are based on the estimated costs of increases for current programs, services and student membership, the costs for school repairs and renovations, new school construction costs, and the costs for new students. Projected costs are for the Operating and Debt Service Funds only. Listed below are the major components of the plan:

### Current Programs and Services

- Annual adjustments for new students.
- A step or salary scale adjustment for employees in each year as funding permits.
- Funding for the 5,430 new students expected during the next five years.

### Building Repairs and Renewals

- \$172.8 million in funding for repairs and renewals of older facilities.
- Funding for the infrastructure needed for technology improvements (Voice over IP phones, interactive whiteboards, radio upgrades) is adequate.
- Reduced funding for the three-year renewal cycle of essential technology equipment used for instructional and support programs.

### New Schools

- Funding for the debt service on \$569.0 million in construction bonds, start-up costs, and operating costs for new schools and additions.
  - Two elementary schools
  - One middle school
  - One high school
  - Additions/expansions at 8 current schools

## Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2019 – FY 2023 (\$ in millions)

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Expenditures</b>					
Current Programs	1,154.6	1,176.1	1,189.5	1,208.7	1,235.6
New Students	4.2	11.7	21.2	39.6	53.1
Repairs & Renewals	26.5	37.6	37.6	39.6	31.5
New Schools	7.2	0.3	12.2	8.3	15.5
Total Expenditures	1,192.5	1,225.7	1,260.5	1,296.2	1,335.7
<b>Revenues</b>					
State/Federal/Other	608.3	620.1	631.9	644.2	660.7
County Transfer	584.2	605.6	628.6	652.0	675.0
Total Revenue	1,192.5	1,225.7	1,260.5	1,296.2	1,335.7
<b>Surplus/(Deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# Prince William County Schools Strategic Plan 2016-20

The PWCS Strategic Plan provides administrators and School Board members a vehicle to measure progress. All schools and departments are aligned via the same goals, objectives, and measures. With the comprehensive strategic plan as a road-map, it allows PWCS to focus on critical areas. The Office of Accountability provides District Leaders and Stakeholders with current monitoring information. An Annual Summary Report is presented to the Board and used by schools and offices to develop their strategic improvement plans.

The FY 2016-20 Strategic Plan provides budget guidance by highlighting these areas critical to the continued success of the School Division. The following vision and goals summarize the strategic plan:

## Vision Statement

In Prince William County Public Schools (PWCS), all students will learn to their fullest potential. The education of each student will be individualized and developmentally appropriate. Student learning will be enhanced by national, global, and multicultural perspectives.

Students who graduate from Prince William County Public Schools will possess the basic knowledge and skills that will assure their proficiency in problem solving and the use of technology. Graduates will have a desire to learn and the skills to be life-long learners. They will be responsible citizens. All graduates will be competent to enter the work world and prepared to pursue advanced educational opportunities.

## Mission Statement

### ***Providing A World-Class Education***

Providing a World-Class Education means....

- The focus is on all students learning and achieving high standards.
- Instruction is engaging and rigorous.
- Reading and writing literacy is taught in all content areas.
- We support the academic, social, and emotional needs of all students.
- Schools and offices are inviting, welcoming, and customer-oriented.
- We will accomplish our Strategic Plan by working together.



### Goal 1: Student Achievement

**All students meet high standards of performance.**

**Objective 1.1: Increase the percentage of students who meet or exceed achievement performance levels.**

- 1.1.1 All schools will be fully accredited.
- 1.1.2 All schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments and by meeting or exceeding federal Annual Measurable Objectives (AMOs) for all students and groups of students, with the goal of reducing achievement gaps among groups.
- 1.1.3 All schools will increase the percentage of students scoring at the pass advanced level on the SOL tests, with a goal of exceeding the state average in each content area.
- 1.1.4 The percentage of graduates receiving a qualifying score on one or more advanced exams, including Advanced Placement (AP) exams, International Baccalaureate (IB) exams, or Cambridge AICE exams will increase and will meet or exceed state and national averages.
- 1.1.5 SAT and ACT scores will meet or exceed state and national average scores.
- 1.1.6 The Average Daily Attendance (ADA) for individual schools and the Division will be at least 95%.
- 1.1.7 90% of 12th grade students will graduate within four years of beginning 9th grade, according to Virginia Department of Education rules for graduates.
- 1.1.8 The percentage of graduates receiving dual enrollment credits in one or more classes will increase.
- 1.1.9 The percentage of students receiving college readiness scores on assessments recognized by the Virginia Community College System as placement tests will increase.
- 1.1.10 The percentage of students from all student groups who earn an Advanced Studies Diploma will increase over the prior year.

**Objective 1.2: Provide equitable access for students to challenging opportunities resulting in increased participation and achievement.**

- 1.2.1 The participation of economically disadvantaged, minority, students with disabilities, and limited English proficient students in gifted programs, specialty programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase.

- 1.2.2 The over-classification of economically disadvantaged students, limited English proficient students, and students from each racial/ethnic category as students with disabilities as a result of inappropriate identification will decrease.
- 1.2.3 Students will be provided with equitable access to and opportunities in the fine and performing arts.
- 1.2.4 Students will be provided with opportunities to apply technology effectively to gain knowledge, develop skills, and create and disseminate products that reflect their understanding.

### Goal 2: Climate

**The teaching, learning, and working environment is safe, caring, healthy, and values human diversity.**

**Objective 2.1: Promote an environment that supports equity, diversity, and collaborative behaviors among students and stakeholders.**

- 2.1.1 All employees will complete professional development in culturally responsive and non-discriminatory practices within two years of employment.
- 2.1.2 All staff members will actively participate in collaborative teamwork designed to improve professional practice and student learning and promote the culture of a professional learning community.

**Objective 2.2: Promote and ensure safe, responsible, and healthy behavior.**

- 2.2.1 Increase positive behavior supports such that the disproportionate numbers of discipline referrals for economically disadvantaged, limited English proficient students, students with disabilities, and students from each racial/ethnic category will decrease Divisionwide.
- 2.2.2 The percentage of students who are chronically absent (miss more than 10 days in a given school year) will decrease.
- 2.2.3 The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirements in all four categories, with a goal of increasing annually.
- 2.2.4 All schools will provide multiple opportunities for students to participate in school or community service.
- 2.2.5 All school will maintain a Wellness Committee consisting of representative groups that are responsible for implementing the Wellness regulation.



### **Objective 2.3: Enhance the appearance, condition, and capacity of physical plants, facilities, and instructional equipment.**

- 2.3.1 All School Division facilities will pass compliance audits and meet building code regulations.
- 2.3.2 Energy management processes and procedures will be in place providing efficiencies in the annual operating budget.
- 2.3.3 Instructional equipment and technology will be updated and replaced based on established refresh cycles, within budgetary constraints.
- 2.3.4 Information technology infrastructure, equipment, and data systems will be updated and replaced based on establish refresh cycles, within budgetary constraints.

## **Goal 3: Family, Community, And Employee Engagement**

**Family, community and employee engagement create an environment focused on improved student learning and work readiness.**

### **Objective 3.1: Engage families, community, and employees in partnerships that promote student learning.**

- 3.1.1 All schools will have or maintain at least one formal school-home partnership and one formal school-community partnership.
- 3.1.2 The membership of School Division and school advisory councils will reflect equity and diversity.

### **Objective 3.2: Students, families and employees will have a high degree of satisfaction with the School Division.**

- 3.2.1 Survey data will show that student, parent/guardian, and employee satisfaction with the School Division meets or exceeds the previous year's survey results.

## **Goal 4: Qualified Work Force**

**Employees are highly qualified (as defined by VDOE), high performing, and diverse.**

### **Objective 4.1: Recruit and hire highly qualified instructional personnel.**

- 4.1.1 All students will be taught by highly qualified teachers.
- 4.1.2 The total number of National Board Certified Teachers in PWCS will increase annually.

### **Objective 4.2: Develop and support high performing employees through an employee supervision and evaluation system that provides targeted and ongoing professional development.**

- 4.2.1 All employees will complete and implement an individualized professional development and growth plan, to include a technology component.
- 4.2.2 All first-year teachers will be supported by a mentoring program for their first three years, including being provided with trained mentors, preferably matched to their endorsement area.
- 4.2.3 All employees will be evaluated through a standards-based performance evaluation system focused on continuous professional growth and resulting in student achievement.
- 4.2.4 All teachers, as members of their school's professional learning communities, will improve their own professional practice and contribute to the improvement of the professional practice of their peers through meaningful participation in their collaborative teams.

### **Objective 4.3: Promote diversity and equal opportunity for all Prince William County Public Schools employees.**

- 4.3.1 The School Division shall continue to use non-preferential programs and strategies to provide equal opportunity and promote workforce diversity which is reflective of the Prince William County community.

### **Objective 4.4: Reward and retain employees.**

- 4.4.1 Employee salary and benefits packages will be competitive within Northern Virginia.
- 4.4.2 The teacher turnover rate will not exceed 12%.

## **Goal 5: Organizational Alignment**

**The organizational system is aligned and equitable.**

### **Objective 5.1: Align school and department/office plans with School Division goals and school needs.**

- 5.1.1 All school and department plans will be aligned with the goals and objectives in the Strategic Plan and with school needs.
- 5.1.2 The School Division will be responsive in addressing stakeholder questions and concerns.
- 5.1.3 Internal and external performance reviews will be conducted on a regular schedule.

### **Objective 5.2: Maintain an equitable and effective use of available funds.**

- 5.2.1 Schools and departments will meet or exceed State and PWCS staffing ratios and the School Division will make measurable progress toward restoring FY2007 staffing ratios, based on available funds.
- 5.2.2 Funding for renovations/renewals will average 3% of replacement value of all facilities.
- 5.2.3 Funding ratios for schools and departments will be reviewed to ensure current needs are met within budgetary constraints.
- 5.2.4 As part of the regular internal audit process, school use of gifted, English for Speakers of Other Languages, and special education funding will be reviewed.

### **Objective 5.3: Maintain the fiscal integrity of the School Division.**

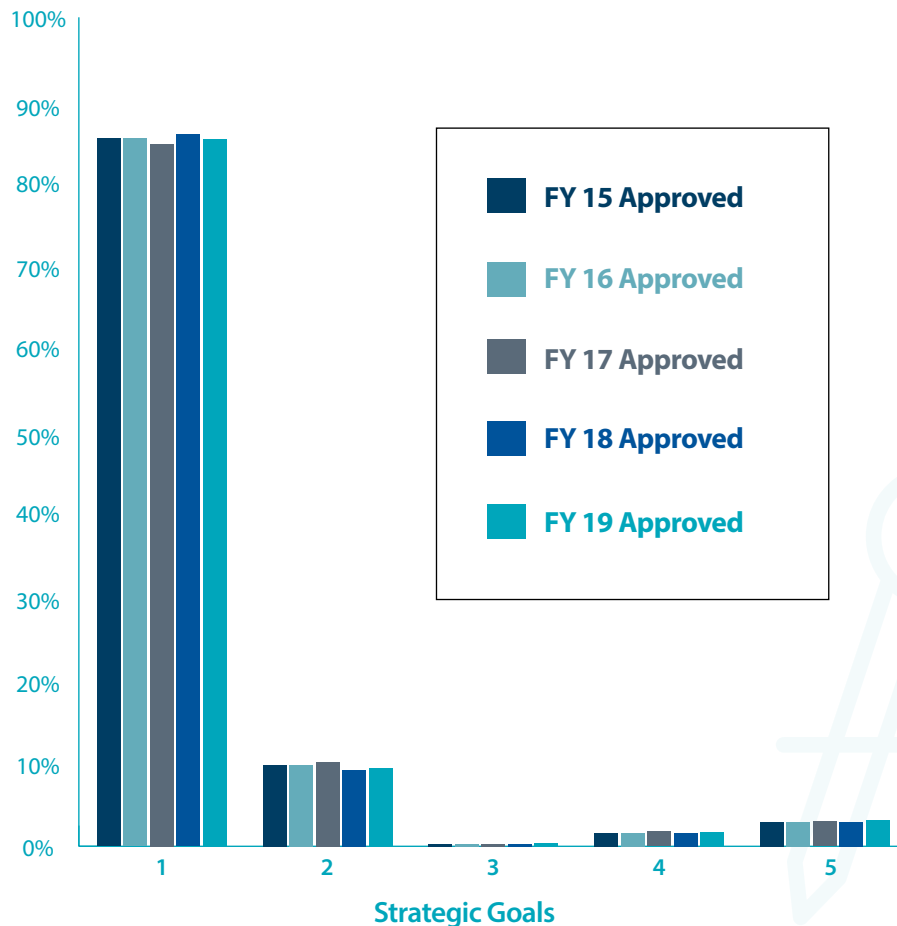
- 5.3.1 The School Division will receive an unqualified opinion on the Appropriated Fund Audit.
- 5.3.2 The Division will maintain an end-of-year positive fund balance.

## Percentage of Operating Fund Budget

These percent increases/decreases are related to budget initiatives adopted by the School Board.

Strategic Plan Goal		FY 15	FY 16	FY 17	FY 18	FY 19
<b>Goal 1:</b>	All students meet high standards of performance	85.40%	84.99%	84.72%	85.88%	85.29%
<b>Goal 2:</b>	The teaching, learning, and working environment is caring, safe, and healthy, and values human diversity	9.78%	10.20%	10.20%	9.24%	9.46%
<b>Goal 3:</b>	Family and community engagement create an environment focused on improved student learning and work readiness	0.29%	0.33%	0.30%	0.30%	0.35%
<b>Goal 4:</b>	Faculty, staff, and leaders are qualified, high performing, diverse, and motivated	1.62%	1.64%	1.77%	1.63%	1.71%
<b>Goal 5:</b>	The Organizational System is aligned, integrated, and equitable	2.91%	2.84%	3.01%	2.95%	3.19%
<b>Total</b>		<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Strategic Goal Percentage of Budget by Fiscal Year



## Capital Improvements Program

Each year in conjunction with the budget, the School Board adopts a ten year Capital Improvements Program (CIP). The CIP is a management tool for planning the capital improvements projects needed to house over 91,054 students and employees adequately. It is an ongoing plan designed to address the need for construction of new school facilities, classroom additions to existing schools, site acquisition, renewals of existing facilities, and upgrading and maintaining the School Division's infrastructure. The CIP is a blueprint of work to be performed over the next ten-year period as determined in assessments of building needs, capacity, and utilization. It is developed to provide facilities and future school sites to sustain world-class educational programs at a reasonable cost.

The CIP enables the School Division to address changing enrollment patterns and utilize facilities in ways that are consistent with sound educational practices. It is a "cumulative" process that builds upon the prior year's

plan and is adjusted annually based on updated enrollment projections and fiscal limitations (debt service and budget constraints). Based on the annually updated enrollment projections, the CIP provides general guidance for the next ten years.

This ten-year plan uses a long-term planning approach that helps to better focus staff efforts. The CIP is not an inventory of all the work that must be performed on school facilities over the next ten years. It is, rather, a specific budget for the first year of the program (FY 2019) combined with a more general planning schedule for four additional years (FY 2020-23) and then an estimate of projects needed for FY 2024-28. The projects designated for the first two years of the plan are the highest priority needs.

The Construction Fund section of this document provides detailed information.

## FY 19 Budget Development

There were several budget considerations that impacted the decision-making in preparing the Approved Budget.

### Budget Drivers

- 418 additional students over the FY 2018 budget at a cost of \$8.2 million. Growth rates over the last several years have slowed from a range of 2% to 3% to approximately 1%. FY 2017, however, showed an uptick in the growth rate resulting in 704 more students than expected. In 2018, there were 775 fewer students than expected. As a result, Division staff is monitoring enrollment changes very closely.
- Opening of the Independence Nontraditional School and startup funding for the new "Prince William Parkway" elementary school. There will be additions at Pattie Elementary and Lake Ridge Middle Schools. The Division will also be commencing additions at Antietam, Lake Ridge, Springwoods, Leesylvania, and Minnieville Elementary Schools, as well as Stonewall Middle School.
- An overall 6.6% increase in health insurance costs.
- The Virginia Retirement System (VRS) employer rates decreased from 16.32 percent in FY 2018 to 15.68 percent in FY 2019.
- Increase in debt service of \$6.7 million.
- Partial restoration of economically disadvantaged money to all grade levels. This restoration adds approximately \$1.5 million back to school's budgets to help fund services, that were reduced during the great recession, for economically disadvantaged students. While this restoration is very good news, the Division is still funded at half the level it was prior to FY 2007.
- Funding for middle and high school athletic trainers.
- Increases for legal expenditures.
- Increases for a School Board parliamentarian.
- Startup costs for 10 half-day pre-kindergarten programs to be located at Washington Reid.
- Funding for a new talent management system that will make the efforts of managing human resources in the Division far more efficient and effective.
- The addition of thirteen 195 day social workers, one mental health specialist, one human trafficking prevention specialist, and one 195 day special education psychologist.

### BOCS Budget Guidance

In December of each year the BOCS provides budget guidance to the County Executive and the School Superintendent in the form of projected real estate tax bill increases or decreases across the life of the five year plan. This guidance sets the tax policy assumptions that are used to build the five year plan. Revenues can then be calculated, and the County Executive and School Superintendent know the upper limit of tax revenue that is to be split using the adopted revenue sharing agreement.

### Revenue Forecast

The County revenue projection involves another collaborative process with internal and external partners working together to identify changing economic conditions and analyze a complex market to calculate the anticipated tax base. Information is gleaned from national, state and local tax and real estate experts to forecast revenues for the upcoming five years. For further information, see the Estimate of General Revenue Adopted FY 2017-2021 at [pwcgov.org](http://pwcgov.org). The BOCS budget guidance is applied to the revenue forecast to build the revenue side of the five year plan. All other revenue estimates are based on historical data and information available at the time of budget development.

The Virginia Department of Education provides the School Division with projected state revenues for the coming year which staff adjusts due to changes in projected enrollment.

The School Division also receives revenue from federal, state, and local governmental sources as well as from fees and tuition charged for specific purposes. Estimates for the proposed fiscal year are a function of the PWCS Office of Budget in conjunction with those managers of programs which receive revenue during the fiscal year.

### Department Collaboration

Building the expenditure side of the annual budget is a multi-step process that involves the entire organization. Department budgets are those presented and submitted by individual schools, central support departments and reimbursable programs. All departments are required to adhere to the funding limitations as presented in the five-year budget plan. Departments are then allocated funds to budget for the coming year.

### Schools

PWCS is “nationally recognized” for the development and implementation of school-based management. Schools are allocated funds to budget staffing, benefits, materials and

supplies, and equipment. Funding allocations are made based upon the number and type of students, fixed allocations, replacement equipment allocations, and some supplemental allocations for specific programs.

The per pupil allocations are computed on the actual cost of the student to the school and provide appropriate and equitable funding for instructional and support resources needed for the self-contained and resource programs available in each school. Fixed allocations are for those costs which are common to all schools regardless of size or enrollment. Replacement equipment allocations are determined by the age of the school building. Supplemental allocations are given to schools which offer specific instructional programs which would not be financially viable through the normal per pupil allocations. Budgets for centrally administered instructional programs are also based on per pupil allocations.

School allocations and an updated budgeting manual that outlines the policies and costs for budget purposes are sent to schools. Each school, through discussions with the community served, faculty and staff, and central office, determines the needs of the school for the coming year. These needs are reflected in the budgeting plan. Schools enter their budget using “online” budget preparation software. The software includes the line-item codes for every instructional and support program. The Office of Budget then checks each school budget and uploads the data into the School Division’s main financial system.

### Central Support Departments

Central support departments receive budget allocations based upon a fixed allocation, student membership, and a replacement equipment allocation. Each department is allocated a fixed allocation which funds the department’s basic critical functions to meet minimum operating requirements, a per pupil allocation which funds those departmental functions which are impacted by the number of students in the School Division, and a replacement equipment allocation which helps fund needed replacement of office equipment.

Central support departments, like schools, budget their allocated funds for staffing, benefits, materials, supplies, equipment, and furniture.

Central support departmental budgets are submitted “online” from the department to the Office of Financial Services by individual line-item for inclusion in the proposed budget document and for upload into the School Division’s financial system.

### Reimbursable Programs

Reimbursable programs include those programs which receive revenue based upon expenditures; that is, a program such as Title I which receives federal funds to reimburse the School Division for the Title I program's costs.

Reimbursable program budgets are submitted "online" from the grant department to the Office of Financial Services by individual line-item for inclusion in the proposed budget document and for upload into the School Division's main financial software system.

### Citizen Involvement in the Budget Development Process

Throughout the budget development process, there are opportunities for citizens to become involved. The preparation of the budget begins each fall when input from stakeholders (citizens, advisory councils, parents, teachers, School Board, staff, administrators) is collected and reviewed by the Superintendent and associate superintendents. After discussions with stakeholders, in early February, the Superintendent presents a proposed budget to the School Board.

A flier containing proposed budget highlights and state required budget information is posted on the School Division's Web site. Further citizen input is collected from public meetings held in the evenings at several county schools.

The School Board holds an official public hearing on the budget that is open to all citizens in late March. After the public hearing, the School Board approves an advertised budget. Once approved, the Code of Virginia requires that the Superintendent, with the approval of the School Board, submit the budget to the appropriating body, the Board of County Supervisors.

The Board of County Supervisors conducts further public meetings where citizen input is welcome. By state law the Board of County Supervisors has until April 30 to approve the School Board budget.





## Budget Approval and Amendment

Once all budgets are submitted, the Superintendent and administrative staff review them. The individual school and department budgets comprise the expenditure component of the Superintendent's Proposed Budget.

Capital needs for the coming year are budgeted within the Construction Fund budget. Capital needs are determined through the development of the Capital Improvements Program (CIP) which is annually updated to maintain a ten-year projection of the School Division's capital needs based upon student population growth and needed school building renovations and renewals. The CIP is reviewed and approved by the School Board on an annual basis, and projects required to maintain or to improve instruction are included in the Superintendent's Proposed Budget.

The Superintendent's Proposed Budget is presented to the School Board in February. The School Board holds both budget work sessions and public hearings on the proposed budget during the month of March. The School Board may modify the Superintendent's Proposed Budget prior to submission to the appropriating body, the Prince William

Board of County Supervisors. Upon approval by the School Board, the budget, now known as the Advertised Budget, is presented to the Board of County Supervisors by both fund totals and by state-determined categories; the latter is required by state law.

The Board of County Supervisors holds budget work sessions and public hearings in conjunction with the School Board and appropriates a budget for the School Division by the end of April. This budget may be appropriated by either total amount or by state-determined categories; the Board of County Supervisors has historically appropriated the School Division's budget by total amount. The School Board may make additional adjustments within fund totals until June 30. An approved School Board budget document for the fiscal year (July 1 – June 30) is then prepared, published, and distributed.

An amendment to the total amount of any individual fund requires approval of a resolution from the Board of County Supervisors. Budget adjustments within individual funds do not require a resolution.

## Budget Administration and Management Process

Budget administration and management is the process of monitoring revenues and expenditures throughout the fiscal year. Revenues are monitored to ensure that anticipated receipts are posted and to make adjustments in the revenue accounts when either the revenue budget or the actual receipts do not agree. Expenditures are monitored to ensure that they do not exceed authorized amounts and that they are expended for intended, appropriate, and legal purposes. Monitoring of both revenues and expenditures on summary levels is a continuous activity of the Office of Financial Services.

### Revenues

The School Division receives revenues from federal, state, and county sources as well as from fees and tuition payments for some specific programs such as summer school, adult education and driver education. Revenue estimates for the fiscal year are completed through cooperation of the Office of Financial Services and appropriate department personnel. Grant programs are responsible for estimating fiscal year grant amounts for anticipated revenues and expenditures.

Most federal and state revenues are received via electronic transfers, the county fund transfer is posted monthly by the county, and other revenues are received by check or cash and are posted on a daily basis by the Office of Financial Services. After recording all receipts, they are forwarded to the county government's finance department for posting and deposit.

Reconciliation of revenue receipts with the County's financial reporting system is done on a monthly basis, and any required adjustments are completed.

Requests for adjustments to the revenue budget are submitted in writing to the Office of Budget for processing based upon guidelines determined by the Director of Financial Services. Revenue reports generated from the budgeting and accounting application are distributed to appropriate department administrators on a monthly basis to assist them in budget management.

### Expenditures

Although each department administrator is responsible for the maintenance of the department budget, the School Division's budgeting and accounting software application prohibits a department budget from over-expending. Two "appropriation unit" designations are assigned to each department budget. One of these units controls the expenses for salaries and benefits; the other controls the expenses for all other budgeted expenses. When the total budgeted appropriation amount is obligated, the accounting system prohibits the department from entering a purchasing or payment document.

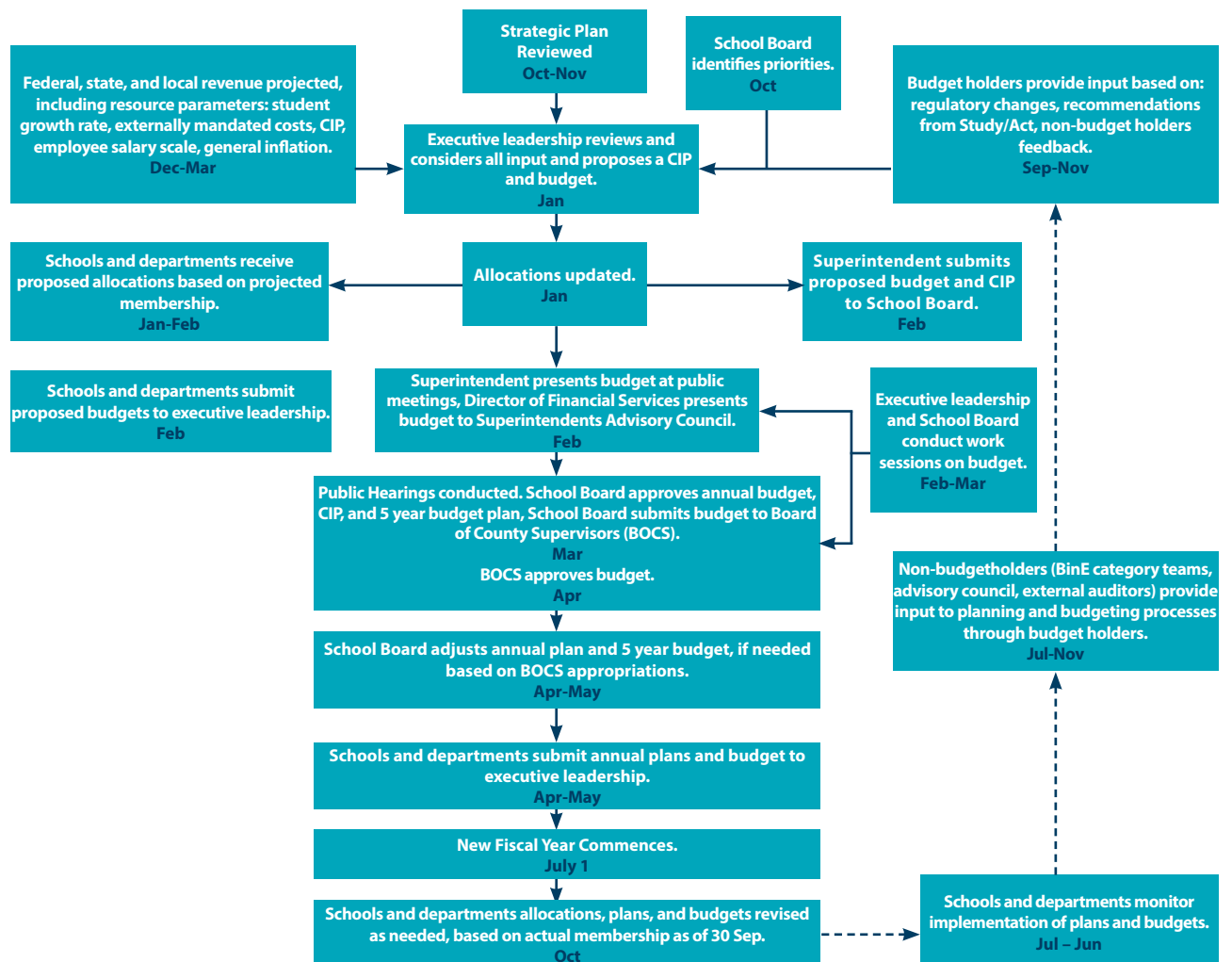
Each department has online access to budget and expense data necessary for the day-to-day management of the department's budget. Expenditure reports are generated on a daily basis and are available to individual agencies through an online software application.

Department administrators may reallocate budgeted non-position funds within their agencies (schools or central office departments) through online access to the mainframe accounting software. These intra-department budget reallocations are approved or denied online by the Office of Budget based upon guidelines determined by the Director of Financial Services. Requested reallocations between agencies (inter-department) are submitted in writing to the Office of Budget for review, approval, and processing.

### Reporting

The School Division, as part of the County audit process, prepares a Comprehensive Annual Financial Report (CAFR) to report the results of all funds under School Board authorization. The School Division also prepares the Annual School Report for the Virginia Department of Education.

### Division Planning and Budget Process Flowchart



# FY 2019 Budget Development and Approval Calendar

2017	
November-December	<p>Director of Finance submits revenue estimates for FY 2019 to the Superintendent.</p> <p>Update of the Five-Year Budget Plan.</p> <p>Update of the Capital Improvements Program (CIP).</p> <p>Update of the Strategic Plan.</p> <p>Budget Office prepares school budget materials.</p>
2018	
January	<p>Central Department allocations and grant budgets determined.</p> <p>School allocations computed.</p>
February 7	The Superintendent submits a proposed budget and CIP to the School Board.
February 9	Schools and Central Departments receive proposed budget allocations.
February 12	Public meeting on the budget at 7 p.m. at the Kelly Leadership Center.
February 14	Central Departments submit department budgets developed from allocations.
February 16	Principals submit school budgets based on student membership projections and proposed allocations.
February 28	School Board work session.
March 14	School Board work session for final mark-up on FY 2019 CIP/Budget.
March 21	<p>School Board conducts an official public hearing on the budget at 7 p.m.</p> <p>School Board approves FY 2019 CIP/Budget and submits to Board of County Supervisors.</p>
April 3	Presentation of School Board Advertised Budget to Board of County Supervisors.
April 30	Final date for Board of County Supervisors' approval of School Board budget.
May 4	Principals and Central Departments amend budgets according to adopted School Board budget and for enrollment changes.
July 1	Official start of Fiscal Year 2019.
October 1	Principals and Central Departments amend budgets based on September 30 student membership.

## Financial Organization

The Office of Financial Services has the responsibility for the fiscal operations of the School Division including budget development and management, maintenance of the accounting system, payment of invoices, payroll, and receipt and posting of revenues. The Director of Financial Services with direction from the Associate Superintendent of Finance and Support Services is responsible for the financial functions of the School Division.

The budgeting and accounting systems of the Prince William County School Division are organized and operated on the basis of self-balancing accounts, which comprise its assets, liabilities and fund balances, revenues, and expenditures as appropriate. School Division resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The funds are as follows:

### Governmental Funds

The Operating Fund is used to account for the revenues and expenditures necessary for the day-to-day operation of the School Division. Revenues are received from federal, state, and county government sources. Tuitions and fees for some programs are collected to partially offset costs of those programs. Expenditures are tracked by each central support office and each school, activity, and object code.

The Debt Service Fund is used to account for the transfers of funds for and the payment of, general long-term debt principal and interest and appropriate costs arising from the administration of bonds by outside agencies, as well as principal and interest payments to the state Literary Fund for funds borrowed for school building projects. The fund's revenue consists primarily of a transfer from the county's general fund.

The Construction Fund is used to account for the financial resources to be used for site acquisition or the construction of major capital facilities. This fund receives revenue from the sale of bonds, funds from the Literary Fund and transfers from the Operating Fund.

The Food Services Fund is used to account for all revenues and expenditures relative to the operation of cafeteria

services at schools. This fund is financed and operated in a manner similar to a private business enterprise in that its costs are financed through user charges.

The Administration Cafeteria Fund is used to account for its revenues and expenditures pertaining to its operations. Its costs are financed through user charges.

The Facilities Use Fund is used to account for its revenues and expenditures pertaining to the operation of the School Division's facilities rental program.

### Fiduciary Funds

The Regional School Fund is used to account for the revenues and expenditures for its operations. It is funded through tuition payments from Prince William County Public Schools, Manassas City Public Schools, and Manassas Park City Public Schools which provide special education services to eligible students within these School Divisions.

The Governor's School @ Innovation Park Fund is used to account for the revenues and expenditures of the Governor's School which is jointly operated by Prince William County Schools, City of Manassas Schools, Manassas Park City Schools, and George Mason University. It is supported by tuition from the three school divisions.

### Proprietary Funds

The Distribution Center Fund is used to account for the purchase of warehouse stock items from vendors and sale of issued items to schools and departments.

The Imaging Center Fund is used to account for the sale, primarily to internal customers, of printed materials and printing services.

The Self-Insurance Fund is used to account for its financial resources to be used for the payment of claims and related expenses for workers' compensation and general liability losses for which the School Division is self-insured. It is supported by transfers from the Operating Fund and interest earned on the fund balance.

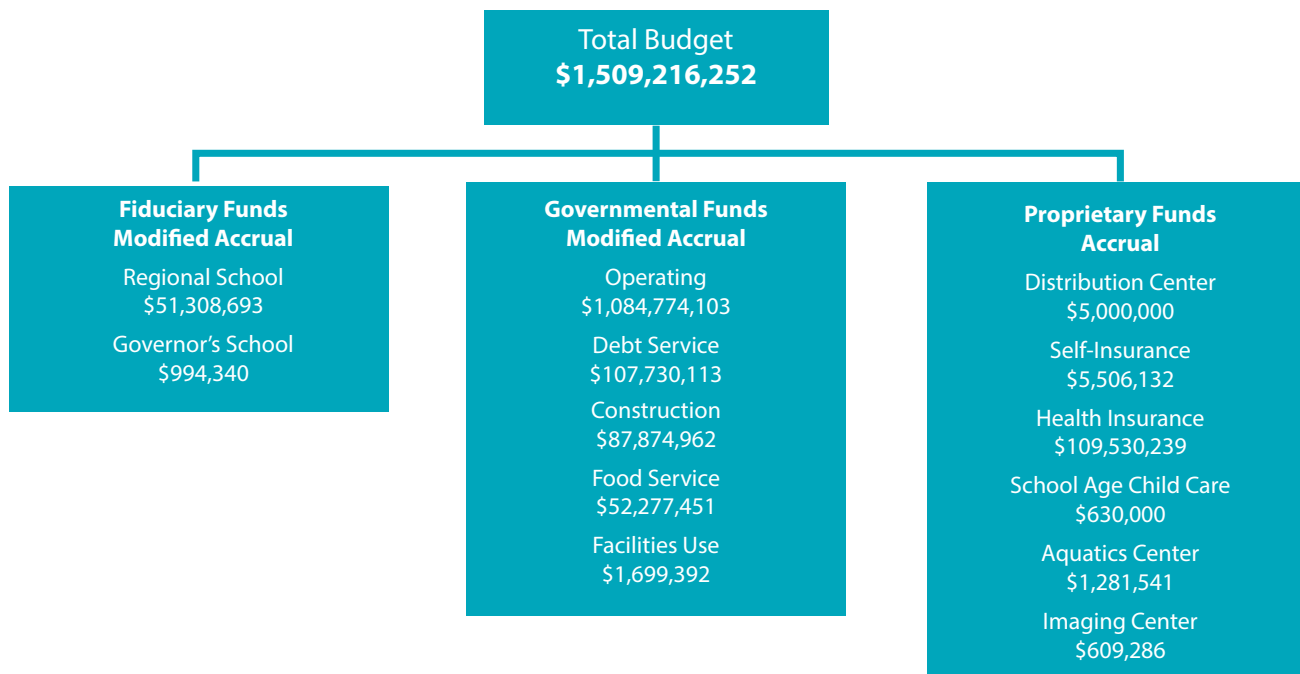
## Organizational Section

The Health Insurance Fund is used to account for its financial resources to be used for the payment of claims and related expenses for the health care program. It is supported by transfers from the Operating Fund and by insurance premium payments by employees.

The School Age Child Care Program Fund is self-supporting and is used to account for expenditures required to award contracts to private child-care providers for operation of the SACC program. The program provides adult supervised, high quality, affordable before and after school care. It is supported by a flat fee charged to the private child-care providers.

The Aquatics Center Fund is used to account for the revenues and expenditures pertaining to its operations. It is supported by a transfer from the General Fund and user fees. The Center will serve the Prince William community including:

- Swim school and non-school teams from across the area;
- PWCS and community learn-to-swim and water safety classes and programs;
- Lifeguard and rescue trainees;
- Physical therapy students in Career and Technical Education programs;
- Recreational swimmers and exercise-seekers of all ages from across Prince William County;
- Students with disabilities seeking access to athletic competition;
- Local underwater robotics teams; and
- Tournament competitors in all areas.



## Basis of Accounting

Basis of accounting refers to the timing of recognition of revenues and expenditures or expenses in the accounts and in the financial statements, regardless of the measurement focus.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable fiduciary funds are accounted for using a current financial resources measurement focus; that is, only current assets and current liabilities generally are included on the balance sheets. Operating statements of these funds present increases (revenues and other financial sources) and decreases (expenditures and other financing uses) in net current assets.

The proprietary funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operations of these funds are included on the balance sheet. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in fund equity (net total assets).

The modified accrual basis of accounting is followed for all governmental type funds and fiduciary type funds of the School Division. Revenues are recognized in the accounting period in which they become susceptible to accrual that is both measurable (the amount of the transaction can be determined) and available (the amount is collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period). Expenditures, other than long-term debt and the long-term portion of accumulated sick and vacation pay, are recorded when the fund liability is incurred.

The accrual basis of accounting is utilized by the proprietary type funds. Revenues are recognized when earned, and expenses are recognized when goods and services are received (whether cash disbursements are made at the time or not).

## Fund Structure by Budgetary Basis

Basis of Budgeting is presented here to assist readers of the budget document, and to provide a bridge between the budget presentation in this document and the accounting presentation in the Prince William County Public Schools Comprehensive Annual Financial Report. The chart on the previous page shows the basis of budgeting for each fund. The basis used for budgeting is also used for accounting in each fund.

Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Modified Accrual Basis indicates expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred, and revenues are recorded when they become susceptible to accrual, that is both measurable and available.

Accrual Basis indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received.

## Budget Structure

### Expenditure Budgets

Within each of the funds are individual department budgets. Departments are individual schools, centrally administered instructional programs, and central office departments. Department budgets are presented individually by object codes, line item historical expenditures, and budgeted amounts which detail the purpose for which the expenditures are planned.

Each school develops and submits an Annual School Plan to the Superintendent that relates the school's plans to achieve its goals for the coming school year. A school's budget is based upon this plan. Annual school plans are approved separately by the Superintendent and are not included in this budget document.

Each central office department develops and submits detailed explanations of its critical functions and activities in support of the total instructional program. Summary listings of a



department's critical functions and activities, a discussion of the department's budgeted major changes for the coming year, and performance measures, are all presented for each department.

### Classification of Expenditures

Expenditures of the School Division are comprised of cost estimates for the operation of the Division and are balanced to the revenue that is provided to PWCS. The expenditure budget is developed in a line item format by department, which identifies the school or central office responsible for the budget. Expenditures are classified by categories: unit (identifies the specific area within the department i.e., math, administration, grant, etc.), activity codes (identifies the specific administration, support or instructional area), appropriation (a fiscal control identifying salary/benefits or flex expense) and object codes which represent the actual service or item procured by PWCS. The PWCS Chart of Accounts captures the account code structure used by expenditure accounts as outlined below:

### Revenue Budgets

Revenue budgets are presented for each fund. The Revenue Fund Summary presents major categorical listings or totals for each fund. Revenues for the Operating Fund and the Debt Service Fund are detailed by line item within the revenue section. Revenues for the remaining funds are included on the fund statement sheets.

### Classification of Revenues

Revenues of the School Division are classified by fund and source. Revenues for the operation of the School Division are derived from the following primary sources:

#### Federal Funds

Consist of general federal funds, such as Impact Aid funds that are paid directly to the School Board for use in the operation of the total instructional program; and categorical funds that are designated for specific programs, such as Special Education and Adult Basic Education. These funds are subject to the federal budget process.

Fund	Department	Unit	Activity	Appropriation	Object
001	508	8008	1080	577	4011
General Fund	Osborn Park HS	Education Foundation	Science	Flex	Textbooks

Object codes provide a detailed account of how spending is conducted.

- 1000 Series:** Personnel Services- comprises all compensation for the direct employment cost of the School Division.
- 2000 Series:** Fringe Benefits- comprise the job-related benefits provided for school employees as part of their total compensation.
- 3000 Series:** Purchased Services- consists of services acquired from outside sources on a fee basis or fixed time contract basis.
- 4000 Series:** Supplies and Materials- consists of articles and commodities acquired that are consumed or materially altered when used, and capital outlay items that have a unit cost of less than \$5,000.
- 5000 Series:** Capital Outlay- expenses which result in the acquisition of, or addition to, capital assets with a unit cost of \$5,000 or more.
- 8000 Series:** Reserve and Contingency



### State Funds

The Commonwealth of Virginia provides two types of revenue: state aid and sales tax.

State Aid consists of Standards of Quality (SOQ) payments and categorical amount established by the General Assembly on a biennial basis. Standards of Quality payments are derived by multiplying the per-pupil amounts determined by the General Assembly by the projected March 31st Average Daily Membership (ADM). The September 30th Projected Enrollment is used to estimate the March 31st ADM. Standards of Quality payments are shared by the state and the local government based upon a ratio derived from the Composite Index. The Composite Index is determined by the state each biennium and represents the local government's ability to pay for public education. In addition to SOQ payments, the state also provides categorical funds to pay the state's share of certain specific programs, such as Special Education and Technical and Career Education.

State sales tax is required by the Appropriation Act to be shown as a separate source of revenue from state funds in the local school's budget. One and one-eighth cents is returned by the state to localities for public education and is distributed to school divisions based on an estimate of

school-aged children residing in each locality. An annual census is collected by the Weldon Cooper Center for Public Service at the University of Virginia (UVA) to determine the school-age population. The new estimate of school-age population for distributing sales tax revenue became effective on July 1, 2016, for the 2018-2020 biennium.

### County Funds

Consist of the transfer from the County which is supported by the County/Schools Revenue Agreement to call for 57.23% of all general revenues, excluding recordation tax to be transferred to the School Division. The primary source of revenue for Prince William County is real and personal property tax dollars. From the county contribution received, funds are first allocated to Debt Service and the remainder is allocated to the Operating Budget.

### Other

Consist of numerous miscellaneous revenue sources such as school facility rentals, tuition, and sale or surplus items.

### Beginning Balance

Consist of one-time expenditure savings identified from prior fiscal years. It is included in the revenue section because it adds to the total funds available for appropriation.

## Recognition

The Association of School Business Officials International

### Meritorious Budget Award

Prince William County Public Schools has been awarded the Meritorious Budget Award (MBA) by the Association of School Business Officials (ASBO) International for the past 22 consecutive years.

The Meritorious Budget Award recognizes the School Division's Approved Budget document for excellence in the preparation and issuance of its school system budget based on the Association's MBA criteria.

Prince William County Public Schools became the first school division in Virginia to earn ASBO's Meritorious Budget Award for its FY 1997 Approved Budget document. The award was earned on Prince William County Public School's first submission for the award.

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# Financial Section

The Financial Section of the Approved Budget document presents the fiscal plan at summary and detail levels. The School Division's budget is approved by the appropriating body, the Prince William Board of County Supervisors (BOCS), at the fund level. The budget is also presented to the BOCS by state category as required by state law.

The budget is presented within this section by fund and by department. Fund budgets permit the School Division to accurately account for the revenues and expenditures at a summary level. School Division resources are allocated to and accounted for in these individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. Department budgets are those prepared and submitted by individual schools and central support programs within the various fund budgets.

Each of the fund budgets is presented by total and by individual department within the fund. The Operating Fund includes those school and program budgets that are necessary for the day-to-day operations of the School Division. The Debt Services Fund includes the principal and interest payments of the School Division's long-term debt obligations. The Construction Fund includes the budget for major new and continuing construction and renovation projects. The Other Funds section includes the Food Services Fund, the Distribution Center Fund, the Facilities Use Fund, the Self-Insurance Fund, the Health Insurance Fund, the Special Education Regional School Fund, the Governor's School @ Innovation Park Fund, the School Age Child Care Program Fund, the Aquatics Center Fund, and the Imaging Center Fund.

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## Description of Financial Structure

The School Division budget is organized by fund, department, unit, activity, and object or revenue source code. This financial structure permits the accurate and appropriate tracking of expenditures and revenues for the requirements of the School Division and required state reporting. Further, State Board of Education categories are required for budget approval and state reporting. The school budget includes thirteen separate funds to record assets and liabilities for specific purposes:

1. Operating Fund
2. Debt Service Fund
3. Construction Fund
4. Food Services Fund
5. Distribution Center Fund
6. Facilities Use Fund
7. Imaging Center Fund
8. Self-Insurance Fund
9. Health Insurance Fund
10. Regional School Fund
11. Governor's School @ Innovation Park Fund
12. Aquatics Center Fund
13. School Age Child Care Program Fund

Each fund is comprised of individual department budgets (schools, or central office departments). Within each department are unit and activity sub-department divisions which provide the structure for appropriate tracking of budget and expenditures respectively for reporting. The Construction Fund uses a function sub-department division to identify project expenditures. To complete the budget and accounting string, all departments use object codes to report detailed line item expenditures.

State law requires that the School Division submit its annual budget request to the BOCS by categories as determined by the State Board of Education. These categories allow the state a common basis for comparisons of expenditures among all school divisions within the state. The current state categories are as follows:

- Instruction
- Administration, Health and Attendance
- Pupil Transportation
- Operations and Maintenance
- Food Services and Other Non-Instructional Funds
- Facilities
- Technology
- Debt Service

State law permits the county's appropriating body, the BOCS, to approve the School Division's budget either by state category or in lump-sum total. The BOCS has traditionally approved the School Division's budget in total.

### FY 2019 Approved School Budget by Fund Total

Operating Fund	\$1,084,774,103
Debt Service Fund	\$107,730,113
Construction Fund	\$87,874,962
Food Services Fund	\$52,277,451
Distribution Center Fund	\$5,000,000
Facilities Use Fund	\$1,699,392
Imaging Center Fund	\$609,286
Self-Insurance Fund	\$5,506,132
Health Insurance Fund	\$109,530,239
Regional School Fund	\$51,308,693
Governor's School @ Innovation Park	\$994,340
Aquatics Center	\$1,281,541
School Age Child Care Program	\$630,000
<b>Total by Fund</b>	<b>\$1,509,216,252</b>

### FY 2019 Approved School Budget by State Category

Instruction	\$850,986,918
Administration, Health & Attendance	\$76,627,237
Pupil Transportation	\$62,679,340
Operations and Maintenance	\$61,798,230
Food Services and Non-Instructional Funds	\$174,643,214
Facilities	\$132,829,650
Technology	\$41,921,550
Debt Service	\$107,730,113
<b>Total by State Categories</b>	<b>\$1,509,216,252</b>



# Approved Budget Revenue Summary

## Operating Fund Revenues

The School Division receives funds from federal, state, county, and local sources. Estimates for revenues are made in the fall for the next fiscal year based upon the latest available information and are adjusted in March if required.

**Federal revenue** estimates for FY 2019 total \$38,121,179, a decrease of \$4,075,140 (9.66 percent) below the FY 2018 approved. The most significant decrease of approximately \$4.8 million occurs within the Title I grant that funds programs for students from low-income families to help ensure all children meet the challenging state academic achievement standards. Federal revenue constitutes 3.51 percent of the total Operating Fund revenue estimate.

**State revenue** estimates total \$534,513,421, an increase of \$23,005,884 (4.50 percent) above the FY 2018 approved. The major increases are basic aid, sales tax, and special education funds. State revenue constitutes 49.27 percent of total Operating Fund revenue.

The FY 2019 **County General Fund Transfer appropriation** totals \$583,414,224 of which \$478,667,603 is transferred to the School Division's Operating Fund. The Operating Fund amount is an increase of \$18,701,873 (4.07 percent) more than FY 2018 approved. The General Transfer amount is 44.13 percent of total Operating Fund revenues. Prior year un-obligated funds (**Beginning Balance**) of \$26,476,567 are included within the Operating Fund revenues. This amount constitutes 2.44 percent of total Operating Fund revenues.

**Local tuition and fees revenue** estimates total \$4,307,395, a decrease of \$693,864 less than FY 2018 approved. Local revenues constitute .40 percent of total Operating Fund revenues.

The Operating Fund revenue budget includes \$2,687,938 in **Undistributed Revenue**. This provides a means of incorporating small grants and minor revenue adjustments without changing the total budgeted and appropriated amount. This amount constitutes .25 percent of total Operating Fund revenues.

## Other Funds

The **Debt Service Fund** is funded through General Fund Transfer \$103,436,563, Construction Fund Transfer \$1,200,000, federal tax credits \$1,310,058, other financing sources \$783,492 and the capital accumulation reserve \$1,000,000.

The **Construction Fund** is funded through receipts from bond issues and Literary Fund Loans.

The **Food Services Fund** receives federal and state funding in addition to cafeteria sales receipts.

The **Distribution Center Fund** is funded through the sale of supplies and equipment to schools and departments within the other funds.

The **Facilities Use Fund** receives funds through the use of school facilities by non-school agencies. The administration building cafeteria program (within the Facilities Use Fund) is funded through cafeteria sales.

The **Imaging Center Fund** is funded through the sale of printed materials and printing services to schools and departments within the other funds.

The **Self-Insurance Fund** is funded through transfers from the Operating Fund as necessary.

The **Health Insurance Fund** is funded through transfers from the Operating Fund and employee pay deductions.

The **Regional School Program Fund** is funded through tuition payments from other school divisions as well as from PWCS.

The **Governor's School @Innovation Park Fund** is funded through tuition payments from other school divisions as well as from PWCS and state funding.

The **Aquatics Center Fund** is funded through a transfer from the General Fund and user fees.

The **School Age Child Care Program Fund** is funded through a contract with a vendor.

# Summary of All Funds – Revenues

## FY 2015 – FY 2019 Revenue History and Estimates

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
<b>Operating Fund</b>						
Federal	\$34,089,063	\$36,128,406	\$39,360,218	\$42,196,319	\$38,121,179	(\$4,075,140)
State	455,635,005	465,672,494	490,393,363	511,507,537	534,513,421	23,005,884
County	414,313,112	436,375,832	454,793,356	459,965,730	478,667,603	18,701,873
Local	7,637,879	7,389,975	8,905,660	5,001,259	4,307,395	(693,864)
Beginning Balance	0	0	0	23,013,491	26,476,567	3,436,076
Undistributed	0	0	0	1,094,779	2,687,938	1,593,159
<b>Total Operating Fund</b>	<b>911,675,059</b>	<b>945,566,707</b>	<b>993,452,597</b>	<b>1,042,779,115</b>	<b>1,084,774,103</b>	<b>41,994,988</b>
Debt Service Fund	78,477,806	82,945,475	89,046,409	101,045,974	107,730,113	6,684,139
Construction Fund	121,084,016	263,251,946	127,768,545	316,772,454	87,874,962	(228,897,492)
Food Services Fund	41,990,177	45,459,640	47,761,287	51,285,609	52,277,451	991,842
Distribution Center Fund	4,503,811	4,858,637	4,964,111	5,000,000	5,000,000	0
Facilities Use Fund	1,458,934	1,573,195	1,544,965	1,402,130	1,699,392	297,262
Imaging Center Fund	0	0	0	0	609,286	609,286
Self-Insurance Fund	3,620,862	4,265,060	4,580,582	5,367,639	5,506,132	138,493
Health Insurance Fund	83,067,963	92,534,407	100,190,717	99,157,018	109,530,239	10,373,221
Regional School Fund	45,084,273	45,902,125	47,721,712	51,308,693	51,308,693	0
Sacc Program Fund	512,575	506,178	511,981	630,000	630,000	0
Governor's School Fund	826,555	767,688	928,437	968,357	994,340	25,983
Aquatics Center	0	0	806,343	978,562	1,281,541	302,979
<b>Total All Funds</b>	<b>\$1,292,302,031</b>	<b>\$1,487,631,058</b>	<b>\$1,419,277,686</b>	<b>\$1,676,695,551</b>	<b>\$1,509,216,252</b>	<b>(\$167,479,299)</b>

# Summary of All Funds – Budget by Functional Units

	FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$605,183	\$654,409	\$697,550	\$634,806	11.00	\$653,533	11.00	\$18,727	0.00
Division Council	355,919	361,788	506,148	461,488	2.00	837,371	4.00	\$375,883	2.00
School Administration	60,161,094	62,385,435	66,223,285	71,300,361	781.83	72,075,912	791.72	775,551	9.89
Regular Education	383,400,297	393,718,285	415,401,068	437,394,443	4,774.57	453,641,152	4,830.61	16,246,709	56.04
Reading	8,141,539	8,346,626	8,981,047	7,858,983	87.90	8,357,787	91.60	498,804	3.70
English - Second Language	35,424,459	35,695,913	37,046,017	43,141,758	484.62	43,620,603	474.42	478,845	(10.20)
Special Education	150,394,254	153,606,743	160,413,710	173,762,049	1,540.61	181,101,740	1,612.38	7,339,691	71.77
Vocational Education	19,338,541	19,041,934	20,791,047	20,908,794	216.69	22,637,065	227.70	1,728,271	11.01
Gifted Education	9,275,841	9,747,599	10,782,337	12,362,612	103.20	14,131,422	108.00	1,768,810	4.80
Alternative Education	7,099,466	7,180,401	7,554,566	5,065,167	47.00	4,375,614	40.85	(689,553)	(6.15)
Pupil Services/ Guidance/Counseling	33,805,235	35,366,233	37,745,639	40,877,710	441.90	45,014,805	469.90	4,137,095	28.00
Summer School	3,172,705	3,068,098	2,767,303	2,975,303	1.00	2,865,238	1.00	(110,065)	0.00
Pupil Activities/ Athletics	5,019,124	5,216,542	5,486,080	5,208,549	0.00	5,698,769	2.00	490,219	2.00
Instructional Services	11,754,278	11,230,732	12,884,760	13,175,846	86.10	9,185,546	52.00	(3,990,300)	(34.10)
Education Technology	9,048,938	8,878,551	9,163,502	8,923,608	93.70	9,134,868	91.00	211,260	(2.70)
Central Administration	6,868,416	6,371,610	8,036,183	6,259,147	32.50	6,820,278	35.50	561,131	3.00
Business and IT Services	39,996,545	40,364,782	43,492,893	36,385,089	267.30	41,078,691	278.50	4,693,602	11.20
Transportation	58,083,943	59,297,908	62,748,932	62,797,267	965.97	63,959,341	982.90	1,162,074	16.93
Facilities Maintenance/ Operations	74,111,336	72,652,539	76,313,329	80,443,109	735.06	80,085,159	736.70	(357,951)	1.64
Distribution Center	4,531,450	4,864,480	4,983,943	5,000,000	0.00	5,000,000	0.00	0	0.00
Facilities Use	1,041,932	1,115,731	1,149,363	1,052,535	1.00	1,174,215	1.00	121,680	0.00
School Food & Nutrition Services	40,108,089	43,003,320	46,571,434	51,285,609	645.86	52,277,451	654.86	991,842	9.00
Administration Building Cafeteria	300,276	304,277	291,531	349,595	5.00	525,177	5.00	175,582	0.00
Health Insurance	86,062,606	89,904,879	93,348,311	98,430,566	0.00	108,759,510	0.00	10,328,944	0.00
Benefits Administration	631,433	651,778	651,964	726,452	6.00	770,729	6.00	44,277	0.00
Self Insurance	4,610,286	4,441,268	3,392,836	5,367,639	5.00	5,506,132	5.00	138,493	0.00
School Age Child Care	607,294	632,120	632,706	630,000	3.30	630,000	2.00	0	(1.30)
Debt Service	77,277,706	84,523,659	89,713,615	101,045,974	0.00	107,730,113	0.00	6,684,139	0.00
Aquatics	0	99,435	656,007	822,551	3.00	1,123,373	3.00	300,822	0.00
Community Services	857,879	899,265	886,709	1,049,078	8.00	999,008	7.00	(50,070)	(1.00)
Adult Education	1,693,833	1,601,109	1,546,812	1,137,943	5.00	1,611,237	9.00	473,294	4.00
Capital Outlay/ Construction	130,191,782	151,499,612	174,079,978	347,385,454	7.00	113,970,962	7.00	(233,414,492)	0.00
Reserves	33,067,116	23,909,495	24,041,034	32,476,066	0.00	43,863,452	0.00	11,387,386	0.00
<b>TOTAL ALL FUNDS</b>	<b>\$1,297,038,795</b>	<b>\$1,340,636,557</b>	<b>\$1,428,981,637</b>	<b>\$1,676,695,551</b>	<b>11,362.11</b>	<b>\$1,509,216,252</b>	<b>11,541.64</b>	<b>(\$167,479,299)</b>	<b>179.53</b>

## Funds Supporting Functional Units

Functional Units		Funds	
Adult Education	Fund 001		
Alternative Education	Fund 001		
Business and IT Services	Fund 001		
Central Administration	Fund 001		
Community Services	Fund 001		
Education Technology	Fund 001		
English – Second Language	Fund 001		
Gifted Education	Fund 001		
Instructional Services	Fund 001		
Pupil Activities/Athletics	Fund 001		
Pupil Services/Guidance/Counseling	Fund 001		
Reading	Fund 001		
Reserves	Fund 001		
School Board	Fund 001		
Summer School	Fund 001		
Transportation	Fund 001		
Vocational Education	Fund 001		
Debt Service	Fund 004		
School Food & Nutrition Services	Fund 010		
Distribution Center	Fund 015		
Administration Building Cafeteria	Fund 018		
Facilities Use	Fund 018		
Self Insurance	Fund 022		
Benefits Administration	Fund 023		
Health Insurance	Fund 023		
School Age Child Care	Fund 024		
Aquatics	Fund 028		
Capital Outlay/Construction	Fund 001	Fund 007	
Special Education	Fund 001	Fund 025	
Regular Education	Fund 001	Fund 027	
Facilities Maintenance / Operations	Fund 001	Fund 020	Fund 028
School Administration	Fund 001	Fund 027	Fund 028

### Funds

**Fund 001 – Operating Fund**

**Fund 004 – Debt Service Fund**

**Fund 007 – Construction Fund**

**Fund 010 – Food Services Fund**

**Fund 015 – Distribution Center Fund**

**Fund 018 – Facilities Use Fund**

**Fund 020 – Imaging Center Fund**

**Fund 022 – Self-Insurance Fund**

**Fund 023 – Health Insurance Fund**

**Fund 024 – School Age Child Care Program Fund**

**Fund 025 – Regional School Fund**

**Fund 027 – Governor's School @ Innovation Park Fund**

**Fund 028 – Aquatics Center Fund**

# Summary of All Funds – Expenditures by Object Code

## FY 2015 – FY 2019 Expenditure History and Estimates

(For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
<b>Personnel Services</b>							
1000	Salaries	\$29,826	\$81,486	(\$57,058)	\$0	\$0	\$0
1101	School Board Members	97,100	97,100	106,600	97,100	97,100	0
1102	Superintendent	335,153	346,065	355,007	298,065	315,600	17,535
1103	Associate Superintendent	1,839,583	1,913,709	1,990,833	1,964,400	2,013,600	49,200
1104	Director	2,234,459	2,352,804	2,470,556	2,396,167	2,541,164	144,997
1106	Supervisor	7,400,825	7,583,048	7,788,103	7,718,520	8,288,586	570,066
1107	Admin. Coordinator	9,812,852	10,154,300	11,000,342	11,420,862	11,816,793	395,931
1108	Attorney	198,730	206,289	317,979	196,440	376,238	179,798
1111	Principal	11,111,797	11,717,234	12,170,747	12,090,925	12,351,515	260,590
1112	Assistant Principal	13,292,529	14,092,288	14,619,278	15,983,760	16,512,960	529,200
1115	Teacher, Admin. Assignment	4,668,733	4,429,342	4,980,024	5,385,322	5,703,693	318,371
1120	Teacher, Classroom	345,351,615	357,508,958	374,984,963	392,785,302	408,679,970	15,894,668
1121	Librarian	7,609,221	7,998,151	8,376,360	7,703,040	8,011,080	308,040
1122	Counselor	13,923,382	14,574,361	15,297,239	15,233,888	16,074,807	840,919
1130	Social Worker	3,678,536	3,759,464	3,957,234	3,464,150	4,429,669	965,519
1131	Licensed School Nurse	0	0	5,007,536	5,677,200	6,235,800	558,600
1133	Psychologist	3,159,594	3,267,789	3,249,911	3,310,560	3,556,944	246,384
1134	School Nurse	4,687,279	4,881,303	0	0	0	0
1136	Diagnostician	1,156,855	1,160,595	1,208,594	1,009,440	1,041,480	32,040
1138	Support Professional	1,607,321	1,795,728	2,009,316	2,124,614	1,827,758	(296,856)
1140	Teacher Assistant	14,662,658	15,157,351	15,671,392	17,252,996	17,884,873	631,877
1141	Student Attendant	560,108	513,230	472,353	500,000	600,000	100,000
1142	Cafeteria Aide	733,116	744,024	778,721	919,690	940,092	20,402
1143	Aide, Bus	3,821,252	4,379,736	5,125,903	4,003,699	4,227,120	223,421
1144	Attendance Personnel	409,961	444,393	493,934	680,424	681,776	1,352
1145	Technician	3,604,213	3,869,100	3,721,785	4,079,767	3,909,860	(169,907)
1146	Home-School Coordinator	331,306	413,266	467,949	588,269	576,636	(11,633)
1147	Coordinator	78,115	82,686	85,876	74,640	72,480	(2,160)
1148	Specialist	13,231,768	13,867,677	14,944,634	15,929,540	16,575,517	645,977
1150	Secretarial/Clerical	26,027,654	27,022,346	28,114,034	28,866,676	28,323,060	(543,616)
1160	Maintenance Personnel	9,253,531	9,408,624	9,679,565	9,750,000	9,579,270	(170,730)
1170	Bus Drivers	18,368,321	18,522,097	19,212,546	20,648,213	22,581,996	1,933,783
1171	Garage Employees	2,734,535	2,774,587	2,924,243	2,693,400	2,648,940	(44,460)
1172	Bus Service Attendant	362,441	360,791	366,842	354,840	397,170	42,330
1180	Nat. Brd. Cert. Tchr. Incent.	491,078	455,000	430,000	20,000	20,000	0
1190	Custodian	16,337,568	16,883,823	17,604,308	17,587,114	17,972,183	385,069

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
1191	Warehousemen	1,229,060	1,254,708	1,392,186	1,373,273	1,474,778	101,505
1192	Cafeteria Manager	3,419,559	3,555,072	3,751,717	3,842,197	4,045,106	202,909
1193	Cafeteria Staff	8,665,925	8,886,627	9,131,851	10,581,594	10,787,688	206,094
1200	Overtime	1,331,904	1,737,541	2,169,701	1,547,726	1,572,383	24,657
1201	Straight Time	2,603,968	2,487,194	2,287,703	2,921,783	2,991,591	69,808
1300	Temporary Employee	5,552,031	5,822,110	6,796,863	3,417,491	4,018,670	601,179
1500	Substitute, Teacher	6,746,945	7,164,054	7,632,904	7,153,711	6,917,752	(235,959)
1502	Substitute, Other	811,104	892,447	962,391	991,238	959,665	(31,573)
1600	Supplemental Pay	3,006,341	3,286,831	3,391,688	2,158,658	2,615,538	456,880
1601	Coaching Supplements	2,217,201	2,246,166	2,416,264	2,557,171	2,604,874	47,703
1602	Extra Curricular Supplement	1,263,207	1,332,458	1,366,724	1,285,666	1,395,431	109,765
1603	Homebound Tutoring	798,545	953,020	767,591	1,196,905	1,194,824	(2,081)
1647	Coordinator Supplement	22,409	57,445	69,650	0	0	0
1900	Other Salary/Wages	621,385	787,938	682,052	347,700	320,000	(27,700)
1901	Worker's Compensation	376,010	372,757	168,047	325,000	375,000	50,000
1910	Salary/Retirement Program	8,676,895	8,320,784	7,701,051	8,269,644	7,660,273	(609,371)
<b>Total Personnel Services</b>		<b>590,545,504</b>	<b>611,975,895</b>	<b>640,616,032</b>	<b>660,778,781</b>	<b>685,799,303</b>	<b>25,020,522</b>

Benefits & Fixed Charges							
2100	Social Security	\$43,444,273	\$44,827,530	\$46,867,249	\$50,729,766	\$52,638,815	\$1,909,049
2210	Retirement - VRS	81,818,956	77,058,174	78,320,254	101,672,274	101,506,200	(166,075)
2211	VRS Retirement Payment	5,199,663	5,375,374	5,903,391	94,221	164,876	70,655
2220	Retirement - PWCS	4,393,565	4,564,064	4,822,666	5,104,864	5,539,076	434,212
2221	Defined Contribution Plan	407,521	920,726	1,693,276	1,159	12,725	11,566
2300/2355	Health Insurance	57,024,016	61,633,104	66,878,861	74,951,633	79,939,023	4,987,390
2310	Short/Long-Term Disability Premium	101,594	213,751	322,213	383	7,585	7,202
2350	Health Insurance Claims	75,246,426	79,004,172	63,619,533	85,260,814	72,578,648	(12,682,166)
2351	Dental Permum	4,904,484	5,122,693	0	5,377,019	0	(5,377,019)
2352	Health Ins Admin Expense	3,672,043	3,933,852	4,755,065	6,630,233	6,964,538	334,305
2353	Patient-Centered Outcomes Research Fee	8,789	24,473	25,860	28,500	0	(28,500)
2354	Transitional Reinsurance Fee	608,790	512,676	389,614	0	0	0
2356	Flexible Admin Expense	31,912	36,924	42,619	30,000	40,000	10,000
2357	Dental Claims Payments	0	0	4,911,571	0	5,125,716	5,125,716



## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
2358	Dental Administrative Fees	0	0	351,010	0	318,874	318,874
2359	Prescription Drug Claims Payments	0	0	18,419,525	0	21,491,054	21,491,054
2360	Prescription Drug Administrative Fees	0	0	269,729	0	228,000	228,000
2400	Life Insurance - GLI	6,329,751	6,542,041	7,558,163	8,117,981	8,433,347	315,365
2700	Worker's Compensation	0	0	0	55,000	0	(55,000)
2810	Separation Leave	2,242,784	1,852,933	1,824,851	2,048,838	1,730,356	(318,482)
2820	Certified Tuition Assistance	241,772	232,207	250,505	444,749	469,784	25,035
2825	Classified Tuition Assistance	0	3,850	2,100	0	0	0
2830	Assoc. Fees - Admin.	89,102	111,796	111,117	138,329	148,968	10,639
2840	Conf. Expenses - Admin.	22,044	35,207	46,018	39,718	45,194	5,476
2850	Employee Recognition	419,343	460,833	442,873	551,528	432,204	(119,324)
2990	Visiting Intl Faculty Payment	490,350	846,800	1,009,195	0	0	0
2999	Employee Benefits, Other	60,109	60,116	58,323	150,634	28,500	(122,134)
<b>Total Benefits &amp; Fixed Charges</b>		<b>286,757,287</b>	<b>293,373,297</b>	<b>308,895,581</b>	<b>341,427,643</b>	<b>357,843,483</b>	<b>16,415,840</b>

Contractual Services							
3100	Professional Services	2,393,093	2,476,831	3,054,173	3,642,510	4,434,062	791,552
3101	Audit	81,905	83,215	87,275	85,537	97,395	11,858
3102	Health Services	1,631,273	1,660,283	1,568,512	1,637,083	1,772,000	134,917
3103	Legal Services	451,844	760,262	762,804	415,387	323,953	(91,434)
3104	Engineering Services	6,423,541	7,758,109	8,182,596	6,703,135	4,394,772	(2,308,363)
3105	Consultant	423,650	334,290	3,465,278	2,399,259	338,769	(2,060,490)
3106	Sports Officials	141,047	176,555	150,195	201,433	210,123	8,690
3107	Data Processing	165,999	91,415	29,389	35,509	41,507	5,998
3108	Settlement Costs	26,300	134,235	40,500	0	0	0
3201	Telephone Service	2,692,146	2,480,197	2,758,735	2,831,934	3,158,832	326,898
3202	Electric Service	15,846,521	14,399,628	15,226,374	16,615,571	16,721,691	106,120
3203	Fuel	2,473,446	1,854,130	1,741,489	2,642,246	1,633,200	(1,009,046)
3204	Water Service	324,695	327,405	5,340	344,378	15,000	(329,378)
3205	Sewer Service	2,166,216	2,091,180	2,638,913	2,274,103	3,137,780	863,677
3206	Trash	929,218	936,556	1,019,604	973,092	1,009,857	36,765
3301	Insurance, General	169,997	241,792	274,911	317,984	318,654	670
3302	Liability Insurance	790,818	865,619	893,372	1,125,978	1,038,622	(87,356)
3303	Liability, Transportation	907,294	937,972	993,353	1,167,978	1,059,822	(108,156)
3304	Fire Insurance	1,316,162	1,376,902	1,624,939	1,657,324	1,702,036	44,712
3305	Workmen's Compensation	751,320	800,595	875,969	806,079	913,368	107,289

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3306	Unemployment Insurance	387,049	300,813	294,976	455,951	472,235	16,284
3308	Safety Patrol Insurance	10,893	11,518	11,901	13,874	12,101	(1,773)
3309	IBNR	798,469	1,421,988	(1,101,158)	0	0	0
3310	OPEB Trust	895,654	0	1,000,000	1,000,000	1,800,000	800,000
3401	Travel Reimbursement	820,098	811,157	840,978	708,308	839,203	130,895
3402	Conference Expenses	841,992	843,137	1,357,471	1,067,517	1,038,268	(29,249)
3450	Field Trips	1,490,457	1,599,939	1,962,984	1,766,136	1,664,554	(101,582)
3500	Miscellaneous Projects	1,330,265	1,115,602	1,001,875	3,257,240	4,511,822	1,254,582
3501	Repair/Maint.- Building	203,987	284,824	575,398	394,548	511,200	116,652
3502	Repair/Maint.- Equipment	569,456	506,800	655,648	589,779	464,831	(124,948)
3503	Repair/ Maint.- Vehicles	0	0	4,251	25,000	25,000	0
3504	Maint. Service Contract	6,983,768	5,913,437	5,682,083	5,168,913	7,699,354	2,530,441
3505	Stormwater Maintenance	52,104	170,124	325,911	0	500,000	500,000
3700	In-Service	575,680	362,780	306,915	307,830	323,747	15,917
3710	Contract Courses	1,987,491	1,934,970	116,856	13,000	20,000	7,000
3750	Curriculum Development	0	0	3,500	0	0	0
3901	Laundry/Dry Cleaning	24,008	27,610	28,286	30,675	35,226	4,551
3902	Printing/Duplicating	1,062,297	1,136,970	1,113,593	1,250,504	1,164,032	(86,472)
3903	Postage	416,492	345,359	403,739	509,915	508,916	(999)
3904	Freight/Shipping	41,001	119,682	75,530	171,800	105,950	(65,850)
3905	Extracurricular Expenses	83,533	180,335	112,928	134,361	124,379	(9,982)
3906	Advertising	\$22,761	\$27,035	\$17,565	\$27,428	\$23,054	(\$4,374)
3907	School Board Dues	13,646	13,784	13,720	17,714	10,199	(7,515)
3908	Parent Activity	10,333	25,841	360,801	104,594	200,490	95,896
3909	Accreditation Expenses	67,150	76,875	102,081	85,000	92,000	7,000
3910	Educational TV	15,469	11,344	6,456	5,325	5,000	(325)
3911	Rental Equipment	366,946	388,014	475,766	577,633	752,535	174,902
3912	Rental Space	134,947	135,675	135,994	132,000	262,000	130,000
3913	Tuition-Other Divisions	977,327	892,630	1,051,194	1,263,759	1,259,056	(4,703)
3914	Tuition-Private Schools	256,148	263,755	269,180	304,030	309,411	5,381
3916	Recruitment Expenses	40,653	46,758	40,008	71,000	83,000	12,000
3917	Employment Services	4,415	5,361	123,530	168,500	170,500	2,000
3918	Permits & Fees	13,718	9,903	23,210	1,205	11,710	10,505

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3919	Tuition-Annual Year Governor's School	623,252	556,289	691,667	598,107	640,955	42,848
3920	Tuition-Regional School	(1,140,485)	(797,028)	(711,446)	8,937	376,245	367,308
3921	Tuition-PWCS	9,474	51,758	58,313	519,423	542,311	22,888
3932	Processing Fees	0	0	11,093	0	20,000	20,000
3950	Indirect Costs	0	(0)	44,985	333,366	253,224	(80,142)
3999	Other Contractual Services	47,301,840	48,924,850	50,800,333	54,902,758	54,831,797	(70,961)
<b>Total Contractual Services</b>		<b>107,398,773</b>	<b>107,507,060</b>	<b>113,681,833</b>	<b>121,862,650</b>	<b>123,985,748</b>	<b>2,123,098</b>

<b>Materials &amp; Supplies</b>							
4001	Office Supplies	1,705,896	1,452,296	1,668,685	1,616,337	1,949,758	333,421
4002	Medical/Laboratory Supplies	125,030	91,325	174,676	169,705	206,149	36,444
4003	Custodial Supplies	1,791,273	1,997,682	2,475,542	2,113,200	1,931,857	(181,343)
4004	Repair/Maint. Supplies	3,696,577	3,712,003	4,023,495	3,548,703	3,893,708	345,005
4005	Vehicle Fuels	4,176,279	2,498,006	3,138,545	4,016,627	4,317,491	300,864
4006	Vehicle Supplies	217,962	259,615	206,589	266,000	265,000	(1,000)
4007	Wearing Apparel	242,431	259,663	439,936	337,232	408,123	70,891
4008	Reference Materials	185,775	242,425	167,659	269,521	420,575	151,054
4009	Extracurricular Supplies	33,531	52,929	193,082	226,953	232,831	5,878
4010	Instructional Supplies	12,028,963	11,644,821	12,323,643	12,592,707	11,322,428	(1,270,279)
4011	Textbooks	6,361,268	2,482,840	2,275,410	2,539,116	2,999,663	460,547
4012	Emp. Training Supplies	545,006	634,542	285,839	262,767	304,100	41,333
4013	Testing Material	1,864,078	2,019,111	2,295,921	1,351,750	1,563,858	212,108
4014	Food, Cafeteria	17,519,079	19,293,026	20,445,177	21,979,314	22,541,404	562,090
4015	Food Service Supplies	1,419,593	907,488	1,617,762	2,040,132	1,922,000	(118,132)
4016	Library Books	754,689	580,760	678,622	531,854	505,195	(26,659)
4017	Library Periodicals	72,036	58,994	53,446	111,750	92,080	(19,670)
4018	Library Supplies	67,550	103,000	88,910	68,750	79,475	10,725
4019	Food	449,875	563,966	501,537	447,136	504,543	57,407
4020	Printing Supplies	213,171	196,064	546,297	439,854	533,376	93,522
4021	Transportation Year-End Activity	0	0	7,491	0	0	0
4022	Trans. Vehicle Supplies	1,966,215	2,034,927	2,174,376	2,018,884	2,036,155	17,271
4023	Concession Food Purchased	0	0	2,675	0	0	0
4150	Lease Agreement	812,284	857,304	947,359	955,761	628,582	(327,179)
4310	Tech. Supp/Equip - Add'l	11,412,306	9,464,513	12,638,501	2,737,487	2,981,375	243,888
4350	Tech. Supp/Equip - Repl.	4,000,189	2,854,754	4,473,859	1,191,646	960,753	(230,893)

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
4410	Software Additional	1,305,370	3,116,903	2,248,105	723,638	827,600	103,962
4450	Software - Replacement	338,871	558,735	693,970	488,869	732,603	243,734
4500	Self Insurance Replacement	2,547	5,947	(150)	25,000	25,000	0
4510	Gen. Equip./ Furniture-Add'l.	3,461,375	3,174,709	6,562,352	1,425,441	2,506,570	1,081,129
4550	Gen. Equip./ Furniture-Repl.	682,337	551,306	910,150	615,862	469,328	(146,534)
4997	External Sales	220	0	0	0	0	0
4998	Sales Tax	13,926	14,106	14,225	13,927	14,900	973
4999	Other Materials & Supplies	1,891,011	2,641,097	1,862,104	7,459,186	7,537,292	78,106
<b>Total Materials &amp; Supplies</b>		<b>79,356,713</b>	<b>74,324,858</b>	<b>86,135,788</b>	<b>72,585,109</b>	<b>74,713,772</b>	<b>2,128,663</b>

Capital Outlay							
5101	Equipment/ Furniture, Add'l.	\$1,661,595	\$941,837	\$1,305,897	\$543,852	\$643,364	\$99,512
5102	Tech. Equipment, Add'l.	597,793	76,053	9,880	10,000	10,000	0
5103	DP Equipment, Additional	81,550	17,072	30,158	10,000	10,000	0
5104	Software, Additional	61,907	87,897	67,921	82,000	219,264	137,264
5110	Vehicle, Additional	97,204	70,038	494,492	245,450	205,000	(40,450)
5111	Buses, Additional	1,199,644	0	776,424	1,747,276	460,890	(1,286,386)
5140	Site Acquisition	88,060	363,961	28,603,362	0	15,000,000	15,000,000
5141	Site Improvement	170,905	7,317	52,078	0	180,852	180,852
5142	Building, New	71,253,378	81,449,460	43,953,141	186,330,000	26,756,827	(159,573,173)
5143	Building, Additions	8,376,894	12,974,560	24,220,932	65,927,000	0	(65,927,000)
5144	Building, Alteration	34,794,081	23,665,233	38,239,801	52,338,792	35,626,353	(16,712,439)
5145	Asbestos Removal	654,465	170,777	646,132	0	0	0
5146	Trailers/Modulars New	608,707	768,287	543,743	500,000	500,000	0
5150	Lease Purchase Agreement	157,857	174,867	181,354	220,686	232,000	11,314
5501	Equipment/ Furniture, Repl.	580,445	559,147	693,766	1,400,498	577,000	(823,498)
5502	Tech. Equipment, Repl.	1,041,231	279,502	1,625,527	30,000	30,000	0
5503	DP Equipment, Repl.	25,070	12,130	12,001	16,052,000	7,417,000	(8,635,000)
5504	Software, Replacement	0	295,000	0	0	0	0
5510	Vehicle, Replacement	1,417,262	787,201	537,372	1,268,664	403,216	(865,448)
5511	Buses, Replacement	6,709,621	10,964,650	10,911,010	10,881,400	11,099,000	217,600
6101	Bond Principal	48,095,848	52,177,657	55,699,806	65,362,739	69,287,000	3,924,261
6103	Literary Loan Principal	250,000	250,000	0	0	0	0
6201	Bond Interest	28,222,134	30,171,584	33,141,903	35,071,235	36,374,290	1,303,055
6203	Literary Loan Interest	90,000	80,000	0	0	0	0

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
6300	Other Debt Service Costs	218,928	1,085,722	514,290	612,000	612,000	0
6301	Bond Issuance Costs	400,796	758,697	357,616	0	600,000	600,000
6400	Arbitrage	2,070	(50,912)	(124,938)	0	0	0
6800	Breakage	986	686	2,128	0	0	0
6805	Initial System Setup	0	0	(1,676)	0	0	0
6810	Obsolete/Excess	14,533	(8,558)	28,539	0	0	0
6815	Price Change	3,920	1,642	756	0	0	0
6820	Shrinkage/Overage	5,976	11,274	14,110	0	0	0
6825	Unit of Issue Change	0	1,020	(12)	0	0	0
6835	Physical Inventory	(731)	(780)	(4,925)	0	0	0
6840	Issue Back Order	688	831	1,117	0	0	0
6845	Add to Stock	(3,807)	(15,397)	(20,837)	0	0	0
COGS	Cost of Goods Sold	4,509,666	4,873,761	4,964,743	0	0	0
6900	Reimbursement Account	(939,201)	(844,840)	(1,198,691)	(668,747)	0	668,747
<b>Total Capital Outlay</b>		<b>210,449,475</b>	<b>222,157,375</b>	<b>246,278,920</b>	<b>437,964,845</b>	<b>206,244,056</b>	<b>(231,720,789)</b>

Reserves							
8001	Salary Reserve	0	0	0	8,452,537	8,099,584	(352,953)
8002	General Reserve	0	0	740	5,565,366	7,255,244	1,689,878
8003	Gen. Insurance Reserve	850,000	950,000	1,078,481	1,560,963	1,566,538	5,575
8004	Emergency Reserve	166,972	139,183	158,006	237,764	238,581	817
8005	School Reserve Funds	0	0	0	156,000	156,000	0
8009	Holdback Allocation Reserve	0	0	0	68,367	11,241,827	11,173,460
8010	Revenue Rescission	0	0	0	1,094,779	2,500,000	1,405,221
8011	School Parking Fees	0	0	0	150,000	150,000	0
8013	Grant Funding	0	0	0	249,431	249,461	30
8017	Capital Improvements Res.	0	15,632,000	15,836,000	14,561,000	18,679,000	4,118,000
8018	Capital Maint. Contingency	0	0	0	1,267,816	830,470	(437,346)
8021	Alternative Ed. Grant	0	0	0	337,846	0	(337,846)
8023	Reading Intervention Grant	0	0	0	1,769,545	2,054,091	284,546
8024	SOL Remediation	0	0	0	110,492	110,997	505
8032	State Mentor Program	0	0	0	74,347	71,975	(2,372)
8034	McKinney Vento	0	0	0	25,000	25,000	0
8035	Class Size Reduction	0	0	0	611,440	311,440	(300,000)
8084	21st Century Grant	0	0	0	200,000	540,000	340,000
8138	Other Districts Reserve	0	0	0	70,000	70,000	0
8139	Education Foundation	0	0	0	500,000	500,000	0

## Financial Section

### Summary of All Funds – Expenditures by Object Code FY 2015 – FY 2019 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2019 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
8140	Music Instruments	0	0	0	75,000	75,000	0
8144	Record Center Fees	0	0	0	40,000	40,000	0
8145	Minnieland Day Care	0	0	0	100,000	100,000	0
8146	Nursing Educational Program	0	0	0	359,429	0	(359,429)
8147	Project Graduation	0	0	0	75,000	37,500	(37,500)
8606	Transfers Out	21,514,071	14,596,489	16,265,946	3,530,000	1,800,000	(1,730,000)
8607	School Transfer	0	0	0	834,401	1,227,182	392,781
8804	Transfer to Debt Service Fund	0	0	0	0	2,200,000	2,200,000
8807	Transfer to Construction Fund	0	0	0	0	500,000	500,000
8999	Refunds	0	(19,601)	34,310	0	0	0
<b>Total Reserves</b>		<b>22,531,043</b>	<b>31,298,072</b>	<b>33,373,483</b>	<b>42,076,523</b>	<b>60,629,890</b>	<b>18,553,367</b>
<b>All Funds Totals</b>		<b>\$1,297,038,795</b>	<b>\$1,340,636,557</b>	<b>\$1,428,981,637</b>	<b>\$1,676,695,551</b>	<b>\$1,509,216,252</b>	<b>(\$167,479,299)</b>



## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### OPERATING FUND

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 60,506,905	65,964,957	82,693,576	94,726,724	108,678,546	82,201,979	82,201,979	82,201,979
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	1,443,801	1,507,018	2,500,300	2,562,579	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,810,793	4,673,217	4,177,623	3,522,547	4,307,395	3,487,322	3,452,449	3,417,925
Intergovernmental:								
Federal	34,089,063	36,128,406	39,360,197	36,607,751	38,121,179	39,646,026	41,231,867	42,881,142
State	455,635,006	465,672,494	490,393,363	510,438,908	534,701,359	562,058,652	572,298,434	578,360,180
County:								
County general fund transfer	412,020,977	434,076,178	450,416,131	463,859,006	477,820,313	603,570,237	626,620,679	649,927,036
Cable franchise fees	847,575	792,636	847,290	847,290	847,290	855,763	864,321	872,964
Debt interest refunds	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	2,827,845	2,716,758	4,728,059	4,675,281	2,500,000	2,525,000	2,550,250	2,575,753
Total Funding Sources	972,181,965	1,011,531,664	1,075,116,539	1,117,240,086	1,166,976,082	1,294,344,979	1,329,219,979	1,360,236,979
<b>EXPENDITURES:</b>	885,957,965	901,695,867	953,311,035	989,765,964	1,058,567,493	1,172,372,000	1,206,021,000	1,236,224,000
Excess of revenues over (under) expenditures	86,224,000	109,835,797	121,805,504	127,474,122	108,408,589	121,972,979	123,198,979	124,012,979
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	0	0	0	0	0	0	0
General fund	0	0	0	0	0	0	0	0
Food & nutrition services fund	0	0	1,029,635	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	0	0	(6,000,000)	0	0	0	0	0
Construction fund	(19,363,389)	(23,213,077)	(17,601,357)	(17,388,640)	(24,006,610)	(37,571,000)	(38,797,000)	(39,611,000)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	0	(11,295)	(818)	(6,936)	0	0	0	0
Health insurance fund	(895,654)	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	0	(6,240)	0	0	0	0	0
Total other financing sources (uses), net	(20,259,043)	(27,142,221)	(27,078,780)	(18,795,576)	(26,206,610)	(39,771,000)	(40,997,000)	(41,811,000)
<b>FUND BALANCES, end of year</b>	<b>\$ 65,964,957</b>	<b>82,693,576</b>	<b>94,726,724</b>	<b>108,678,546</b>	<b>82,201,979</b>	<b>82,201,979</b>	<b>82,201,979</b>	<b>82,201,979</b>

## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### DEBT SERVICE FUND

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 4,830,056	6,030,155	4,451,971	3,784,765	4,341,173	4,341,173	4,341,173	4,341,173
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	0	0	0	0	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	0	0	0	0	0	0	0	0
Intergovernmental:								
Federal	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0
County:								
County general fund transfer	73,209,179	72,718,852	78,940,659	98,881,481	103,436,564	107,766,856	113,984,367	113,230,865
Cable franchise fees	0	0	0	0	0	0	0	0
Debt interest refunds	1,637,098	1,790,355	1,843,534	1,541,384	2,093,549	1,259,144	1,200,633	1,140,135
Proffers	2,376,500	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Total Funding Sources	<u>82,052,833</u>	<u>80,539,362</u>	<u>85,236,164</u>	<u>104,207,630</u>	<u>109,871,286</u>	<u>113,367,173</u>	<u>119,526,173</u>	<u>118,712,173</u>
<b>EXPENDITURES:</b>	<u>77,277,706</u>	<u>84,523,659</u>	<u>89,713,615</u>	<u>101,496,978</u>	<u>107,730,113</u>	<u>111,226,000</u>	<u>117,385,000</u>	<u>116,571,000</u>
Excess of revenues over (under) expenditures	<u>4,775,127</u>	<u>(3,984,297)</u>	<u>(4,477,451)</u>	<u>2,710,652</u>	<u>2,141,173</u>	<u>2,141,173</u>	<u>2,141,173</u>	<u>2,141,173</u>
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	1,255,028	8,436,268	8,262,216	1,630,521	2,200,000	2,200,000	2,200,000	2,200,000
General fund	0	0	0	0	0	0	0	0
Food & nutrition services fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	0	0	0	0	0	0	0
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
Health insurance fund	0	0	0	0	0	0	0	0
Self-insurance fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	<u>1,255,028</u>	<u>8,436,268</u>	<u>8,262,216</u>	<u>1,630,521</u>	<u>2,200,000</u>	<u>2,200,000</u>	<u>2,200,000</u>	<u>2,200,000</u>
<b>FUND BALANCES, end of year</b>	<u>\$ 6,030,155</u>	<u>4,451,971</u>	<u>3,784,765</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>

## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### TOTAL OPERATING AND DEBT SERVICE

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 65,336,961	71,995,112	87,145,547	98,511,489	113,019,719	86,543,152	86,543,152	86,543,152
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	1,443,801	1,507,018	2,500,300	2,562,579	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,810,793	4,673,217	4,177,623	3,522,547	4,307,395	3,487,322	3,452,449	3,417,925
Intergovernmental:								
Federal	34,089,063	36,128,406	39,360,197	36,607,751	38,121,179	39,646,026	41,231,867	42,881,142
State	455,635,006	465,672,494	490,393,363	510,438,908	534,701,359	562,058,652	572,298,434	578,360,180
County:								
County general fund transfer	485,230,156	506,795,030	529,356,790	562,740,487	581,256,877	711,337,093	740,605,046	763,157,901
Cable franchise fees	847,575	792,636	847,290	847,290	847,290	855,763	864,321	872,964
Debt interest refunds	1,637,098	1,790,355	1,843,534	1,541,384	2,093,549	1,259,144	1,200,633	1,140,135
Proffers	2,376,500	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	2,827,845	2,716,758	4,728,059	4,675,281	2,500,000	2,525,000	2,550,250	2,575,753
Total Funding Sources	<u>1,054,234,798</u>	<u>1,092,071,026</u>	<u>1,160,352,703</u>	<u>1,221,447,716</u>	<u>1,276,847,368</u>	<u>1,407,712,152</u>	<u>1,448,746,152</u>	<u>1,478,949,152</u>
<b>EXPENDITURES:</b>	<u>963,235,671</u>	<u>986,219,526</u>	<u>1,043,024,650</u>	<u>1,091,262,942</u>	<u>1,166,297,606</u>	<u>1,283,598,000</u>	<u>1,323,406,000</u>	<u>1,352,795,000</u>
Excess of revenues over (under) expenditures	<u>90,999,127</u>	<u>105,851,500</u>	<u>117,328,053</u>	<u>130,184,774</u>	<u>110,549,762</u>	<u>124,114,152</u>	<u>125,340,152</u>	<u>126,154,152</u>
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	1,255,028	8,436,268	8,262,216	1,630,521	2,200,000	2,200,000	2,200,000	2,200,000
General fund	0	0	0	0	0	0	0	0
Food & nutrition services fund	0	0	1,029,635	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	0	0	(6,000,000)	0	0	0	0	0
Construction fund	(19,363,389)	(23,213,077)	(17,601,357)	(17,388,640)	(24,006,610)	(37,571,000)	(38,797,000)	(39,611,000)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	0	(11,295)	(818)	(6,936)	0	0	0	0
Health insurance fund	(895,654)	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	0	(6,240)	0	0	0	0	0
Total other financing sources (uses), net	<u>(19,004,015)</u>	<u>(18,705,953)</u>	<u>(18,816,564)</u>	<u>(17,165,055)</u>	<u>(24,006,610)</u>	<u>(37,571,000)</u>	<u>(38,797,000)</u>	<u>(39,611,000)</u>
<b>FUND BALANCES, end of year</b>	<u>\$ 71,995,112</u>	<u>87,145,547</u>	<u>98,511,489</u>	<u>113,019,719</u>	<u>86,543,152</u>	<u>86,543,152</u>	<u>86,543,152</u>	<u>86,543,152</u>

## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### CAPITAL FUNDS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 74,726,283	65,950,670	193,571,720	163,496,991	213,602,446	272,688,832	284,190,373	308,056,177
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	1,178,536	1,657,794	1,375,883	1,269,105	845,810	854,268	862,811	871,439
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	0	0	0	0	0	0	0	0
Intergovernmental:								
Federal	0	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0
County:								
County general fund transfer	5,450,000	0	0	200,000	0	0	0	0
Cable franchise fees	0	0	0	0	0	0	0	0
Debt interest refunds	0	0	0	0	0	0	0	0
Proffers	5,300,000	0	0	6,000,000	0	0	0	0
Proceeds from bond sale	89,792,092	243,690,449	106,899,384	127,266,288	121,111,600	111,225,982	116,194,368	116,571,429
Miscellaneous	0	40,625	1,191,922	1,411,668	497,328	300,000	300,000	300,000
Total Funding Sources	<u>176,446,911</u>	<u>311,339,538</u>	<u>303,038,909</u>	<u>299,644,052</u>	<u>336,057,184</u>	<u>385,069,082</u>	<u>401,547,552</u>	<u>425,799,045</u>
<b>EXPENDITURES:</b>	<u>128,604,602</u>	<u>133,194,627</u>	<u>155,581,059</u>	<u>96,129,725</u>	<u>85,674,962</u>	<u>134,835,609</u>	<u>140,546,375</u>	<u>174,884,249</u>
Excess of revenues over (under) expenditures	<u>47,842,309</u>	<u>178,144,911</u>	<u>147,457,850</u>	<u>203,514,327</u>	<u>250,382,222</u>	<u>250,233,473</u>	<u>261,001,177</u>	<u>250,914,796</u>
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	0	0	0	0	0	0	0
General fund	19,363,389	17,213,077	17,601,357	11,388,640	24,006,610	36,156,900	48,646,000	51,913,000
Food & nutrition services fund	0	650,000	700,000	330,000	500,000	0	609,000	700,000
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	(1,255,028)	(2,436,268)	(2,262,216)	(1,630,521)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)
Construction fund	0	0	0	0	0	0	0	0
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
Health insurance fund	0	0	0	0	0	0	0	0
Self-insurance fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	<u>18,108,361</u>	<u>15,426,809</u>	<u>16,039,141</u>	<u>10,088,119</u>	<u>22,306,610</u>	<u>33,956,900</u>	<u>47,055,000</u>	<u>50,413,000</u>
<b>FUND BALANCES, end of year</b>	<u>\$ 65,950,670</u>	<u>193,571,720</u>	<u>163,496,991</u>	<u>213,602,446</u>	<u>272,688,832</u>	<u>284,190,373</u>	<u>308,056,177</u>	<u>301,327,796</u>

## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### OTHER FUNDS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 48,971,365	46,355,465	50,527,568	59,240,990	65,889,211	64,177,676	64,066,673	62,743,538
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	1,588,688	1,565,724	(93,756)	208,798	537,000	405,000	410,060	415,191
Use of money - property	1,103,669	1,191,536	1,254,764	1,115,156	1,200,000	1,206,000	1,212,030	1,218,090
Charges for services	152,976,822	161,746,624	174,225,214	167,570,492	181,658,425	189,898,954	192,430,016	194,238,868
Intergovernmental:								
Federal	22,963,445	25,418,175	26,974,844	28,416,536	29,912,000	31,108,480	32,352,819	33,646,932
State	1,044,145	1,113,985	1,267,161	1,424,306	1,234,376	1,313,429	1,329,703	1,346,209
County:								
County general fund transfer	0	0	0	0	0	0	0	0
Cable franchise fees	0	0	0	0	0	0	0	0
Debt interest refunds	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	494,059	905,934	1,018,105	746,817	0	500,000	500,000	500,000
Total Funding Sources	229,142,193	238,297,443	255,173,900	258,723,095	280,431,012	288,609,539	292,301,302	294,108,829
<b>EXPENDITURES:</b>	183,682,382	191,049,019	198,710,333	193,910,820	217,153,336	226,742,866	231,148,764	234,849,566
Excess of revenues over (under) expenditures	45,459,811	47,248,424	56,463,567	64,812,275	63,277,676	61,866,673	61,152,538	59,259,263
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	0	0	0	0	0	0	0
General fund	895,654	3,929,144	4,507,058	1,406,936	2,200,000	2,200,000	2,200,000	2,200,000
Food & nutrition services fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	(650,000)	(700,000)	(330,000)	(500,000)	0	(609,000)	(700,000)
General fund	0	0	(1,029,635)	0	0	0	0	0
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
Health insurance fund	0	0	0	0	0	0	0	0
Self-insurance fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	895,654	3,279,144	2,777,423	1,076,936	1,700,000	2,200,000	1,591,000	1,500,000
<b>FUND BALANCES, end of year</b>	<b>\$ 46,355,465</b>	<b>50,527,568</b>	<b>59,240,990</b>	<b>65,889,211</b>	<b>64,977,676</b>	<b>64,066,673</b>	<b>62,743,538</b>	<b>60,759,263</b>

## Financial Section

### SUMMARY OF ALL FINANCIAL SOURCES AND USES

(see individual fund statements in the Financial Section of this budget document for descriptions, assumptions, footnotes, etc)

#### TOTAL ALL FUNDS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ESTIMATED ACTUAL	FY 2019 APPROVED	FY 2020 PROJECTED	FY 2021 PROJECTED	FY 2022 PROJECTED
Beginning Balance	\$ 189,034,609	184,301,247	331,244,835	321,249,470	392,511,376	423,409,660	434,800,199	457,342,867
<b>FUNDING SOURCES</b>								
Use of money and property:								
Use of money - interest	4,211,025	4,730,536	3,782,427	4,040,482	1,382,810	1,259,268	1,272,871	1,286,630
Use of money - property	1,103,669	1,191,536	1,254,764	1,115,156	1,200,000	1,206,000	1,212,030	1,218,090
Charges for services	157,787,615	166,419,841	178,402,837	171,093,039	185,965,820	193,386,276	195,882,465	197,656,793
Intergovernmental:								
Federal	57,052,508	61,546,581	66,335,041	65,024,287	68,033,179	70,754,506	73,584,686	76,528,074
State	456,679,151	466,786,479	491,660,524	511,863,214	535,935,735	563,372,081	573,628,137	579,706,389
County:								
County general fund transfer	490,680,156	506,795,030	529,356,790	562,940,487	581,256,877	711,337,093	740,605,046	763,157,901
Cable franchise fees	847,575	792,636	847,290	847,290	847,290	855,763	864,321	872,964
Debt interest refunds	1,637,098	1,790,355	1,843,534	1,541,384	2,093,549	1,259,144	1,200,633	1,140,135
Proffers	7,676,500	0	0	6,000,000	0	0	0	0
Proceeds from bond sale	89,792,092	243,690,449	106,899,384	127,266,288	121,111,600	111,225,982	116,194,368	116,571,429
Miscellaneous	3,321,904	3,663,317	6,938,086	6,833,766	2,997,328	3,325,000	3,350,250	3,375,753
Total Funding Sources	1,459,823,902	1,641,708,007	1,718,565,512	1,779,814,863	1,893,335,564	2,081,390,773	2,142,595,006	2,198,857,026
<b>EXPENDITURES:</b>	1,275,522,655	1,310,463,172	1,397,316,042	1,381,303,487	1,469,125,904	1,645,176,475	1,695,101,139	1,762,528,815
Excess of revenues over (under) expenditures	184,301,247	331,244,835	321,249,470	398,511,376	424,209,660	436,214,299	447,493,867	436,328,211
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	1,255,028	8,436,268	8,262,216	1,630,521	2,200,000	2,200,000	2,200,000	2,200,000
General fund	20,259,043	21,142,221	22,108,415	12,795,576	26,206,610	38,356,900	50,846,000	54,113,000
Food & nutrition services fund	0	650,000	1,729,635	330,000	500,000	0	609,000	700,000
Aquatics center fund	0	0	0	0	0	0	0	0
Facilities use fund	0	0	0	0	0	0	0	0
TRANSFERS OUT:								
Debt service fund	(1,255,028)	(2,436,268)	(8,262,216)	(1,630,521)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)
Construction fund	(19,363,389)	(23,863,077)	(18,301,357)	(17,718,640)	(24,506,610)	(37,571,000)	(39,406,000)	(40,311,000)
General fund	0	0	(1,029,635)	0	0	0	0	0
Aquatics center fund	0	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	0	(11,295)	(818)	(6,936)	0	0	0	0
Health insurance fund	(895,654)	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	0	(6,240)	0	0	0	0	0
Total other financing sources (uses), net	0	0	0	(6,000,000)	0	(1,414,100)	9,849,000	12,302,000
<b>FUND BALANCES, end of year</b>	<b>\$ 184,301,247</b>	<b>331,244,835</b>	<b>321,249,470</b>	<b>392,511,376</b>	<b>424,209,660</b>	<b>434,800,199</b>	<b>457,342,867</b>	<b>448,630,211</b>



# Fund Balances, Governmental Funds (Presented in Accordance with GASB 54) Last Seven Fiscal Years<sup>(1)</sup>

(modified accrual basis of accounting; amounts expressed in thousands)

		Fiscal Year						
		2011	2012	2013	2014	2015	2016	2017
<b>General Fund</b>								
Nonspendable	\$	930	997	1,079	1,091	1,159	1,247	1,158
Restricted		482	5,524	5,008	5,253	4,630	5,042	2,282
Assigned		79,933	71,315	60,554	49,227	43,727	64,684	70,183
Unassigned		1,030	3,042	15,404	9,766	22,479	16,172	24,888
<b>Total General Fund</b>		<b>82,375</b>	<b>80,878</b>	<b>82,045</b>	<b>65,337</b>	<b>71,995</b>	<b>87,145</b>	<b>98,511</b>
All Other Governmental Funds:								
Construction Fund								
Restricted		12,544	7,604	19,418	22,123	37,781	165,354	143,327
Committed		3,078	0	0	0	0	0	0
Assigned		32,382	21,158	30,704	52,603	28,170	28,218	20,170
Food & Nutrition Services Fund <sup>(2)</sup>								
Nonspendable		0	0	0	0	1,495	1,246	1,455
Restricted		0	0	0	0	23,922	26,628	27,609
Other Nonmajor Special Revenue Fund								
Nonspendable		971	1,149	1,534	1,642	0	0	0
Restricted		15,454	17,349	18,165	21,894	0	0	0
Committed		2,750	2,787	2,848	2,992	3,109	3,262	3,366
<b>Total all other governmental funds</b>	<b>\$</b>	<b>67,179</b>	<b>50,047</b>	<b>72,669</b>	<b>101,254</b>	<b>94,477</b>	<b>224,708</b>	<b>195,927</b>

<sup>(1)</sup> This table reports fund balance for governmental funds in classifications that primarily comprise a hierarchy based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in that fund can be spent. Generally, what was 'reserved' is now nonspendable, restricted, or committed and 'unreserved' is now assigned or unassigned.

<sup>(2)</sup> In FY2015, the Food & Nutrition Services Fund became a major fund. Prior it was a part of the Special Revenue Fund.



# Operating Fund

## Section Contents

Fund Statement  
Revenue Summary  
Revenue by Funding Source  
Revenue Narratives  
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Expenditure Budget Summary by Object Code Total  
Central Support Expenditure Budgets  
Grant Expenditure Budgets  
School Expenditure Budgets

The purpose of the Operating Fund is to account for the revenues and expenditures necessary for the day-to-day operation of the School Division. Revenues are received from federal, state, and county sources. Tuitions and fees for some programs are collected to partially offset costs of those programs. Revenues are presented by category (federal, state, county, and local) as well as by individual revenue source. Five years of expenditures are presented for each department (central office and school) by object code (description of expense).

Central office department budgets are presented with a narrative that shows a description of the program, critical functions and strategic programs, major budget changes, major accomplishments in the past five years, and critical unmet needs. A budget and FTE (full-time equivalent positions) comparison is also included.

Performance Measures for individual central support programs and for all schools are provided in the Informational Section of this budget document.

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# Description of Fund Statement

## Operating Fund

The Operating Fund is utilized by the School Division to account for the revenues and expenditures necessary for the day-to-day operation of the School Division. Revenues are received from federal, state, and county government sources. Tuitions and fees for some programs are collected to partially offset the costs of those programs. Expenditures are tracked by department (each central support office and each school), unit, activity, and object code.

The fund statement for the Operating Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Operating Fund are based on the five-year budget plan for the School Division (included in the budget development discussion within the Organization Section of this document) which provides the assumptions of financial resources and projected expenditures for the coming years.

### **Assumptions for projections for the Operating Fund include the following:**

- The cost of providing services for new students will increase 3.5% in the out years.
- Merit step and salary adjustments for employees as funding permits.
- No annual adjustment for inflation in supplies and materials.
- Virginia Retirement System rates will increase by 0.5% each year.
- Health Insurance premiums will increase by an average of 5% each year.
- Maintain all current programs and services.
- Student membership will increase by 5,430 students during the next five years.
- The funding for grants will remain constant.
- State funding will increase an average of 3% per year.
- Construction costs will increase by an average of 3% per year.
- The interest rate on construction bonds will be 3-4%.
- Local Composite Index will increase 1-3% into the next biennium.
- The School Division will receive 57.23% of the available general county revenues each year.

### Notes to fund statement:

- Amounts for “Undelivered Orders/Commitments” for each year are the amounts for encumbered orders for goods and services not received prior to the close of a fiscal year, and thus, are “carry forward” expenses in the following year.

## Financial Section

### FUND STATEMENT Operating Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 60,506,905	65,964,957	82,693,576	94,726,724	108,678,546	82,201,979	82,201,979	82,201,979
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	1,443,801	1,507,018	2,500,300	2,562,579	0	0	0	0
Charges for services	4,810,793	4,673,217	4,177,623	3,522,547	4,307,395	3,487,322	3,452,449	3,417,925
Intergovernmental:								
Federal	34,089,063	36,128,406	39,360,197	36,607,751	38,121,179	39,646,026	41,231,867	42,881,142
State	455,635,006	465,672,494	490,393,363	510,438,908	534,701,359	562,058,652	572,298,434	578,360,180
County:								
County general fund transfers	412,020,977	434,076,178	450,416,131	463,859,006	477,820,313	603,570,237	626,620,679	649,927,036
Cable franchise fees	847,575	792,636	847,290	847,290	847,290	855,763	864,321	872,964
Miscellaneous	2,827,845	2,716,758	4,728,059	4,675,281	2,500,000	2,525,000	2,550,250	2,575,753
Total funding sources	<u>972,181,965</u>	<u>1,011,531,664</u>	<u>1,075,116,539</u>	<u>1,117,240,086</u>	<u>1,166,976,082</u>	<u>1,294,344,979</u>	<u>1,329,219,979</u>	<u>1,360,236,979</u>
<b>EXPENDITURES:</b>	<u>885,957,965</u>	<u>901,695,867</u>	<u>953,311,035</u>	<u>989,765,964</u>	<u>1,058,567,493</u>	<u>1,172,372,000</u>	<u>1,206,021,000</u>	<u>1,236,224,000</u>
Excess of revenues over (under) expenditures	<u>86,224,000</u>	<u>109,835,797</u>	<u>121,805,504</u>	<u>127,474,122</u>	<u>108,408,589</u>	<u>121,972,979</u>	<u>123,198,979</u>	<u>124,012,979</u>
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Food & nutrition services fund	0	0	1,029,635	0	0	0	0	0
TRANSFERS OUT:								
Construction fund	(19,363,389)	(23,213,077)	(17,601,357)	(17,388,640)	(24,006,610)	(37,571,000)	(38,797,000)	(39,611,000)
Debt service fund	0	0	(6,000,000)	0	0	0	0	0
Health insurance fund	(895,654)	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	0	(6,240)	0	0	0	0	0
Aquatics center fund	0	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	0	(11,295)	(818)	(6,936)	0	0	0	0
Total other financing sources (uses), net	<u>(20,259,043)</u>	<u>(27,142,221)</u>	<u>(27,078,780)</u>	<u>(18,795,576)</u>	<u>(26,206,610)</u>	<u>(39,771,000)</u>	<u>(40,997,000)</u>	<u>(41,811,000)</u>
<b>*FUND BALANCES, end of year</b>	<u>\$ 65,964,957</u>	<u>82,693,576</u>	<u>94,726,724</u>	<u>108,678,546</u>	<u>82,201,979</u>	<u>82,201,979</u>	<u>82,201,979</u>	<u>82,201,979</u>
<b>*GASB 54 Fund Balance</b>								
Nonspendable:	1,158,517	1,247,423	1,158,169	1,625,611	1,229,575	1,229,575	1,229,575	1,229,575
Restricted:	4,630,408	5,041,943	2,282,128	5,624,407	4,254,173	4,254,173	4,254,173	4,254,173
Assigned:	43,727,405	64,684,154	70,183,204	79,190,623	59,897,985	59,897,985	59,897,985	59,897,985
Unassigned:	16,448,627	11,720,056	21,103,223	22,237,905	16,820,246	16,820,246	16,820,246	16,820,246
	<u>\$ 65,964,957</u>	<u>82,693,576</u>	<u>94,726,724</u>	<u>108,678,546</u>	<u>82,201,979</u>	<u>82,201,979</u>	<u>82,201,979</u>	<u>82,201,979</u>

## Financial Section

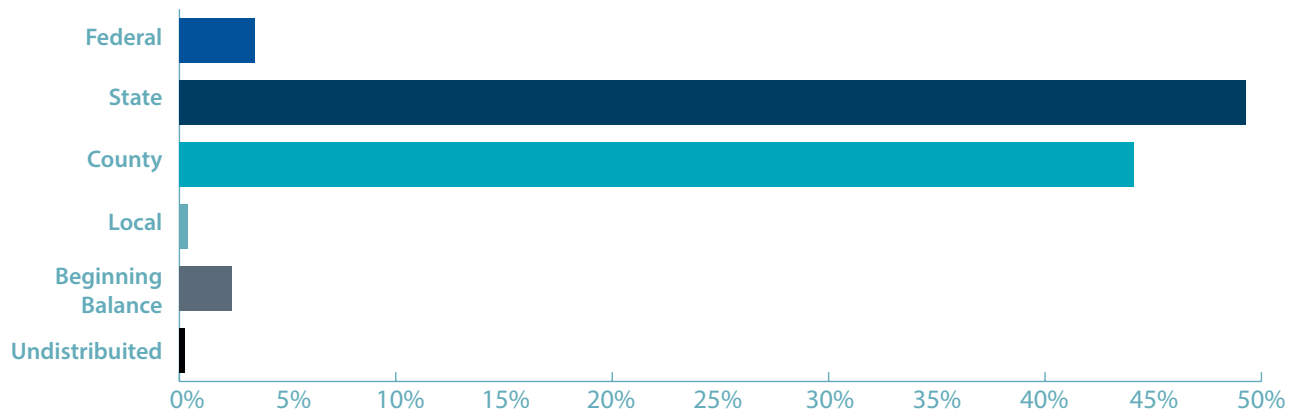
### Summary of Operating Fund Revenues

(For Budgetary Purposes Only)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved	Increase (Decrease)
<b>Operating Fund</b>						
Federal	\$34,089,063	\$36,128,406	\$39,360,218	\$42,196,319	\$38,121,179	(\$4,075,140)
State	455,635,005	465,672,494	490,393,363	511,507,537	534,513,421	23,005,884
County	414,313,112	436,375,832	454,793,356	459,965,730	478,667,603	18,701,873
Local	7,637,879	7,389,975	8,905,660	5,001,259	4,307,395	(693,864)
Beginning Balance	0	0	0	23,013,491	26,476,567	3,463,076
Undistributed	0	0	0	1,094,779	2,687,938	1,593,159
<b>Total Operating Fund</b>	<b>\$911,675,059</b>	<b>\$945,556,707</b>	<b>\$993,452,597</b>	<b>\$1,042,779,115</b>	<b>\$1,084,774,103</b>	<b>\$41,994,988</b>

### FY 2019 Operating Fund Revenue Sources

(Percentage Comparison)



### Operating Fund Revenue Trends as Percentages of Revenue Sources

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Approved
<b>Operating Fund</b>					
Federal	3.73%	3.82%	3.96%	4.05%	3.51%
State	49.98%	49.25%	49.36%	49.05%	49.27%
County	45.45%	46.15%	45.78%	44.11%	44.13%
Local	0.84%	0.78%	0.90%	0.48%	0.40%
Beginning Balance	0.00%	0.00%	0.00%	2.21%	2.44%
Undistributed	0.00%	0.00%	0.00%	0.10%	0.25%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

# Operating Fund – Federal Revenues

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
Title I Improving Basic Programs/ Reading First	\$8,647,234	\$9,381,016	\$11,578,785	\$14,500,000	\$9,700,000	(\$4,800,000)
Title I, Part D	90,789	54,344	179,449	80,027	101,167	21,140
Title II, Part A Improving Teacher Quality	1,304,825	1,100,352	1,310,781	1,680,874	1,536,032	(144,842)
Title III, Part A English Language Acquisition	1,845,353	2,053,058	1,715,110	1,629,108	1,721,355	92,247
IDEA – Title VI-B Individuals with Disabilities Education	13,012,625	13,533,871	13,618,270	14,701,944	14,942,888	240,944
Title VIII, Impact Aid	778,349	722,719	700,141	500,000	500,000	0
IDEA - Preschool/ Child Find	298,719	262,221	349,532	331,658	331,649	(9)
Carl Perkins Vocational & Technical	1,147,114	749,650	894,309	875,073	830,121	(44,952)
Adult Education and Family Literacy	505,531	506,014	500,301	508,492	581,255	72,763
Head Start Grant	3,317,272	3,013,195	3,370,416	3,491,162	3,517,228	26,066
Junior ROTC Program	663,922	671,436	644,316	400,000	400,000	0
21st Century Grant	533,353	957,171	692,129	200,000	540,000	340,000
Virginia Preschool Initiative Plus	19,750	1,968,480	2,723,357	2,795,004	2,695,024	(99,980)
TIPA	1,437,694	374,802	0	0	0	0
Other Federal Revenue	486,533	780,077	1,083,322	502,977	724,460	221,483
<b>Total Federal Revenue</b>	<b>\$34,089,063</b>	<b>\$36,128,406</b>	<b>\$39,360,218</b>	<b>\$42,196,319</b>	<b>\$38,121,179</b>	<b>(\$4,075,140)</b>



# Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
<b>I. SOQ Programs</b>						
Basic Aid	\$241,848,279	\$242,426,810	\$258,166,819	\$260,862,373	\$276,045,638	\$15,183,265
Sales Tax	80,774,057	85,219,294	87,330,097	89,567,626	92,783,007	3,215,381
Textbooks (SOQ and Lottery program)	4,982,481	5,046,510	5,833,310	5,910,133	5,504,202	(405,931)
Remedial Summer School	3,219,928	2,559,056	2,633,082	2,622,911	2,664,678	41,767
Vocational Education	1,967,723	1,993,010	1,806,637	1,830,429	1,858,604	28,175
Gifted Education	2,640,891	2,674,829	2,816,228	2,853,316	2,951,901	98,585
Special Education	17,450,592	17,674,849	18,225,774	18,411,964	21,155,292	2,743,328
Prevention, Intervention, & Remediation	6,679,900	6,765,744	7,545,364	7,644,734	8,254,390	609,656
Fringe Benefits	42,202,472	41,958,100	45,059,641	49,044,735	50,291,651	1,246,916
<b>Subtotal – SOQ Accounts:</b>	<b>401,766,323</b>	<b>406,318,202</b>	<b>429,416,952</b>	<b>438,748,221</b>	<b>461,509,363</b>	<b>22,761,142</b>

<b>II. Incentive Programs</b>						
Technology VPSA	3,140,800	3,123,314	3,135,098	3,541,600	2,494,000	(1,047,600)
Math/Reading Specialist	42,978	43,361	0	0	0	0
Other Incentive Programs	698,148	4,637,485	518,137	2,461,632	0	(2,461,632)
<b>Subtotal – Incentive Accounts:</b>	<b>3,881,926</b>	<b>7,804,160</b>	<b>3,653,235</b>	<b>6,003,232</b>	<b>2,494,000</b>	<b>(3,509,232)</b>

<b>III. Categorical Programs</b>						
Adult Education	201,949	203,796	189,258	203,798	204,541	743
Special Education – Homebound	335,602	279,026	291,348	297,175	195,596	(101,579)
Special Education – State-Operated	1,288,360	1,289,010	1,321,977	1,453,679	1,421,211	(32,468)
Special Education – Jails	264,824	299,815	271,939	336,756	294,849	(41,907)
<b>Subtotal – Categorical Accounts:</b>	<b>2,090,735</b>	<b>2,071,647</b>	<b>2,074,522</b>	<b>2,291,408</b>	<b>2,116,197</b>	<b>(175,211)</b>

## Financial Section

### Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
<b>IV. Lottery Funded Programs</b>						
English as a Second Language	9,787,307	9,581,709	10,307,372	10,642,070	11,860,625	1,218,555
Alternative Education Grant	312,839	317,887	331,054	341,801	347,478	5,677
ISAEF-GED Funding	47,152	47,152	50,507	50,319	47,152	(3,167)
Special Education - Regional Tuition	21,598,040	22,903,561	24,090,887	20,000,000	18,090,887	(1,909,113)
At-Risk	4,458,348	4,511,706	5,401,578	5,480,230	5,687,429	207,199
Early Reading Intervention	1,436,524	1,633,039	1,566,331	1,769,545	2,054,091	284,546
Foster Care	251,586	218,489	233,170	245,022	309,273	64,251
K-3 Primary Class Size Reduction	7,247,548	6,963,110	7,516,628	8,211,903	8,882,614	670,711
SOL Algebra Readiness	781,961	910,557	927,926	974,540	1,007,343	32,803
Virginia Preschool Initiative	133,445	133,445	180,869	200,974	256,231	55,257
Career and Technical Education	522,028	513,069	554,361	528,859	364,199	(164,660)
Mentor Teacher Program	63,474	70,378	74,347	74,347	71,975	(2,372)
Lottery Supplemental	0	0	0	14,757,566	18,427,064	3,669,498
<b>Subtotal - Lottery Funded Accounts:</b>	<b>46,640,252</b>	<b>47,804,102</b>	<b>51,235,030</b>	<b>63,277,176</b>	<b>67,406,361</b>	<b>4,129,185</b>

<b>V. Other State Programs</b>						
Medicaid Reimbursement	765,364	1,105,311	596,743	850,000	650,000	(200,000)
Virginia Star	433,772	480,538	300,000	300,000	300,000	0
Other State School Grants	56,633	88,534	3,116,881	37,500	37,500	0
<b>Subtotal – Other State Accounts:</b>	<b>1,255,769</b>	<b>1,674,383</b>	<b>4,013,624</b>	<b>1,187,500</b>	<b>987,500</b>	<b>(200,000)</b>

<b>Total State Revenue</b>	<b>\$455,635,005</b>	<b>\$465,672,494</b>	<b>\$490,393,363</b>	<b>\$511,507,537</b>	<b>\$534,513,421</b>	<b>\$23,005,884</b>
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# County General Fund and Debt Service Fund Transfer Summary

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
<b>Operating Fund</b>						
Fiscal Year Appropriation	\$414,313,112	\$436,375,832	\$454,793,356	\$453,965,730	\$478,667,603	\$24,701,873
County Proffers/Transfers In	0	0	0	6,000,000	0	(6,000,000)
Undistributed Revenue	0	0	0	1,094,779	2,687,938	1,593,159
Beginning Balance	0	0	0	23,013,491	26,476,567	3,463,076
<b>Total Operating Fund</b>	<b>\$414,313,112</b>	<b>\$436,375,832</b>	<b>\$454,793,356</b>	<b>\$484,074,000</b>	<b>\$507,832,108</b>	<b>\$23,758,108</b>

<b>Debt Service Fund</b>						
Fiscal Year Appropriation	\$73,209,179	\$72,718,852	\$78,940,659	\$96,854,986	\$103,436,563	\$6,581,577
County Proffers/Transfers In	2,376,500	6,000,000	6,000,000	0	0	0
Debt Interest Refunds (BABs/QSCBs)	1,392,358	1,377,317	1,388,746	1,384,746	1,310,058	(74,688)
Other Financing Resources	244,740	413,038	454,049	606,242	783,492	177,250
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	255,028	1,436,268	1,262,216	1,200,000	1,200,000	0
Interest	0	0	740	0	0	0
<b>Total Debt Service</b>	<b>\$78,477,805</b>	<b>\$82,945,475</b>	<b>\$89,046,410</b>	<b>\$101,045,974</b>	<b>\$107,730,113</b>	<b>\$6,684,139</b>

<b>Combined Operating and Debt Service Funds</b>						
Fiscal Year Appropriation	\$487,522,291	\$509,094,684	\$533,734,015	\$550,820,716	\$582,104,166	\$31,283,450
County Proffers/Transfers In	2,376,500	6,000,000	6,000,000	6,000,000	0	(6,000,000)
Debt Interest Refunds (BABs/QSCBs)	1,392,358	1,377,317	1,388,746	1,384,746	1,310,058	(74,688)
Other Financing Resources	244,740	413,038	454,049	606,242	783,491	177,249
Undistributed Revenue	0	0	0	1,094,779	2,687,938	1,593,159
Beginning Balance	0	0	0	23,013,491	26,476,567	3,463,076
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	255,028	1,436,268	1,262,216	1,200,000	1,200,000	0
Interest	0	0	740	0	0	0
<b>Total Combined Funds</b>	<b>\$492,790,917</b>	<b>\$519,321,307</b>	<b>\$543,839,766</b>	<b>\$585,119,974</b>	<b>\$615,562,221</b>	<b>\$30,442,247</b>

# Operating Fund – Tuitions, Fees, and Other Revenues

(For Budgetary Purposes Only)

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 APPROVED	FY 2019 APPROVED	INCREASE (DECREASE)
Adult Education	\$853,956	\$871,198	\$665,732	\$597,630	\$637,989	\$40,359
Antenna Rental	344,356	317,256	265,846	225,000	225,000	0
Distance Learning (PW Network)	393	0	0	0	0	0
Driver Education Fee	270,439	224,022	204,075	240,000	240,000	0
E-Rate Discount Funds	1,536,810	1,181,583	2,073,818	1,490,089	760,000	(730,089)
Instrument Rental	172,276	187,053	197,700	135,000	135,000	0
Night School Tuition	48,252	40,325	26,660	32,500	32,500	0
Other Local Funds	577,972	556,493	604,624	345,000	345,000	0
Other Tuition	234,240	196,777	294,635	175,000	175,000	0
Park Authority Custodian	29,854	8,837	12,293	0	0	0
Professional Organization	265,751	273,953	228,454	331,040	304,406	(26,634)
PWC Education Foundation	376,376	495,342	450,666	500,000	500,000	0
Rebates/Donations	490,546	632,719	1,257,164	0	0	0
Sale of Equipment	782,139	625,159	632,772	135,000	135,000	0
School Funds	120,344	385,940	159,456	0	0	0
School Grants	329,579	233,269	570,593	0	0	0
School Parking Fees	338,677	330,503	331,693	300,000	300,000	0
Summer School	250,872	213,660	228,752	157,500	157,500	0
Transportation Revenue	69,007	60,216	109,862	0	0	0
Virtual High School Tuition	546,040	555,670	590,865	337,500	360,000	22,500
<b>Total Local Revenue</b>	<b>\$7,637,879</b>	<b>\$7,389,975</b>	<b>\$8,905,660</b>	<b>\$5,001,259</b>	<b>\$4,307,395</b>	<b>(\$693,864)</b>

# Revenue Narratives by Source

## Federal Revenues

### Title I, Part A, Improving Basic Programs Operated by Local Education Agencies

The purpose of this federal grant program is to ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Funds are used to provide intervention and remedial services to educationally disadvantaged children in selected elementary grades. Services are provided at schools with high concentrations of children from low-income families as determined by free and/or reduced lunch populations. Reimbursement requests are submitted monthly. The revenue estimate for FY 2019 is \$9,700,000.

### Title I, Part D, Prevention and Intervention Programs For Children and Youth Who Are Neglected, Delinquent or at Risk

The Title I, Part D program provides funds to meet the educational needs of neglected, delinquent, and at-risk children and youth, and assist in the transition of these students from correctional facilities to locally operated programs. Revenue estimate for FY 2019 is \$101,167.

### Title II, Part A, Improving Teacher, Principal and Paraprofessional Quality

This grant provides funds to increase student academic achievement through strategies that improve teacher, principal and paraprofessional quality and to increase the number of highly qualified teachers and paraprofessionals in the classroom and highly qualified principals and assistant principals in schools. The revenue estimate for FY 2019 is \$1,536,032.

### Title III, Part A, English Language Acquisition, Language Enhancement, and Academic Achievement

These federal grant funds are to help ensure that children who are limited English proficient, including immigrant

children and youth, attain English proficiency, develop high levels of academic attainment in English, and meet the same challenging state academic content and student academic achievement standards as all children are expected to meet. The revenue estimate for FY 2019 is \$1,721,355.

### Title VI-B, Idea

Title VI-B is intended to assure that all handicapped children are provided a free and appropriate education. The Individuals with Disabilities Education Act-IDEA (Public Law 94-142) authorizes federal aid to assist in the implementation of this mandate. The revenue estimate for FY 2019 is \$14,942,888.

### Title VIII, Impact Aid Program

The Impact Aid Program (Public Law 81-874) was initiated by the 81st Congress. In general, a certain amount is received for each student whose parent is active duty military personnel or who lives and/or works on federal property. The revenue estimate for FY 2019 is \$500,000.

### Idea – Preschool/Child Find Incentive Grant

The Virginia Department of Education has used Title VI-B discretionary funds to establish a Preschool Incentive Grant. These funds are derived from a December 1 count which provides a per pupil amount for students aged 3-5. The child-find activities are required by federal and state laws to meet certain timelines in determining the eligibility of children for special education. The revenue estimate for FY 2019 is \$331,649.

### Carl D. Perkins Vocational and Technical Education Grant

Federal entitlement funds from the Carl Perkins Act of 1998, as amended, are provided for local projects to extend and improve education programs leading to academic and occupational skill competencies required to work in a technologically advanced society. The revenue estimate for FY 2019 is \$830,121.

### Adult Education and Family Literacy

Federal funds are provided under the Adult Education and Family Literacy Act. These categorical funds support the programs for improving adult literacy. The revenue estimate for FY 2019 is \$581,255.

### Head Start

Head Start is a Department of Health and Human Services federally funded comprehensive preschool program for economically disadvantaged three- and four-year-old children. The revenue estimate for FY 2019 is \$3,517,228.

### Junior ROTC Program

The Junior ROTC program provides federal funds to offset costs incurred in the employment of retired military personnel to operate the program. The revenue estimate for FY 2019 is \$400,000.

### 21st Century Community Learning Centers (Title Iv, Part B)

The 21st Century Community Learning Centers program supports the creation of opportunities for academic enrichment during non-school hours for children, particularly students who attend high-poverty and low-performing schools. The program helps students meet state and local standards in core academic subjects, such as reading and mathematics; offers students enrichment activities that complement regular academic programs; and offers literacy and other educational services to the families of participating children. The revenue estimate for FY 2019 is \$540,000.

### Virginia Preschool Initiative Plus

The Virginia Preschool Initiative Plus program provides Pre-Kindergarten services to unserved, at-risk four-year old children. Children and families receive comprehensive services including preschool education, health, social services, parent engagement, and pupil transportation. Children attend full day school-year programming. Funding is provided by the Departments of Education and Health and Human Services through the state Department of Education to the local school division. The revenue estimate for FY 2019 is \$2,695,024.

### Teacher Incentive Performance Award (TIPA)

The Teacher Incentive Performance Award (TIPA) provides a significant monetary award to teachers and principals in

eligible schools that qualify to receive the performance-based compensation. The grant integrates the performance based compensation system with the new standards-based evaluation system, Professional Performance Process and provides professional development that focuses on individualized school and educator improvement. The five-year, competitively awarded grant was \$6,460,570. The revenue estimate for FY 2019 is \$0.

### World Class Military Dependent Students

Military-Connected Local Educational Agencies for Academic and Support Programs (MCASP) aims to strengthen family-school-community relationships and enhance student achievement for military dependent students. This project is designed to provide military-dependent students' social/emotional and academic support. Students will receive assistance from tutors, science, technology, engineering, and math (STEM) coaches, and counselors in a hands-on direct-services approach. Support provided to military-dependent students will help with adjustments to academic differences and address the impact of mental health stressors they may experience. The revenue estimate for FY 2019 is \$329,460.

### McKinney-Vento

The McKinney-Vento Homeless Education Assistance Act is a federal law that ensures immediate enrollment and educational stability for homeless children and youth. The revenue estimate for FY 2019 is \$25,000.

### Distance Learning/Prince William Network

The delivery of education or training through electronically mediated instruction is provided through the Media Production Department. Revenue is received through grants with the U.S. Forest Service. The revenue estimate for FY 2019 is \$130,000.

### Medicaid Reimbursement Program

This program identifies students who are receiving school division services that are reimbursable expenses under the federal and state Medicaid program. The revenue estimate for FY 2019 is \$240,000.

# State Revenues\*

## Basic Aid

State Basic Aid payments to local school divisions are intended to fund a basic educational program. These funds are designated for a variety of purposes such as driver education, teacher sick leave, special education, general administration, fixed charges, operation and maintenance, and other costs of programs. The Basic Aid revenue estimate from the state for FY 2019 is \$276,045,638.

Basic Aid is distributed on the basis of each locality's ability to provide the minimum required educational program, with less able localities receiving a higher proportion of the per pupil costs from state funds than the wealthier localities. For each locality, there is a required expenditure from local funds that is based on an index of local ability to pay.

### Basic Aid Calculation for Prince William County Schools

1	Average Daily Membership		87,928.00
2	Basic Aid Per Pupil Amount	x	\$6,105
3	Required Expenditure		\$536,800,440
4	Less Sales Tax Returned	-	\$92,783,007
5	Balance for Local & State		\$444,017,433
6	Composite Index	x	0.3783
7	Required Local Expenditure		\$ 167,971,795
8	State Share (line 5-line 7)		\$ 276,045,638

The FY 2019 Basic Aid per Pupil amount of \$6,105 (line 2) and the composite index of ability to pay 0.3783 (line 6) for Prince William County Public Schools are established by the General Assembly. These rates for previous years are shown in the chart below:

### Basic Aid per Pupil

Fiscal Year	Per Pupil Expenditure	Composite Index
2010	\$5,889	0.4437
2011	\$5,488	0.4036
2012	\$5,498	0.4036
2013	\$5,526	0.3787
2014	\$5,407	0.3787
2015	\$5,621	0.3822
2016	\$5,616	0.3822
2017	\$5,861	0.3848
2018	\$5,869	0.3848

## Sales Tax

A portion of net revenue from the state sales and use tax dedicated to public education is distributed to counties, cities, and towns in support of the Standards of Quality. The distributions are based on each locality's pro-rata share of school age population as based on the census count of school aged population. The FY 2019 Department of Taxation's estimate of the one and one-eighth percent sales tax allocated to PWCS is \$92,783,007.

## Fringe Benefits

The Standards of Quality (SOQ) costs for instructional retirement (VRS), Social Security and group life insurance are allocated to school divisions based on a per pupil amount and enrollment and distributed in accordance with each locality's composite index. The VRS rate is 15.68%. The Retiree Health Care Credit rate is 1.20%. The Social Security rate is 7.65%. The Group Life Insurance rate is 1.31%. The state no longer funds the retiree health care credit. The revenue estimate for FY 2019 is \$50,291,651.

\*For more information on state revenue estimates, please refer to the Virginia Department of Education website. ([www.doe.virginia.gov](http://www.doe.virginia.gov))



### Special Education SOQ Per Pupil Allocation

To insure the quality of the Special Education classroom programs, the state has established minimum Standards of Quality (SOQ). The SOQ per pupil amount is \$387. These standards require the endorsement of special education teachers, per-class enrollment at or below specified levels, teacher assistants in certain classes, regulation of the type of classes offered, and development and retention of an Individualized Education Plan for each student. Each special education student is counted in their respective school and up to three disabilities per student may be recognized for calculating instructional positions for funding. The revenue estimate for FY 2019 is \$21,155,292.

### Prevention, Intervention, and Remediation SOQ Per Pupil Allocation

The state budget provides funding for one hour of additional instruction per day for identified students. Funding is calculated using the percent of students eligible for the federal Free Lunch program as a proxy for the number of eligible students. The SOQ per pupil amount is \$151. The revenue estimate for FY 2019 is \$8,254,390.

### Textbooks

The School Board elected to provide free textbooks to students beginning in the 1993-94 school year. The state provides funds to all school divisions for textbooks, but provides a greater amount to those divisions providing free textbooks. The textbook SOQ per pupil amount is \$100.69. The revenue estimate for FY 2019 is \$5,504,202.

### Summer School Remedial Education Per Pupil Allocation

The General Assembly provides support for summer remedial programs for qualifying students. Such payments will be made on a per pupil basis and in accordance with each locality's composite index. The revenue estimate for FY 2019 is \$2,664,678.

### Gifted Education SOQ Per Pupil Allocation

The state budget established a Standards of Quality (SOQ) per pupil amount of \$54.00 for Gifted Education. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2019 is \$2,951,901.

### Vocational Education SOQ Per Pupil Allocation

Vocational Education SOQ funds are based on a \$34.00 per pupil amount. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2019 is \$1,858,604.

### Technology VPSA

VPSA Technology program provides grant funding for school divisions to purchase additional technology to support the SOL Technology Initiative. Eligible schools include those reporting membership as of September 30th and are subject to state accreditation requirements, as well as regional centers including vocational centers, special education centers, alternative education centers, academic year Governor's Schools, and the School for the Deaf and the Blind. The revenue estimate for FY 2019 is \$2,494,000.

### Math/Reading Instructional Specialist Initiatives

These funds are designated to provide the state share of the cost for one math or reading instructional specialist in underperforming schools. Eligible schools will include those that have been denied accreditation or were with warning for the third consecutive year. School divisions will have to match the funding of the additional position based on their composite index of local ability to pay. The FY 2019 revenue estimate is \$0.

*\*For more information on state revenue estimates, please refer to the Virginia Department of Education website. ([www.doe.virginia.gov](http://www.doe.virginia.gov))*

## Other Incentive Programs – Compensation Supplement

The amendments by the General Assembly to HB/SB 30 calculate the state share of Compensation Supplement funds based on a 2% salary increase effective December 1, 2016 for funded SOQ instructional and support positions. The local match requirement for both instructional and support positions is based on a minimum average 2% salary increase effective December 1, 2016 (equivalent to 7 months of required local funding). The FY 2019 revenue estimate is \$0.

## Detention Home And Special Education In Jails

The state reimburses 100 percent of actual teacher salaries and additional funds for benefits and materials to provide educational programs to detention home students. The revenue estimate for FY 2019 is \$1,421,211. The state also provides funding for instruction of special education adults in jail. The FY 2019 revenue estimate is \$294,849.

## Special Education – Homebound

In addition to providing state Basic Aid for special education homebound pupils, the state provides funding for the continuation of educational services for students who are temporarily confined to their homes for medical reasons. State funds reimburse school divisions for a portion of the hourly rate paid to teachers employed to provide homebound instruction to eligible children. The revenue estimate for FY 2019 is \$195,596.

## Adult Education

The state provides funds to support the adult education programs of local school divisions. The revenue estimate for FY 2019 is \$204,541.

## Regional School Program

The state reimburses the School Division the tuition costs paid to the Northern Virginia Regional School Program at a rate of 61.52 percent of the tuition amount (1.00 – local composite index). The revenue estimate for FY 2019 is \$18,090,887.

## English As A Second Language

State funds are provided to support local school divisions providing the necessary educational services to children not having English as their primary language. The funding supports the salary and benefits cost of instructional positions at a standard of 17 positions per 1,000 ESL students. The FY 2019 estimate is \$11,860,625.

## K-3 Primary Class Size Reduction

The General Assembly initiated this incentive funding to reduce class size in grades K-3. Local school divisions are required to match these funds based on the composite index of local ability to pay. Funds are dispersed based on the free-lunch percentage to qualifying schools through their allocations. The revenue estimate for FY 2019 is \$8,882,614.

## Career And Technical Education Support

Vocational categorical funds previously itemized have been consolidated by the state. These include vocational travel, extended contracts, and vocational equipment. The revenue estimate for FY 2019 is \$364,199.

## Foster Care

The Code of Virginia, Section 22.1-101, authorizes the State Board of Education to make reimbursements for expenses of certain students in public schools who are residents of a county or city but who, after being placed in a foster home, attend schools in a different county or city. The revenue estimate for FY 2019 is \$309,273.

## Continued State Initiatives

The General Assembly legislation provides lottery funds to support additional programs. The revenue estimates for FY 2019 include: a supplemental lottery per pupil allocation of \$18,427,064, \$5,687,429 for at-risk student programs, \$2,054,091 for the Early Reading Intervention Program, \$1,007,343 for SOL Algebra Readiness, \$347,478 for Alternative Education, \$256,231 for Virginia Preschool Initiative, \$71,975 for the Mentor Teacher Program, and \$47,152 in support for the General Education Degree (GED) Program.

\*For more information on state revenue estimates, please refer to the Virginia Department of Education website. ([www.doe.virginia.gov](http://www.doe.virginia.gov))

### Medicaid Reimbursement

When the Prince William County Public School Division provides certain services to students identified on Medicaid, the costs of these services are reimbursable under the federal and state Medicaid program. The revenue estimate FY 2019 is \$650,000.

### Virginia Star

The *Virginia Student Training and Refurbishment Program* (Virginia STAR or VA STAR) is a state-wide program that teaches students to refurbish surplus computer hardware from government agencies and private companies. The refurbished computers are donated to families, organizations, and school districts in need. Through participation in the program, students work towards earning industry-standard certifications. The revenue estimate for FY 2019 is \$300,000.

### Virginia Preschool Initiative

The Virginia Preschool Initiative provides funding for Pre-Kindergarten services to unserved, at-risk four-year old children, which include quality preschool education, health services, social services, parental involvement, and pupil transportation. Programs must provide full-day or half-day and, at least, school-year services. Educational services may be delivered by both public and private providers. The revenue estimate for FY 2019 is \$256,231.

### Project Graduation

Project Graduation funding provides instructional support for students in need of verified credits for graduation. Instructional support activities provide intervention and/or remediation to assist targeted students who have received passing grades for standard credit-bearing course(s) but failed the required Standards of Learning assessment needed to earn verified credit(s) to complete their diploma requirements. The revenue estimate for FY 2019 is \$37,500.

*\*For more information on state revenue estimates, please refer to the Virginia Department of Education website. ([www.doe.virginia.gov](http://www.doe.virginia.gov))*

## County Revenues

### County General Fund Transfer

The Prince William County General Fund Transfer is from county revenue sources to support the School Division's Operating and Debt Service Funds. The BOCS approved a total General Fund Transfer of \$583,414,225. The General Fund Transfer includes \$478,667,604 for the Operating Fund and \$104,746,621 which includes debt interest refunds of \$1,310,058 for the Debt Service Fund.

### Undistributed Revenue

The Operating Fund revenue budget includes \$2,687,938 in undistributed revenue. This provides a means of incorporating small grants and minor revenue adjustments without changing the total budgeted amount.

For more information on county revenue estimates, please refer to the Prince William County government website. ([www.pwcgov.org](http://www.pwcgov.org))

### Beginning Balance

The School Division can budget funds not obligated in the prior fiscal year for the following fiscal year. Estimated prior year un-obligated budget totaling \$26,476,567 is included in the FY 2019 Operating Fund budget. These are effectively for one-time funds and will have to be replaced in the FY 2020 budget.

## Local Revenues

### Adult Education

The Adult Education program collects fees and tuition in support of its various programs. The total of these funds is \$637,989 for FY 2019. Included in this amount is the Practical Nursing tuition estimate of \$241,206. These funds partially offset the costs of the various programs offered.

### Summer School Tuition

Summer School tuition rates are set prior to the beginning of the summer school session each year. These funds offset the costs of the various programs offered in summer school. The total FY 2019 summer school tuition revenue estimate is \$157,500.

### Night School Tuition

The Night School program provides high school students the opportunity to complete courses required for graduation after school hours. Students who take courses for the first time and non-resident students pay tuition to attend Night School. The revenue estimate for FY 2019 is \$32,500.

### Driver Education Fee

County students who enroll in a driver education course are assessed a fee. The revenue estimate for FY 2019 is \$240,000.

### Instrument Rental

An instrument rental fee is charged to students who rent musical instruments owned by the school division. These funds are used to partially recover the costs of repair and replacement of musical instruments. The revenue estimate for FY 2019 is \$135,000.

### Out Of County Tuition

Tuition is charged for students who reside in Virginia but not in Prince William County and who have been approved to attend Prince William County Public Schools in accordance with the Code of Virginia, Chapter 22, Section 22.1-6. The revenue estimate for FY 2019 is \$175,000.

### School Parking Fees

The School Board approved the charging of fees for high school students who choose to drive personal vehicles to school. The funds collected will be returned to the appropriate schools through their appropriated fund budgets. The revenue estimate for FY 2019 is \$300,000.

### Sale Of Equipment

Funds are received from the sale of obsolete equipment, vehicles, and materials by the School Division. The revenue estimate for FY 2019 is \$135,000.

### Virtual High School Tuition

Tuition for Virtual High School courses is used to pay the instructor and provide the learning management system, content development, and other online resources for students. The revenue estimated for FY 2019 is \$360,000.

### E-Rate Discount Funds

The Universal Service Administrative Company (USAC) is an independent, not-for-profit corporation created in 1997 to collect universal service contributions from telecommunications carriers and administer universal support mechanisms designed to help communities across the country secure access to affordable telecommunications services. The universal service Schools and Libraries Program, commonly known as “E-rate,” provides discounts to help eligible schools and libraries in the United States obtain affordable telecommunications and internet access. The revenue estimate for FY 2019 is \$760,000.

### PWC Education Foundation

The Education Foundation for PWCS is SPARK. SPARK’s mission is to engage community partners to fund and promote initiatives that enhance educational excellence. The revenue estimate for FY 2019 is \$500,000.

### Antenna Rental

Funds are received by entities leasing or have obtained an easement upon a PWCS property for the purpose of installing, maintaining and/or operating a monopole and/or other associated ground-based telecommunications equipment of any type. The revenue estimate for FY 2019 is \$225,000.

### Professional Organization

The Virginia Education Association (VEA) and the Prince William Education Association (PWEA) will reimburse the

School Board the full cost of a teacher's salary and benefits for one year related to the assignment of their president positions. The revenue estimate for 2019 is \$304,406.

### Other Revenues

Other Local Funds budgeted include \$280,000 for building use fees, \$25,000 for scrap metal sales, and \$40,000 for record center fees.

## Other Post Employment Benefits (OPEB)

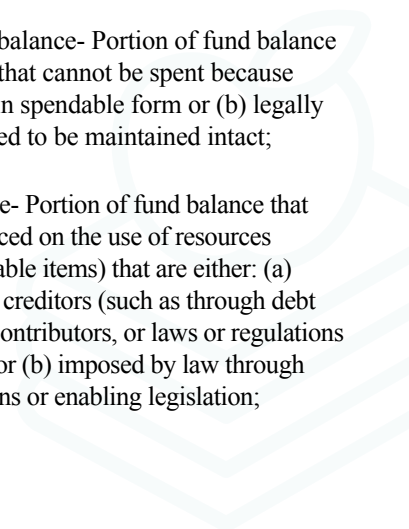
Pursuant to the Government Accounting Standards Board's (GASB) new guidance about Other Post Employment Benefits, the OPEB Liability for Prince William County Public Schools (PWCS) as June 30, 2018 was \$68,361,246. However, PWCS is part of an OPEB Master Trust with contributions totaling \$29,946,151. Therefore, the net OPEB liability is \$38,415,095. This outstanding obligation is for the PWCS Retiree Health Insurance Premium Contribution Plan and requires budget to fund its actuarially determined contribution. The contribution is budgeted in the Health Insurance Fund and is posted against object code 8606. The FY 2019 budget amount is \$1,800,000.

## Virginia Retirement System

The annual cost to PWCS for the state retirement system and the state mandatory Retiree Health Insurance Credit is budgeted in the Virginia Retirement System (VRS) object code 2210. The total amount budgeted in FY 2019 for VRS is \$105.7 million. The current rates for the Virginia Retirement System and the Retiree Health Insurance Credit are 15.68 and 1.20 percent of salary, respectively.

## Fund Balance Classifications

Fund Balance classifications are divided into five components for governmental funds as defined below:

- 
- I. Non-expendable fund balance- Portion of fund balance that includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact;
  - II. Restricted fund balance- Portion of fund balance that reflects constraints placed on the use of resources (other than non-spendable items) that are either: (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation;
  - III. Committed fund balance- Amounts that can only be used for specific purposes pursuant to constraints imposed by formal actions of the highest level of decision making authority. This also requires formal action at the same level to remove;
  - IV. Assigned fund balance- Amount that constrained by the government's intent to be use for specific purposes, but are neither restricted nor committed and are established by highest level of decision making or by body designated for that purpose or by official designated for that purpose (Director of Financial Services was delegated this authority by the Board on June 6, 2010); and

- V. Unassigned fund balance- Residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

The PWCS Board is committed to maintaining a minimum unassigned fund balance of one and one-half percent (1.50%) of the current fiscal year's General Fund revenue.

Circumstances for which the unassigned General Fund balance can be spent down below the 1.50% of the current fiscal year's General Fund revenue would include unforeseen emergencies, such as unanticipated expenditures of a nonrecurring nature, natural disasters, or unforeseen revenue shortfalls.

Such use must be accompanied by a plan to replenish the minimum unassigned fund balance within three fiscal years following the fiscal year within the event occurred.

In the event the unassigned fund balance falls below the minimum of 1.50% of the current fiscal year's General Fund revenue, the School Board shall replenish the deficiency with revenue received and/or a reduction of expenditures in subsequent fiscal years.

## Operating Fund Budget Presentation

The Operating Fund expenditure budget is first presented at summary levels by selected functional units, by department and school, and by fund and object. Following the summary presentations, a five-year budget comparison for each department and school in the Operating Fund is individually included by object code. Central office department budgets are presented with a narrative that shows a description of the program, critical functions and strategic programs, major budget changes, major accomplishments in the past five years, and critical unmet needs.

Strategic Plan performance measure results for individual central office departments and schools at the Division level are presented in the Informational Section of this budget document. Individual school results are available on the Division Web site at [pwcs.edu](http://pwcs.edu) under Departments, Accountability, and School Data Profiles.



# Operating Budget by Functional Units

	FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$605,183	\$654,409	\$697,550	\$634,806	11.00	\$653,533	11.00	\$18,727	0.00
Division Council	355,919	361,788	506,148	461,488	2.00	837,371	4.00	375,883	2.00
School Administration	59,914,857	62,176,400	65,904,645	70,931,050	778.83	71,721,969	788.72	790,919	9.89
Regular Education	382,849,607	393,052,474	415,018,157	436,707,125	4,768.57	452,918,087	4,824.61	16,210,962	56.04
Reading	8,141,539	8,346,626	8,981,047	7,858,983	87.90	8,357,787	91.60	498,804	3.70
English - Second Language	35,424,459	35,695,913	37,046,017	43,141,758	484.62	43,620,603	474.42	478,845	(10.20)
Special Education	105,402,165	107,704,617	112,883,207	122,453,356	1,536.11	129,793,047	1,607.88	7,339,691	71.77
Vocational Education	19,338,541	19,041,934	20,791,047	20,908,794	216.69	22,637,065	227.70	1,728,271	11.01
Gifted Education	9,275,841	9,747,599	10,782,337	12,362,612	103.20	14,131,422	108.00	1,768,810	4.80
Alternative Education	7,099,466	7,180,401	7,554,566	5,065,167	47.00	4,375,614	40.85	(689,553)	(6.15)
Pupil Services/ Guidance/Counseling	33,805,235	35,366,233	37,745,639	40,877,710	441.90	45,014,805	469.90	4,137,095	28.00
Summer School	3,172,705	3,068,098	2,767,303	2,975,303	1.00	2,865,238	1.00	(110,065)	0.00
Pupil Activities/ Athletics	5,019,124	5,315,977	5,486,080	5,208,549	0.00	5,698,769	2.00	490,219	2.00
Instructional Services	11,754,278	11,230,732	12,884,760	13,175,846	86.10	9,185,546	52.00	(3,990,300)	(34.10)
Education Technology	9,048,938	8,878,551	9,163,502	8,923,608	93.70	9,134,868	91.00	211,260	(2.70)
Central Administration	6,868,416	6,371,610	8,036,183	6,259,147	32.50	6,820,278	35.50	561,131	3.00
Business and IT Services	39,996,545	40,364,782	43,492,893	36,385,089	267.30	41,078,691	278.50	4,693,602	11.20
Transportation	58,083,943	59,297,908	62,748,932	62,797,267	965.97	63,959,341	982.90	1,162,074	16.93
Facilities Maintenance/ Operations	74,111,336	72,652,539	76,078,101	80,375,370	733.56	79,400,372	731.20	(974,998)	(2.36)
Community Services	857,879	899,265	886,709	1,049,078	8.00	999,008	7.00	(50,070)	(1.00)
Adult Education	1,693,833	1,601,109	1,546,812	1,137,943	5.00	1,611,237	9.00	473,294	4.00
Capital Outlay/ Construction	330,083	15,919,629	16,376,418	30,613,000	0.00	26,096,000	0.00	(4,517,000)	0.00
Reserves	33,067,116	23,909,495	24,041,034	32,476,066	0.00	43,863,452	0.00	11,387,386	0.00
<b>OPERATING FUND TOTALS</b>	<b>\$906,217,008</b>	<b>\$928,838,089</b>	<b>\$981,419,084</b>	<b>\$1,042,779,115</b>	<b>10,670.95</b>	<b>\$1,084,774,103</b>	<b>10,838.78</b>	<b>\$41,994,988</b>	<b>167.83</b>



# Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
<b>School Board</b>										
010	School Board	\$961,102	\$1,016,197	\$1,203,698	\$1,096,294	13.00	\$653,533	11.00	(\$442,761)	(2.00)
<b>Division Counsel</b>										
011	Division Counsel	0	0	0	0	0.00	837,371	4.00	837,371	4.00
<b>Executive</b>										
020	Superintendent's Staff	4,072,764	4,211,807	4,440,071	4,470,169	23.00	4,787,863	24.00	317,694	1.00
<b>Communications &amp; Technology</b>										
025	Communications Services	4,330,500	3,423,141	4,831,081	3,451,173	22.50	3,753,751	23.50	302,578	1.00
033	Information Technology Services	24,254,645	21,842,263	24,197,513	17,225,183	123.00	20,235,956	125.00	3,010,773	2.00
045	Imaging Center	93,693	37,497	49,573	55,000	4.00	0	0.00	(55,000)	(4.00)
<b>Communications &amp; Technology Totals</b>		<b>28,678,838</b>	<b>25,302,900</b>	<b>29,078,166</b>	<b>20,731,356</b>	<b>149.50</b>	<b>23,989,707</b>	<b>148.50</b>	<b>3,258,351</b>	<b>(1.00)</b>
<b>Human Resources</b>										
031	Human Resources	3,683,114	3,773,825	4,206,585	4,063,748	33.00	4,732,157	35.00	668,409	2.00
<b>Finance And Support Services</b>										
032	Office of Financial Services	3,923,118	3,986,521	4,538,143	4,377,781	43.50	4,491,596	44.50	113,815	1.00
036	Risk Management & Security	2,124,320	2,237,722	2,327,433	2,363,881	26.80	2,880,633	33.00	516,752	6.20
042	Supply Services	2,627,806	2,597,031	2,704,776	2,483,635	36.00	2,414,582	36.00	(69,053)	0.00
043	Office of Transportation Services	49,957,060	47,546,057	51,300,550	50,647,203	965.97	52,457,125	982.90	1,809,922	16.93
046	Facilities Management Services	24,154,918	24,446,311	25,669,323	27,208,215	248.00	28,552,382	250.00	1,344,167	2.00
048	Energy Conservation Services	2,266,812	2,234,671	2,440,602	2,855,513	3.00	717,656	3.00	(2,137,857)	0.00
<b>Finance &amp; Support Services Totals</b>		<b>85,054,034</b>	<b>83,048,312</b>	<b>88,980,826</b>	<b>89,936,228</b>	<b>1,323.27</b>	<b>91,513,974</b>	<b>1,349.40</b>	<b>1,577,746</b>	<b>26.13</b>
<b>Student Learning &amp; Prof. Development</b>										
034	Accountability	3,441,152	3,330,709	3,504,383	3,552,580	23.00	3,634,041	23.00	81,461	0.00
140	Special Education Admin.	2,151,115	2,517,668	2,812,222	3,303,429	31.40	3,306,330	31.40	2,901	0.00
141	Regional School	2,602,590	2,921,779	2,647,571	3,591,383	34.55	3,674,827	34.55	83,444	0.00
148	Molinari Juvenile Shelter	177,810	182,257	190,345	160,959	2.10	164,411	2.10	3,452	0.00

## Financial Section

### Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
150	Student Services	2,327,613	2,484,331	2,375,066	2,108,589	17.50	2,342,522	19.60	233,933	2.10
130	Professional Development	1,395,738	1,433,367	2,080,168	1,869,701	12.00	2,009,656	13.00	139,955	1.00
160	Student Learning	6,617,580	6,359,856	6,776,890	6,100,260	41.60	6,922,749	47.60	822,489	6.00
753	SOL Remediation	60,736	86,615	112,810	0	0.00	0	0.00	0	0.00
161	Alternative Education	608,773	694,340	775,754	420,319	0.50	439,652	0.00	19,333	(0.50)
162	Summer School	2,236,414	2,200,140	1,973,714	2,824,055	1.00	2,865,238	1.00	41,183	0.00
165	English Learner Programs & Services	1,558,178	1,764,522	1,723,235	2,231,436	20.80	2,224,663	20.80	(6,773)	0.00
166	Drivers Education Road Instruction	354,690	362,854	419,580	315,000	0.00	315,000	0.00	0	0.00
170	Adult Education	1,693,832	1,601,109	1,546,812	1,137,943	5.00	1,218,384	5.00	80,441	0.00
180	Student Mgmt & Alt Programs	1,553,459	1,595,274	1,616,534	1,589,369	13.00	1,577,345	13.00	(12,024)	0.00
185	Juvenile Detention Center (included in dept 149 prior to FY 2017)	0	0	1,323,976	1,453,679	13.10	1,421,211	13.10	(32,468)	0.00
<b>Student Learning &amp; Prof. Dev. Totals</b>		<b>28,342,383</b>	<b>29,126,126</b>	<b>30,151,007</b>	<b>30,995,458</b>	<b>217.65</b>	<b>32,410,878</b>	<b>226.25</b>	<b>1,415,420</b>	<b>8.60</b>

Benefits And Reserves										
038	Benefits & Reserves	33,332,171	24,181,942	24,360,935	32,963,106	3.00	44,324,410	3.00	11,361,304	0.00
039/155	Fixed Charges / Homebound FY 2015-2017	39,773,698	59,139,528	60,175,402	80,304,266	0.00	75,161,238	0.00	(5,143,028)	0.00
<b>Benefits And Reserves</b>		<b>73,105,869</b>	<b>83,321,470</b>	<b>84,536,337</b>	<b>113,267,372</b>	<b>3.00</b>	<b>119,485,648</b>	<b>3.00</b>	<b>6,218,276</b>	<b>0.00</b>

Reimbursable Programs										
026	Distance Learning	219,524	256,447	407,327	130,786	0.50	130,000	0.50	(786)	0.00
149/727	Title I, Part D (included in dept 149 prior to FY 2017)	81,270	51,866	177,451	80,027	0.80	101,167	0.00	21,140	(0.80)
701	Title I, Part A	8,647,245	9,217,171	11,212,125	14,500,000	117.10	9,700,000	89.60	(4,800,000)	(27.50)
703	Title VI-B IDEA	13,012,642	13,533,871	13,618,270	14,701,944	134.52	14,942,888	130.52	240,944	(4.00)
704	Idea -Preschool Childfind	298,719	262,221	344,515	331,658	8.00	331,649	8.00	(9)	0.00
707	Carl Perkins Vocational/ Tech	1,147,114	749,650	895,155	875,073	0.00	830,121	0.00	(44,952)	0.00
710	Head Start	3,317,272	3,013,195	3,370,416	3,491,162	49.48	3,517,228	49.22	26,066	(0.26)
711	Preschool Development	19,750	1,814,565	2,877,271	2,795,004	33.94	2,695,024	33.94	(99,980)	0.00
714	Medicaid	200,901	263,897	253,402	259,500	2.50	259,500	2.50	0	0.00
726	TIPA	2,268,653	1,443,932	0	0	0.00	0	0.00	0	0.00
717	Title II, Part A	1,304,825	1,100,353	1,310,781	1,680,874	10.50	1,536,032	10.50	(144,842)	0.00
720	Title III, Part A	1,845,353	2,053,058	1,715,110	1,629,108	10.20	1,721,355	10.00	92,247	(0.20)
722	Freedom Rising Grant	15,440	0	0	0	0.00	0	0.00	0	0.00
724	Linking Military Connected	144,659	144,069	175,175	0	0.00	0	0.00	0	0.00

## Financial Section

### Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
743	School Improvement (Title I - Belmont ES)	0	155,024	366,610	0	0.00	0	0.00	0	0.00
745	Title II Human Trafficking Prevention, ID & Referral	0	0	71,393	0	0.00	0	0.00	0	0.00
754	SOL Algebra Remediation	542,738	640,365	656,455	989,797	7.00	1,007,343	7.00	17,546	0.00
756	Virginia Preschool Initiative	172,666	188,986	328,811	461,639	6.39	588,870	7.39	127,231	1.00
757	Governor's School (STEM)	371,465	295,679	445,120	385,107	0.00	439,542	0.00	54,435	0.00
Reimbursable Programs Totals		33,610,236	35,272,224	38,496,299	42,658,870	382.93	38,130,179	351.17	(4,528,691)	(31.76)
Central Office Totals		257,508,340	265,072,861	281,092,990	307,219,495	2,145.35	316,541,310	2,152.32	9,321,815	6.97

## Financial Section

### Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Budgets										
201	PACE East	\$4,772,525	\$4,428,101	\$3,085,145	\$2,985,792	46.30	\$0	0.00	(\$2,985,792)	(46.30)
303	Minnieville ES	4,934,739	4,766,499	4,566,071	4,528,177	55.90	5,206,208	59.10	678,031	3.20
307	Kerrydale ES	4,353,091	4,530,668	4,595,618	4,748,712	57.73	4,472,382	52.73	(276,330)	(5.00)
308	Haymarket ES	4,175,320	4,393,422	5,078,794	5,806,235	70.20	6,077,581	74.20	271,346	4.00
309	Covington-Harper ES	0	0	246,577	4,936,138	60.80	5,218,909	63.20	282,771	2.40
310	Chris Yung ES	226,510	4,576,467	4,832,230	5,315,475	63.00	5,209,609	60.80	(105,866)	(2.20)
312	Enterprise ES	3,834,749	3,573,910	3,369,704	3,775,391	45.90	4,143,733	47.40	368,342	1.50
316	King ES	3,672,001	3,863,799	3,255,190	3,668,677	41.33	3,670,459	42.83	1,782	1.50
318	Lake Ridge ES	4,218,036	4,298,228	4,079,513	4,486,113	53.70	4,558,789	53.50	72,676	(0.20)
319	"PW Parkway" ES	0	0	0	0	0.00	443,000	1.50	443,000	1.50
320	Ashland ES	6,013,619	6,050,632	5,596,242	5,848,399	70.81	5,959,217	73.41	110,818	2.60
322	Alvey ES	4,917,588	4,795,194	5,046,432	4,859,060	60.39	4,984,526	60.39	125,466	0.00
327	Ellis ES	4,636,769	4,998,778	4,851,747	5,394,641	64.66	5,447,547	62.36	52,906	(2.30)
328	Dumfries ES	4,102,538	4,079,939	4,031,653	4,130,086	49.28	4,217,975	48.47	87,889	(0.81)
333	Henderson ES	4,193,545	4,111,954	4,319,388	5,590,721	67.70	5,778,339	69.20	187,618	1.50
334	Glenkirk ES	6,331,526	5,677,637	6,086,320	5,897,645	72.20	5,834,795	72.30	(62,850)	0.10
336	Gravelly ES	4,944,167	4,892,520	4,844,026	4,894,668	60.38	5,277,950	63.38	383,282	3.00
337	Fitzgerald ES	5,760,801	5,984,553	6,404,731	7,032,478	84.91	7,058,968	82.21	26,490	(2.70)
344	Kilby ES	4,076,576	4,242,665	4,396,041	6,517,293	77.86	7,220,622	85.06	703,329	7.20
345	Featherstone ES	4,465,094	4,622,096	4,968,077	4,798,273	57.90	5,186,271	60.40	387,998	2.50
346	Loch Lomond ES	4,672,983	4,788,067	5,202,729	5,509,772	64.36	5,626,150	64.61	116,378	0.25
357	Marumsc Hills ES	6,010,902	6,022,980	6,249,475	5,684,071	71.67	5,962,134	73.67	278,063	2.00
360	Belmont ES	3,625,000	3,585,829	3,889,829	4,885,852	60.40	4,858,606	57.90	(27,246)	(2.50)
361	Dale City ES	4,580,261	4,243,945	4,505,167	4,596,378	53.77	4,630,928	53.80	34,550	0.03
365	Bennett ES	4,816,548	4,760,953	4,863,962	5,130,355	61.93	5,301,501	65.43	171,146	3.50
366	Coles ES	3,840,629	3,952,801	3,623,889	3,704,895	44.00	3,903,144	47.50	198,249	3.50
367	Bel Air ES	4,793,019	4,849,994	4,568,772	4,131,679	52.16	4,283,095	53.66	151,416	1.50
370	Neabsco ES	4,786,854	4,453,837	4,825,055	7,240,837	86.60	6,153,535	72.20	(1,087,302)	(14.40)
373	McAuliffe ES	3,899,600	3,995,108	3,913,488	4,126,416	49.33	4,396,021	50.83	269,605	1.50
376	Antietam ES	4,869,144	4,805,088	4,930,517	5,348,910	65.30	5,530,354	66.30	181,444	1.00
377	Mullen ES	5,920,174	5,872,817	6,306,846	6,735,296	80.54	7,186,007	84.54	450,711	4.00
379	Marshall ES	3,812,446	3,775,877	4,166,241	4,400,100	54.78	4,883,726	58.90	483,626	4.12
380	Montclair ES	4,517,437	4,518,563	4,687,090	4,923,234	60.03	5,577,424	67.87	654,190	7.84
381	Mountain View ES	4,484,442	4,361,540	4,514,158	4,094,723	50.50	4,119,406	49.00	24,683	(1.50)
383	Leesylvania ES	6,150,999	6,217,111	6,421,176	6,637,935	81.94	6,747,749	81.94	109,814	0.00
386	Bristow Run ES	5,352,513	5,214,023	5,404,711	5,412,853	65.96	5,217,161	62.26	(195,692)	(3.70)
390	Cedar Point ES	4,891,853	4,679,800	4,597,744	4,365,470	52.36	4,530,518	56.86	165,048	4.50
395	Buckland Mills ES	4,922,748	4,731,082	4,923,322	4,798,081	56.80	4,992,284	58.80	194,203	2.00
421	Marsteller MS	9,197,934	9,264,541	9,581,287	9,968,715	111.70	9,836,462	110.30	(132,253)	(1.40)
451	Graham Park MS	7,045,562	7,189,655	7,682,725	8,056,753	90.00	8,226,652	91.47	169,899	1.47
452	Lynn MS	7,802,864	7,698,757	8,053,953	9,091,726	100.00	9,292,217	101.00	200,491	1.00

## Financial Section

### Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Budgets										
472	Lake Ridge MS	8,156,098	7,966,558	8,024,463	9,218,130	101.50	10,111,058	110.14	892,928	8.64
478	Beville MS	8,321,332	8,427,977	8,776,555	8,981,843	99.00	9,181,427	103.00	199,584	4.00
488	Benton MS	9,174,814	9,494,130	9,910,914	10,184,548	112.10	10,280,322	115.50	95,774	3.40
492	Bull Run MS	8,515,526	8,760,874	9,144,538	8,960,877	102.00	9,721,443	104.00	760,566	2.00
496	Gainesville MS	8,442,055	8,925,031	9,473,071	10,443,210	116.70	10,816,473	116.60	373,263	(0.10)
529	Battlefield HS	15,924,662	17,357,610	18,959,360	20,315,236	230.00	21,077,278	230.80	762,042	0.80
530	Freedom HS	15,090,678	15,474,237	16,541,329	18,072,532	205.00	18,631,092	204.20	558,560	(0.80)
553	Brentsville HS	8,211,467	8,713,712	8,706,619	8,651,398	95.90	9,041,953	96.30	390,555	0.40
569	Gar-Field HS	17,600,509	17,938,562	18,208,788	18,195,458	206.39	18,579,602	199.00	384,144	(7.39)
571	Hylton HS	16,478,381	17,295,052	17,562,699	16,191,234	187.20	16,722,261	189.80	531,027	2.60
587	Forest Park HS	15,534,560	15,542,643	15,894,943	16,024,243	179.00	16,288,372	175.00	264,129	(4.00)
210	New Dominion Alt. School	\$2,653,584	\$2,603,081	\$2,609,849	\$1,906,866	25.01	\$0	0.00	(\$1,906,866)	(25.01)
219	Woodbine SS	1,138,786	1,163,004	1,226,382	1,110,393	15.00	1,135,965	15.00	25,572	0.00
231	New Directions Alt. School	3,724,730	3,798,092	4,009,110	3,917,422	47.00	0	0.00	(3,917,422)	(47.00)
240	Independence Nontraditional School	0	0	0	0	0.00	11,072,194	138.30	11,072,194	138.30
291	PACE West	2,879,281	2,877,789	2,911,485	2,792,538	41.80	2,837,607	41.80	45,069	0.00
302	Sudley ES	6,278,419	5,793,700	5,902,601	5,818,286	69.93	5,905,083	70.26	86,797	0.33
304	Rockledge ES	4,564,071	4,641,077	4,603,426	4,993,083	56.73	5,347,289	59.80	354,206	3.07
306	Wilson ES	0	311,616	4,510,520	5,199,387	65.74	6,818,200	83.41	1,618,813	17.67
311	Piney Branch ES	4,783,497	4,876,989	5,317,712	5,921,210	71.20	5,946,558	72.10	25,348	0.90
313	Pattie ES	4,887,213	4,945,318	5,225,287	5,167,091	60.76	5,398,499	60.66	231,408	(0.10)
301	The Nokesville School	6,001,780	5,981,687	6,728,184	6,402,390	76.46	7,190,256	84.50	787,866	8.04
323	Porter School	4,532,420	4,580,488	4,705,959	4,886,337	56.30	5,192,004	55.90	305,667	(0.40)
324	Williams ES	6,512,698	6,616,469	7,400,979	6,274,651	79.01	5,969,944	71.94	(304,707)	(7.07)
326	Occoquan ES	4,792,455	5,129,841	5,204,858	5,398,406	61.86	5,542,275	64.20	143,869	2.34
332	Springwoods ES	4,946,747	4,957,630	5,231,877	5,147,685	60.76	5,041,627	58.76	(106,058)	(2.00)
335	Yorkshire ES	6,390,819	6,208,050	6,293,817	7,526,104	90.41	7,544,549	87.94	18,445	(2.47)
339	Victory ES	5,687,788	4,677,616	4,470,951	5,120,821	60.90	5,964,618	70.60	843,797	9.70
340	Pennington Traditional Sch.	4,153,197	4,320,927	4,503,303	4,609,113	52.60	4,833,084	52.50	223,971	(0.10)
343	Triangle ES	5,892,782	5,836,738	5,782,568	6,434,862	75.40	6,604,114	79.80	169,252	4.40
347	Wood ES	5,571,560	5,787,439	6,230,692	6,068,937	74.80	6,137,332	74.30	68,395	(0.50)
354	West Gate ES	5,515,400	4,858,481	4,938,108	5,310,464	62.10	5,817,314	65.70	506,850	3.60
355	Potomac View ES	6,337,049	6,473,107	6,709,685	6,524,315	78.20	6,533,929	72.20	9,614	(6.00)
358	Vaughan ES	5,806,088	5,771,088	5,975,161	5,664,621	67.97	5,520,771	63.97	(143,850)	(4.00)
362	Sinclair ES	6,473,018	5,504,618	5,776,727	6,293,271	75.00	6,292,960	77.10	(311)	2.10
363	Tyler ES	3,865,181	3,855,359	3,978,812	4,210,368	50.86	4,028,113	48.16	(182,255)	(2.70)
374	Westridge ES	4,408,242	4,568,361	4,871,455	5,211,166	63.26	5,362,869	63.76	151,703	0.50
375	River Oaks ES	5,064,492	5,310,625	5,255,311	5,503,119	62.80	6,177,479	64.10	674,360	1.30
382	Old Bridge ES	5,301,846	5,696,485	5,573,296	5,617,717	65.07	5,955,965	66.07	338,248	1.00
385	Penn ES	6,021,853	6,340,062	6,594,195	6,431,396	78.80	7,171,794	85.80	740,398	7.00
389	Swans Creek ES	5,191,336	5,405,694	5,549,301	5,301,368	64.50	5,328,840	64.00	27,472	(0.50)

## Financial Section

### Operating Budget by Department Total

Department		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
397	Signal Hill ES	4,626,887	5,521,190	5,624,125	6,101,923	71.64	6,252,442	75.54	150,519	3.90
405	Ronald Regan MS	7,855,454	8,252,638	8,778,427	9,392,654	105.00	10,001,882	109.50	609,228	4.50
417	Potomac MS	7,901,351	8,258,263	8,544,198	9,340,718	108.20	10,172,029	110.60	831,311	2.40
438	Saunders MS	7,843,456	8,485,598	8,770,298	8,694,948	101.00	8,955,596	99.00	260,648	(2.00)
448	Stonewall MS	8,769,826	8,679,961	8,710,239	9,134,125	100.00	9,794,159	107.00	660,034	7.00
450	Parkside MS	8,902,908	9,055,465	9,151,910	10,142,518	111.00	10,772,979	117.94	630,461	6.94
456	Woodbridge MS	8,180,094	8,722,162	9,323,415	10,832,224	120.20	10,268,008	113.20	(564,216)	(7.00)
459	Rippon MS	8,276,340	8,462,368	9,161,345	9,986,314	110.50	10,250,157	107.50	263,843	(3.00)
501	Charles J. Colgan HS	0	1,089,789	12,462,000	15,804,941	175.20	18,244,505	196.60	2,439,564	21.40
506	Woodbridge HS	18,910,530	18,691,235	18,604,922	18,807,227	210.20	19,699,139	212.80	891,912	2.60
508	Osborn Park HS	18,334,591	19,365,318	16,888,030	15,944,895	177.60	17,256,395	188.37	1,311,500	10.77
514	Potomac HS	12,523,093	13,673,223	14,884,552	15,289,921	164.50	15,804,956	166.50	515,035	2.00
542	Patriot HS	17,157,095	17,476,699	18,482,653	18,917,679	214.90	19,168,833	213.90	251,154	(1.00)
568	Stonewall Jackson HS	17,521,247	18,361,936	19,976,505	20,670,722	228.20	20,825,207	222.60	154,485	(5.60)
<b>School Totals</b>		<b>620,499,440</b>	<b>635,274,888</b>	<b>669,152,537</b>	<b>702,928,721</b>	<b>8,176.30</b>	<b>732,126,596</b>	<b>8,318.86</b>	<b>29,197,875</b>	<b>142.56</b>

School-Based Instructional Programs										
146	Adaptive Physical Ed.	264,066	259,586	258,232	268,800	3.00	282,632	3.00	13,832	0.00
163	Elementary Strings	1,719,347	1,812,975	1,806,318	1,893,105	20.30	1,947,681	20.60	54,576	0.30
164	Gifted Education (START K-3)	1,212,875	1,262,941	1,350,735	2,211,352	14.50	2,705,866	15.00	494,514	0.50
143	Hearing Impaired	1,126,072	1,100,752	1,208,239	1,274,854	14.00	1,407,431	16.00	132,577	2.00
151	Nurse Program	6,278,406	6,469,228	6,895,618	8,103,898	96.00	8,914,769	96.00	810,871	0.00
145	Occup. & Physical Therapy	3,746,154	3,135,635	3,648,099	3,495,849	35.50	3,663,109	35.50	167,260	0.00
147	PreSchool Programs	1,417,938	1,558,585	1,596,053	1,547,020	15.00	1,582,330	15.00	35,310	0.00
153	Psychology Program	2,465,371	2,559,492	2,790,454	2,669,009	28.00	2,852,255	29.00	183,246	1.00
152	Social Services	2,671,707	2,816,993	3,205,011	3,384,421	37.70	4,749,574	52.20	1,365,153	14.50
142	Speech Program	6,614,019	6,816,713	7,435,866	6,897,550	75.80	7,106,850	75.80	209,300	0.00
144	Visually Impaired	693,273	697,440	978,932	885,041	9.50	893,700	9.50	8,659	0.00
<b>Other Programs Totals</b>		<b>28,209,228</b>	<b>28,490,339</b>	<b>31,173,556</b>	<b>32,630,899</b>	<b>349.30</b>	<b>36,106,197</b>	<b>367.60</b>	<b>3,475,298</b>	<b>18.30</b>

<b>Operating Fund Totals</b>		<b>906,217,008</b>	<b>928,838,089</b>	<b>981,419,084</b>	<b>1,042,779,115</b>	<b>10,670.95</b>	<b>1,084,774,103</b>	<b>10,838.78</b>	<b>41,994,988</b>	<b>167.84</b>
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# Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
<b>Personnel Services</b>										
1000	Salaries	\$29,826	\$81,486	(\$57,058)	\$0	0.00	\$0	0.00	\$0	0.00
1101	School Board Members	97,100	97,100	106,600	97,100	8.00	97,100	8.00	0	0.00
1102	Superintendent	335,153	346,065	355,007	298,065	1.00	315,600	1.00	17,535	0.00
1103	Associate Superintendent	1,839,583	1,913,709	1,990,833	1,964,400	10.00	2,013,600	10.00	49,200	0.00
1104	Director	1,938,515	2,044,933	2,150,279	2,069,491	15.00	2,246,180	16.00	176,689	1.00
1106	Supervisor	7,161,336	7,336,491	7,402,109	7,228,978	62.00	7,808,746	66.00	579,768	4.00
1107	Admin. Coordinator	8,974,414	9,250,694	9,838,365	10,089,753	107.00	10,597,360	110.00	507,607	3.00
1108	Attorney	198,730	206,289	317,979	196,440	1.00	376,238	2.00	179,798	1.00
1111	Principal	11,019,403	11,621,115	12,058,204	11,972,688	95.00	12,232,117	95.00	259,429	0.00
1112	Assistant Principal	13,292,529	14,092,288	14,619,278	15,983,760	163.00	16,512,960	165.00	529,200	2.00
1115	Teacher, Admin. Assignment	4,668,733	4,429,342	4,980,024	5,385,322	75.90	5,703,693	78.40	318,371	2.50
1120	Teacher, Classroom	344,988,953	357,134,747	374,597,946	392,378,644	6,117.36	408,268,107	6,189.12	15,889,463	71.76
1121	Librarian	7,609,221	7,998,151	8,376,360	7,703,040	118.00	8,011,080	119.00	308,040	1.00
1122	Counselor	13,923,382	14,574,361	15,297,239	15,233,888	233.60	16,074,807	238.60	840,919	5.00
1130	Social Worker	3,639,769	3,717,633	3,913,718	3,419,416	51.10	4,429,669	64.60	1,010,253	13.50
1131	Licensed School Nurse	0	0	5,007,536	5,677,200	95.00	6,235,800	95.00	558,600	0.00
1133	Psychologist	3,159,594	3,267,789	3,249,911	3,310,560	50.60	3,556,944	52.60	246,384	2.00
1134	School Nurse	4,687,279	4,881,303	0	0	0.00	0	0.00	0	0.00
1136	Diagnostician	1,156,855	1,160,595	1,208,594	1,009,440	15.00	1,041,480	15.00	32,040	0.00
1138	Support Professional	1,607,321	1,795,728	2,009,316	2,124,614	33.00	1,827,758	35.00	(296,856)	2.00
1140	Teacher Assistant	14,662,658	15,157,351	15,671,392	17,252,996	706.16	17,884,873	736.82	631,877	30.66
1141	Student Attendant	560,108	513,230	472,353	500,000	0.00	600,000	0.00	100,000	0.00
1142	Cafeteria Aide	733,116	744,024	778,721	919,690	45.83	940,092	47.42	20,402	1.59
1143	Aide, Bus	3,821,252	4,379,736	5,125,903	4,003,699	163.53	4,227,120	171.00	223,421	7.47
1144	Attendance Personnel	409,961	444,393	493,934	680,424	12.00	681,776	12.00	1,352	0.00
1145	Technician	3,604,213	3,869,100	3,721,785	4,079,767	55.00	3,909,860	52.00	(169,907)	(3.00)
1146	Home-School Coordinator	331,306	413,266	467,949	588,269	12.67	576,636	12.67	(11,633)	0.00
1147	Coordinator	78,115	82,686	85,876	74,640	1.00	72,480	1.00	(2,160)	0.00
1148	Specialist	12,849,152	13,455,186	14,514,811	15,485,518	273.90	15,753,477	283.05	267,958	9.15
1150	Secretarial/ Clerical	25,262,115	26,212,058	27,230,497	27,964,463	686.30	27,347,759	691.40	(616,704)	5.10
1160	Maintenance Personnel	9,253,531	9,378,827	9,646,481	9,711,000	172.00	9,536,970	170.00	(174,030)	(2.00)
1170	Bus Drivers	18,368,321	18,522,097	19,212,546	20,648,213	702.44	22,581,996	711.90	1,933,783	9.46
1171	Garage Employees	2,734,535	2,774,587	2,924,243	2,693,400	48.00	2,648,940	48.00	(44,460)	0.00
1172	Bus Service Attendant	362,441	360,791	366,842	354,840	11.00	397,170	11.00	42,330	0.00



## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
1190	Custodian	15,896,296	16,366,411	17,034,189	17,148,178	500.56	17,372,500	501.20	224,322	0.64
1191	Warehousemen	1,229,060	1,254,708	1,302,570	1,217,400	29.00	1,180,260	29.00	(37,140)	0.00
1200	Overtime	982,766	1,317,852	1,701,317	1,199,019	0.00	1,240,820	0.00	41,801	
1201	Straight Time	1,799,681	1,586,314	1,271,968	1,239,259	0.00	1,318,231	0.00	78,972	
1300	Temporary Employee	4,761,411	5,104,416	5,830,663	3,174,997	0.00	3,548,442	0.00	373,445	
1500	Substitute, Teacher	6,746,945	7,157,165	7,628,602	7,146,211	0.00	6,910,252	0.00	(235,959)	
1502	Substitute, Other	325,434	316,071	336,456	289,665	0.00	269,165	0.00	(20,500)	
1600	Supplemental Pay	2,988,755	3,279,297	3,384,408	2,138,658	0.00	2,607,474	0.00	468,816	
1601	Coaching Supplements	2,217,201	2,246,166	2,416,264	2,557,171	0.00	2,604,874	0.00	47,703	
1602	Extra Curricular Supplement	1,263,207	1,332,458	1,366,724	1,285,666	0.00	1,395,431	0.00	109,765	
1603	Homebound Tutoring	798,545	953,020	767,591	1,196,905	0.00	1,194,824	0.00	(2,081)	
1647	Coordinator Supplement	22,409	57,445	69,650	0	0.00	0	0.00	0	
1900	Other Salary/ Wages	458,960	618,848	529,344	182,700	0.00	160,000	0.00	(22,700)	
1910	Salary/ Retirement Program	8,676,895	8,320,784	7,701,051	8,269,644	0.00	7,660,273	0.00	(609,371)	
<b>Total Personnel Services</b>		<b>572,017,163</b>	<b>592,623,107</b>	<b>619,906,370</b>	<b>638,165,192</b>	<b>10,670.95</b>	<b>661,990,932</b>	<b>10,838.78</b>	<b>23,825,741</b>	<b>167.83</b>

Benefits & Fixed Charges										
2100	Social Security	\$42,130,242	\$43,452,273	\$45,379,311	\$49,011,247		\$50,804,053		\$1,792,806	
2210	Retirement - VRS	80,420,719	75,776,529	77,025,667	100,046,896		99,841,113		(205,783)	
2211	VRS Retirement Payment	5,125,566	5,297,412	5,813,672	22,091		86,756		64,665	
2220	Retirement - PWCS	4,296,340	4,459,667	4,707,984	4,950,512		5,387,477		436,965	
2221	Defined Contribution Plan	399,573	906,260	1,660,539	1,159		12,725		11,566	
2300/2355	Health Insurance	55,198,639	59,651,587	64,630,960	72,525,492		77,531,308		5,005,816	
2310	Short/Long-Term Disability Premium	99,310	209,839	315,454	383		6,917		6,534	
2400	Life Insurance - GLI	6,215,389	6,420,745	7,411,201	7,956,236		8,270,837		314,601	
2810	Separation Leave	2,242,784	1,852,933	1,824,851	2,048,838		1,730,356		(318,482)	
2820	Certified Tuition Assistance	241,772	232,207	250,505	443,249		468,284		25,035	
2825	Classified Tuition Assistance	0	3,850	2,100	0		0		0	
2830	Assoc. Fees - Admin.	88,082	110,247	107,276	135,929		144,018		8,089	
2840	Conf. Expenses - Admin.	22,044	35,207	38,888	33,718		35,194		1,476	

## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
2850	Employee Recognition	419,343	460,833	442,873	551,528		432,204		(119,324)	
2999	Employee Benefits, Other	60,109	60,116	58,323	150,634		28,500		(122,134)	
<b>Total Benefits &amp; Fixed Charges</b>		<b>197,450,262</b>	<b>199,776,505</b>	<b>210,678,798</b>	<b>237,877,912</b>	<b>0.00</b>	<b>244,779,742</b>	<b>0.00</b>	<b>6,901,829</b>	<b>0.00</b>

Contractual Services										
3100	Professional Services	2,250,586	2,335,171	2,965,698	3,459,885		4,112,007		652,122	
3101	Audit	81,905	83,215	87,275	85,537		97,395		11,858	
3102	Health Services	128,971	110,402	120,949	137,083		172,000		34,917	
3103	Legal Services	313,541	608,597	614,303	275,387		183,953		(91,434)	
3104	Engineering Services	52,001	74,560	29,273	57,700		57,700		0	
3105	Consultant	409,285	323,655	3,465,278	2,379,259		318,769		(2,060,490)	
3106	Sports Officials	141,047	176,555	150,195	201,433		210,123		8,690	
3107	Data Processing	165,999	91,415	29,389	30,509		36,507		5,998	
3108	Settlement Costs	26,300	134,235	40,500	0		0		0	
3201	Telephone Service	2,676,882	2,464,429	2,747,607	2,824,834		3,154,832		329,998	
3202	Electric Service	15,846,521	14,399,628	15,167,783	16,543,571		16,571,691		28,120	
3203	Fuel	2,473,446	1,854,130	1,728,548	2,582,246		1,613,200		(969,046)	
3204	Water Service	324,695	327,405	183	338,978		0		(338,978)	
3205	Sewer Service	2,166,216	2,091,180	2,627,436	2,261,503		3,115,780		854,277	
3206	Trash	929,218	936,556	1,019,604	970,092		1,009,857		39,765	
3301	Insurance, General	99,144	145,000	169,234	172,984		173,654		670	
3302	Liability Insurance	555,000	655,000	753,116	765,978		773,622		7,644	
3303	Liability, Transportation	566,223	663,923	743,583	777,978		769,822		(8,156)	
3304	Fire Insurance	740,000	840,000	953,603	982,324		987,254		4,930	
3305	Workmen's Compensation	290,000	390,000	442,744	456,079		458,368		2,289	
3306	Unemployment Insurance	218,868	218,868	248,468	255,951		257,235		1,284	
3308	Safety Patrol Insurance	8,268	8,818	9,201	9,874		8,101		(1,773)	
3401	Travel Reimbursement	774,769	768,923	800,164	649,298		764,303		115,005	
3402	Conference Expenses	818,537	812,710	1,326,109	1,035,817		989,768		(46,049)	
3450	Field Trips	1,490,320	1,599,320	1,946,842	1,752,136		1,631,554		(120,582)	
3500	Miscellaneous Projects	29,885	24,126	132,574	1,617,140		2,757,110		1,139,970	
3501	Repair/Maint.- Building	166,610	246,587	467,343	293,300		384,200		90,900	
3502	Repair/Maint.- Equipment	449,293	400,836	492,699	415,195		410,019		(5,176)	
3504	Maint. Service Contract	6,910,750	5,842,894	5,588,933	5,075,613		7,511,054		2,435,441	
3700	In-Service	544,842	295,009	291,011	271,080		294,247		23,167	

## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
3710	Contract Courses	1,987,491	1,934,970	116,856	13,000		20,000		7,000	
3901	Laundry/Dry Cleaning	24,008	27,610	28,286	30,675		35,226		4,551	
3902	Printing/Duplicating	981,535	1,071,306	1,055,951	1,169,504		1,094,632		(74,872)	
3903	Postage	416,479	345,346	403,660	509,745		508,766		(979)	
3904	Freight/Shipping	3,926	2,676	3,483	6,800		5,950		(850)	
3905	Extracurricular Expenses	83,533	180,335	112,928	134,361		124,379		(9,982)	
3906	Advertising	\$22,761	\$27,035	\$16,660	\$20,120		\$18,054		(\$2,066)	
3907	School Board Dues	13,646	13,784	13,720	17,714		10,199		(7,515)	
3908	Parent Activity	10,333	25,841	360,801	104,594		200,490		95,896	
3909	Accreditation Expenses	67,150	76,875	102,081	85,000		92,000		7,000	
3910	Educational TV	15,469	11,344	6,456	5,325		5,000		(325)	
3911	Rental Equipment	366,946	388,014	475,766	577,633		752,535		174,902	
3912	Rental Space	4,947	5,675	5,994	2,000		7,000		5,000	
3913	Tuition-Other Divisions	977,327	892,630	1,051,194	1,263,759		1,259,056		(4,703)	
3914	Tuition-Private Schools	256,148	263,755	269,180	304,030		309,411		5,381	
3916	Recruitment Expenses	40,653	46,758	40,008	71,000		83,000		12,000	
3917	Employment Services	4,415	5,361	123,530	168,500		170,500		2,000	
3918	Permits & Fees	13,718	9,903	21,955	400		11,210		10,810	
3919	Tuition-Annual Year Governor's School	623,252	556,289	691,667	598,107		640,955		42,848	
3920	Tuition-Regional School	(1,140,485)	(797,028)	(711,446)	8,937		376,245		367,308	
3921	Tuition-PWCS	9,474	51,758	58,313	519,423		542,311		22,888	
3930	Census Expenses	0	0	0	0		0		0	
3950	Indirect Costs	0	(0)	44,985	333,366		253,224		(80,142)	
3999	Other Contractual Services	2,702,137	3,416,741	3,685,745	4,063,649		3,955,290		(108,359)	
<b>Total Contractual Services</b>		<b>49,133,985</b>	<b>47,480,126</b>	<b>53,140,917</b>	<b>56,686,406</b>	<b>0.00</b>	<b>59,299,558</b>	<b>0.00</b>	<b>2,613,152</b>	<b>0.00</b>

Materials & Supplies										
4001	Office Supplies	1,561,179	1,343,701	1,549,424	1,404,076		1,737,716		333,640	
4002	Medical/Laboratory Supplies	125,030	91,325	172,374	164,705		204,149		39,444	
4003	Custodial Supplies	1,791,273	1,925,879	2,301,204	2,096,200		1,909,857		(186,343)	
4004	Repair/Maint. Supplies	3,696,577	3,712,003	3,995,745	3,518,703		3,858,708		340,005	
4005	Vehicle Fuels	4,176,279	2,498,006	3,138,545	4,016,627		4,317,491		300,864	

## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
4006	Vehicle Supplies	217,962	259,615	206,589	266,000		265,000		(1,000)	
4008	Reference Materials	185,547	242,235	166,979	259,021		411,075		152,054	
4009	Extracurricular Supplies	33,531	31,414	164,473	202,063		211,488		9,425	
4010	Instructional Supplies	11,935,528	11,538,946	12,264,364	12,542,512		11,258,858		(1,283,654)	
4011	Textbooks	6,358,306	2,476,628	2,263,251	2,500,520		2,942,463		441,943	
4012	Emp. Training Supplies	545,006	631,211	282,074	259,267		289,100		29,833	
4013	Testing Material	1,864,078	2,019,111	2,295,901	1,351,250		1,563,858		212,608	
4014	Food	23,915	135,117	227,896	136,550		167,600		31,050	
4015	Food Service Supplies	17,915	23,362	27,284	0		0		0	
4016	Library Books	618,264	468,759	437,641	531,854		505,195		(26,659)	
4017	Library Periodicals	72,036	58,994	53,446	111,750		92,080		(19,670)	
4018	Library Supplies	67,550	103,000	88,910	68,750		79,475		10,725	
4019	Food	441,673	553,843	478,925	433,386		476,793		43,407	
4020	Printing Supplies	213,171	196,064	546,297	439,854		427,376		(12,478)	
4021	Transportation Year-End Activity	0	0	7,491	0		0		0	
4022	Trans. Vehicle Supplies	1,966,215	2,034,927	2,174,376	2,018,884		2,036,155		17,271	
4150	Lease Agreement	812,284	857,304	946,276	954,061		626,882		(327,179)	
4310	Tech. Supp/ Equip - Add'l	10,216,805	8,193,418	10,023,957	2,661,487		2,745,034		83,547	
4350	Tech. Supp/ Equip - Repl.	3,803,302	2,586,940	4,304,108	1,107,396		836,753		(270,643)	
4410	Software Additional	1,094,646	2,367,981	969,511	713,638		681,100		(32,538)	
4450	Software - Replacement	338,871	558,735	693,501	488,369		731,103		242,734	
4510	Gen. Equip./ Furniture-Add'l.	1,674,097	1,983,782	2,731,989	1,387,646		2,378,165		990,519	
4546	Trailers/ Modulers Replace	0	0	0	0		0		0	
4550	Gen. Equip./ Furniture-Repl.	404,449	463,283	878,444	537,862		442,328		(95,534)	
4995	Petty Cash-Clearing Acct.	0	0	0	0		0		0	
4999	Other Materials & Supplies	153,740	289,369	31,538	33,957		34,292		335	
<b>Total Materials &amp; Supplies</b>		<b>54,585,989</b>	<b>47,838,691</b>	<b>53,743,273</b>	<b>40,440,180</b>	<b>0.00</b>	<b>41,507,717</b>	<b>0.00</b>	<b>1,067,537</b>	<b>0.00</b>

Capital Outlay										
5101	Equipment/ Furniture, Add'l.	\$751,064	\$666,202	\$528,311	\$509,352		\$608,864		\$99,512	
5102	Tech. Equipment, Add'l.	597,793	76,053	9,880	10,000		10,000		0	

## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
5104	Software, Additional	61,907	87,897	67,206	82,000		219,264		137,264	
5105	Tools - Additional	0	0	0	0		0		0	
5110	Vehicle, Additional	97,204	70,038	494,492	245,450		205,000		(40,450)	
5111	Buses, Additional	1,199,644	0	776,424	1,747,276		460,890		(1,286,386)	
5140	Site Acquisition	0	0	0	0		0		0	
5141	Site Improvement	170,905	7,317	52,078	0		180,852		180,852	
5142	Building, New	18,463	0	0	0		0		0	
5143	Building, Additions	0	0	0	0		0		0	
5144	Building, Alteration	0	0	30,600	0		0		0	
5146	Trailers/ Modulares New	18,364	0	0	0		0		0	
5150	Lease Purchase Agreement	157,857	174,867	181,354	220,686		232,000		11,314	
5501	Equipment/ Furniture, Repl.	183,944	20,700	225,905	506,273		77,000		(429,273)	
5502	Tech. Equipment, Repl.	1,041,231	279,502	1,625,527	30,000		30,000		0	
5503	DP Equipment, Repl.	25,070	12,130	12,001	16,052,000		7,417,000		(8,635,000)	
5504	Software, Replacement	0	295,000	0	0		0		0	
5510	Vehicle, Replacement	1,417,262	787,201	537,372	1,268,664		403,216		(865,448)	
5511	Buses, Replacement	6,709,621	10,964,650	10,911,010	10,881,400		11,099,000		217,600	
5546	Trailers/ Modulares Replmt		0	0	0		0		0	
6900	Reimbursement Account	(721,073)	(550,772)	(896,175)	(668,747)		0		668,747	
<b>Total Capital Outlay</b>		<b>11,753,594</b>	<b>12,907,857</b>	<b>14,568,093</b>	<b>30,894,354</b>		<b>20,953,086</b>		<b>(9,941,268)</b>	<b>0.0</b>

Reserves										
8001	Salary Reserve	0	0	0	8,452,537		8,099,585		(352,952)	
8002	General Reserve	0	0	740	5,258,914		6,093,421		834,507	
8003	Gen. Insurance Reserve	850,000	950,000	1,078,481	1,110,963		1,116,538		5,575	
8004	Emergency Reserve	166,972	139,183	158,006	162,764		163,581		817	
8005	School Reserve Funds	0	0	0	156,000		156,000		0	
8009	Holdback Allocation Reserve	0	0	0	68,367		11,241,827		11,173,460	
8010	Revenue Rescission	0	0	0	1,094,779		2,500,000		1,405,221	
8011	School Parking Fees	0	0	0	150,000		150,000		0	

## Financial Section

### Operating Budget by Object Code Total

Departments		FY 2015	FY 2016	FY 2017	FY 2018 APPROVED		FY 2019 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
8017	Capital Improvements Res.	0	15,632,000	15,836,000	14,561,000		18,679,000		4,118,000	
8018	Capital Maint. Contingency	0	0	0	1,267,816		830,470		(437,346)	
8021	Alternative Ed. Grant	0	0	0	337,846		0		(337,846)	
8023	Reading Intervention Grant	0	0	0	1,769,545		2,054,091		284,546	
8024	SOL Remediation	0	0	0	110,492		110,997		505	
8029	Early Reading Specialist	0	0	0	0		0		0	
8032	State Mentor Program	0	0	0	74,347		71,975		(2,372)	
8034	McKinney Vento	0	0	0	25,000		25,000		0	
8035	Class Size Reduction	0	0	0	611,440		311,440		(300,000)	
8084	21st Century Grant	0	0	0	200,000		540,000		340,000	
8137	Benefit Reserve	0	0	0	0		0		0	
8138	Other Districts Reserve	0	0	0	70,000		70,000		0	
8139	Education Foundation	0	0	0	500,000		500,000		0	
8140	Music Instruments	0	0	0	75,000		75,000		0	
8141	E-Rate	0	0	0	0		0		0	
8142	Scrap Metal	0	0	0	0		0		0	
8143	Custodial Park Authority	0	0	0	0		0		0	
8144	Record Center Fees	0	0	0	40,000		40,000		0	
8145	Minnieland Day Care	0	0	0	100,000		100,000		0	
8146	Nursing Educational Program	0	0	0	359,429		0		(359,429)	
8147	Project Graduation	0	0	0	75,000		37,500		(37,500)	
8606	Transfers Out	20,259,043	11,510,221	12,274,095	1,000,000		1,800,000		800,000	
8607	School Transfer	0	0	0	834,401		1,227,182		392,781	
8997	Bad Debt Expense	0	0	0	0		0		0	
8999	Refunds	0	(19,601)	34,311	0		0		0	
<b>Total Reserves</b>		<b>21,276,015</b>	<b>28,211,803</b>	<b>29,381,633</b>	<b>38,715,071</b>	<b>0.00</b>	<b>56,243,068</b>	<b>0.00</b>	<b>17,527,997</b>	<b>0.00</b>
<b>Operating Fund Totals</b>		<b>\$906,217,008</b>	<b>\$928,838,089</b>	<b>\$981,419,084</b>	<b>\$1,042,779,115</b>	<b>10,670.95</b>	<b>\$1,084,774,103</b>	<b>10,838.78</b>	<b>\$41,994,988</b>	<b>167.83</b>

# Central Office Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1000 Salaries	29,823	81,314	(57,061)	0	0.00	0	0.00	0	0.00
1101 School Board Members	97,100	97,100	106,600	97,100	8.00	97,100	8.00	0	0.00
1102 Superintendent	335,153	346,065	355,007	298,065	1.00	315,600	1.00	17,535	0.00
1103 Associate Superintendent	1,839,583	1,913,709	1,990,833	1,964,400	10.00	2,013,600	10.00	49,200	0.00
1104 Director	1,938,515	2,044,933	2,150,279	2,069,491	15.00	2,246,180	16.00	176,689	1.00
1106 Supervisor	7,161,336	7,336,491	7,402,109	7,452,178	64.00	7,808,746	66.00	356,568	2.00
1107 Admin. Coordinator	8,108,350	8,469,613	9,177,315	9,225,273	98.00	9,959,080	103.00	733,807	5.00
1108 Attorney	198,730	206,289	317,979	196,440	1.00	376,238	2.00	179,798	1.00
1111 Principal	169,995	188,108	164,000	125,208	1.00	265,477	1.00	140,269	0.00
1112 Assistant Principal	0	0	29,919	0	0.00	0	0.00	0	0.00
1115 Teacher, Admin. Assign.	2,401,230	2,279,382	2,511,122	2,465,842	31.00	2,515,389	30.80	49,547	(0.20)
1120 Teacher, Classroom	25,109,600	26,603,886	27,923,882	29,582,080	409.11	27,795,031	389.11	(1,787,049)	(20.00)
1122 Counselor	0	18,541	32,011	39,800	0.50	51,939	0.50	12,139	0.00
1130 Social Worker	3,177,916	3,237,158	3,561,936	3,146,536	47.10	4,138,669	60.60	992,133	13.50
1131 Licensed School Nurse	0	0	5,007,536	5,677,200	95.00	6,235,800	95.00	558,600	0.00
1133 Psychologist	2,882,643	3,030,901	3,003,584	3,092,040	47.60	3,256,464	48.60	164,424	1.00
1134 School Nurse	4,687,279	4,881,303	0	0	0.00	0	0.00	0	0.00
1136 Diagnostician	1,156,855	1,160,595	1,208,594	1,009,440	15.00	1,041,480	15.00	32,040	0.00
1138 Support Professional	1,607,321	1,795,728	2,009,316	2,124,614	33.00	1,827,758	35.00	(296,856)	2.00
1140 Teacher Assistant	609,378	893,355	1,038,072	1,244,393	52.20	1,186,756	47.94	(57,637)	(4.26)
1141 Student Attendant	554,659	513,230	472,353	500,000	0.00	600,000	0.00	100,000	0.00
1143 Aide, Bus	3,821,252	4,379,736	5,125,903	4,003,699	163.53	4,227,120	171.00	223,421	7.47
1144 Attendance Personnel	409,961	444,393	493,934	680,424	12.00	681,776	12.00	1,352	0.00
1145 Technician	3,580,661	3,804,686	3,654,840	4,010,047	54.00	3,841,340	51.00	(168,707)	(3.00)
1146 Comm. Health Specialist	331,306	413,266	467,949	588,269	12.67	576,636	12.67	(11,633)	0.00
1147 Coordinator	78,115	82,686	85,876	74,640	1.00	72,480	1.00	(2,160)	0.00
1148 Specialist	10,026,607	10,394,937	11,115,901	11,741,494	192.30	12,182,619	201.50	441,124	9.20
1150 Secretarial/Bookkeeper	6,763,931	6,935,167	6,958,656	7,198,583	145.20	7,160,842	147.30	(37,741)	2.10
1160 Maintenance Personnel	9,253,531	9,378,827	9,646,481	9,711,000	172.00	9,536,970	170.00	(174,030)	(2.00)
1170 Bus Driver	18,368,321	18,522,097	19,212,546	20,648,213	702.44	22,581,996	711.90	1,933,783	9.46
1171 Garage Employees	2,734,535	2,774,587	2,924,243	2,693,400	48.00	2,648,940	48.00	(44,460)	0.00
1172 Bus Service Attendant	362,441	360,791	366,842	354,840	11.00	397,170	11.00	42,330	0.00
1180 National Board Certified Teacher Incentive	45,000	37,500	30,000	20,000	0.00	20,000	0.00	0	0.00
1190 Custodian	865,918	905,033	881,389	831,840	23.00	863,040	24.00	31,200	1.00
1191 Warehouse Personnel	1,229,060	1,254,708	1,302,570	1,217,400	29.00	1,180,260	29.00	(37,140)	0.00
1200 Overtime	596,178	891,514	1,368,812	904,116		949,249		45,133	
1201 Straight Time	1,350,995	1,100,040	766,580	957,746		1,026,663		68,917	
1300 Temporary Employee	1,713,358	1,690,014	2,056,752	1,644,860		2,139,524		494,664	
1500 Substitute Teacher	840,305	1,030,986	1,149,528	1,117,457		1,180,910		63,453	
1502 Substitute, Other	35,853	17,312	68,914	66,612		66,917		305	
1600 Supplemental Pay	1,795,667	1,778,099	1,707,294	1,440,856		1,595,279		154,423	
1601 Coaching Supplements	0	0	1,247	3,000		3,000		0	
1602 Extra Curr. Supplement	0	0	54	6,000		6,891		891	
1603 Homebound Tutoring	779,521	938,543	764,219	1,185,405		1,190,824		5,419	
1647 Coordinator Supplement	0	0	6,700	0		0		0	
1900 Other Salary / Wages	458,960	618,848	529,344	182,700		160,000		(22,700)	
1910 Salary - ROP	8,676,895	8,320,784	7,701,051	8,269,644		7,660,273		(609,371)	
2100 Social Security - FICA	10,101,724	10,378,473	10,777,389	11,656,124		11,918,429		262,305	
2210 Retirement - VRS	15,921,262	14,987,045	14,761,627	18,544,056		18,182,681		(361,375)	
2211 Retiree Health Care Credit	900,059	939,929	1,039,700	22,091		86,756		64,665	
2220 Retirement - PWCS	1,022,883	1,064,044	1,119,408	1,107,211		1,323,204		215,993	
2221 Defined Contribution Plan	66,610	156,275	285,501	1,159		12,725		11,566	
2300 Health Insurance - HMP	13,224,275	14,392,314	15,679,352	15,350,451		16,418,732		1,068,281	
2310 Short/Long Term Disability Premium	17,083	36,511	55,595	383		6,917		6,534	
2355 Benefits/Superintendent	0	0	9,666	0		0		0	
2400 Life Insurance - GLI	1,332,783	1,384,169	1,610,817	1,740,527		1,793,712		53,185	
2810 Separation Leave	2,242,784	1,852,933	1,824,851	2,048,838		1,730,356		(318,482)	
2820 Tuition Assistance	242,472	232,207	249,877	442,249		467,284		25,035	
2825 Classified Ed. Reimbursement	(700)	3,850	2,100	0		0		0	
2830 Admin. Assoc. Fees	46,263	46,193	43,440	60,521		61,558		1,037	
2840 Conf. Expenses-Admin	21,369	35,207	38,638	33,718		35,194		1,476	
2850 Employee Recognition	416,351	448,613	435,194	546,028		426,804		(119,224)	
2990 Visiting Int'l Faculty Pmt.	490,350	846,800	1,009,195	0		0		0	
2999 Employee Benefits, Other	60,109	60,116	58,323	150,634		28,500		(122,134)	
3100 Professional Services	2,123,566	2,086,884	2,749,386	3,302,985		4,015,647		712,662	
3101 Audit	81,905	83,215	87,275	85,537		97,395		11,858	
3102 Health Services	128,481	110,402	120,949	137,083		169,500		32,417	
3103 Legal Services	313,541	608,597	614,303	275,387		183,953		(91,434)	
3104 Engineering Services	52,001	74,560	29,273	57,700		57,700		0	



## Financial Section

### Central Office Summary

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
3105	Contractual Services	2,312,908	2,169,263	3,452,781	2,367,259	312,769	(2,054,490)
3107	Data Processing	165,999	91,415	29,389	28,509	34,507	5,998
3108	Settlement Cost	26,300	134,235	40,500	0	0	0
3201	Telephone	2,506,540	2,309,680	2,597,092	2,653,774	2,969,384	315,610
3202	Electric Service	15,846,521	14,399,628	15,167,783	16,543,571	16,571,691	28,120
3203	Fuel	2,473,446	1,854,130	1,728,548	2,582,246	1,613,200	(969,046)
3204	Water Service	324,695	327,405	183	338,978	0	(338,978)
3205	Sewer Service	2,166,216	2,091,180	2,627,436	2,261,503	3,115,780	854,277
3206	Trash	929,218	936,556	1,019,604	970,092	1,009,857	39,765
3301	Insurance, General	99,144	145,000	169,234	172,984	173,654	670
3302	Liability Insurance	555,000	655,000	753,116	765,978	773,622	7,644
3303	Liability, Transportation	566,223	663,923	743,583	777,978	769,822	(8,156)
3304	Fire Insurance	740,000	840,000	953,603	982,324	987,254	4,930
3305	Worker's Comp.	290,000	390,000	442,744	456,079	458,368	2,289
3306	Unemployment Comp.	218,868	218,868	248,468	255,951	257,235	1,284
3308	Safety Patrol Insurance	8,268	8,818	9,201	9,874	8,101	(1,773)
3401	Travel Reimbursement	482,249	492,901	511,095	464,645	536,444	71,799
3402	Conference Expenses	447,587	401,184	709,551	537,015	491,773	(45,242)
3450	Field Trips	250,039	321,860	624,424	730,442	509,207	(221,235)
3500	Miscellaneous Projects	29,885	24,126	132,574	1,617,140	2,757,110	1,139,970
3501	Repair/Maint. - Building	115,885	205,953	263,464	229,300	229,300	16,000
3502	Repair/Maint. - Equipment	288,191	297,288	322,826	289,995	289,169	(826)
3504	Maint. Service Contract	6,804,457	5,378,054	5,477,575	4,755,121	7,087,909	2,332,788
3700	In-Service Expenses	397,636	157,353	168,967	133,930	151,797	17,867
3710	Contract Courses	76,918	77,092	116,856	13,000	20,000	7,000
3750	Curriculum Development	0	0	3,500	0	0	0
3901	Laundry/Dry Cleaning	23,137	26,385	26,847	30,375	34,926	4,551
3902	Printing Services	376,620	443,897	426,717	477,604	524,576	46,972
3903	Postage	263,704	206,075	255,665	308,847	310,856	2,009
3904	Freight/Shipping	3,926	1,619	2,885	4,800	4,950	150
3905	Extra Curricular Expenses	24,783	136,743	32,161	105,318	82,379	(22,939)
3906	Advertising	22,761	27,035	16,660	20,120	18,054	(2,066)
3907	School Board Dues	13,646	13,784	13,720	17,714	10,199	(7,515)
3908	Parent Activity	8,813	25,590	360,498	104,094	199,990	95,896
3909	Accreditation Expenses	67,150	76,875	102,081	85,000	92,000	7,000
3910	Educational Television	15,469	11,344	6,456	5,325	5,000	(325)
3911	Rental Equipment	16,609	13,621	16,324	40,161	40,200	39
3912	Rental Space	420	1,105	1,791	2,000	2,000	0
3913	Tuition - Other Divisions	796,749	886,638	1,051,044	1,179,026	1,175,956	(3,070)
3914	Tuition - Private Schools	256,073	263,755	269,030	269,030	274,411	5,381
3916	Personnel - Recruiting	40,653	46,758	40,008	71,000	83,000	12,000
3917	Employment Services	4,415	5,361	123,530	168,500	170,500	2,000
3918	Permits and Fees	707	375	195	400	400	0
3919	Tuition - Annual Year Governor's School	371,465	295,679	445,120	385,107	439,542	54,435
3920	Tuition - Regional School	(1,140,485)	(797,028)	(711,446)	8,937	376,245	367,308
3921	Tuition- PW	(39,240)	(23,521)	(23,498)	0	21,000	21,000
3950	Indirect Costs	(0)	0	44,985	333,366	253,224	(80,142)
3999	Other Contract Expenses	2,573,478	3,229,876	3,488,158	3,947,714	3,872,244	(75,470)
4001	Office Supplies	863,439	750,164	815,795	741,578	958,842	217,264
4002	Medical Supplies	40,880	15,802	77,190	42,290	63,199	20,909
4003	Custodial Supplies	65,352	105,985	437,249	401,000	163,500	(237,500)
4004	Repair/Maint. Supplies	3,565,692	3,507,632	3,751,777	3,362,503	3,669,408	306,905
4005	Vehicle Fuels	4,176,279	2,498,006	3,138,545	4,016,627	4,317,491	300,864
4006	Vehicle Supplies	217,962	259,615	206,589	266,000	265,000	(1,000)
4007	Wearing Apparel	94,076	94,641	111,674	161,968	162,368	400
4008	Reference Materials	158,326	207,848	138,830	195,521	367,975	172,454
4009	Extra Curricular Supplies	13,929	20,545	118,637	132,498	134,635	2,137
4010	Instructional Supplies	2,782,826	1,887,969	2,286,407	3,180,919	1,487,182	(1,693,737)
4011	Textbooks	48,826	25,913	16,124	12,000	0	(12,000)
4012	Emp. Training Supplies	536,050	597,190	250,729	201,917	226,450	24,533
4013	Testing Materials	981,678	892,861	942,472	983,297	963,745	(19,552)
4014	Food, Cafeteria	358	0	540	0	0	0
4016	Library Books	64,210	408	7,939	0	2,300	2,300
4017	Library Periodicals	5,832	3,326	3,350	4,500	4,080	(420)
4018	Library Supplies	1,349	1,437	1,656	1,400	2,325	925
4019	Food	187,778	258,368	182,899	179,862	177,193	(2,669)
4020	Printing Supplies	98,018	105,114	169,790	120,500	37,500	(83,000)
4021	Transportation Year-End Activity	0	0	7,491	0	0	0
4022	Transp. Veh. Supplies	1,966,215	2,034,927	2,174,376	2,018,884	2,036,155	17,271

## Financial Section

### Central Office Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
4150 Lease Agreement	372,246	370,807	383,128	363,600	0	(363,600)
4310 Tech. Supply Equip. Addl.	6,199,334	4,603,668	5,207,576	733,839	410,177	(323,662)
4350 Tech. Supply Equip. Repl.	3,183,114	1,607,613	3,365,241	360,548	253,865	(106,683)
4410 Software, Additional	603,538	1,790,163	457,113	313,326	239,625	(73,701)
4450 Software Replacement	106,623	167,880	171,152	117,380	169,653	52,273
4510 General Equipment - Add'l.	360,438	432,637	792,386	416,644	514,781	98,137
4550 General Equipment - Repl.	52,894	106,657	179,717	97,669	160,180	62,511
4999 Other Materials/Supplies	153,740	280,024	31,538	33,957	34,292	335
5101 Equipment - Additional	314,391	253,493	158,418	125,537	32,667	(92,870)
5102 Tech. Equipment, Add'l	597,793	60,187	9,880	10,000	10,000	0
5104 Software - Additional	61,907	80,730	67,206	82,000	219,264	137,264
5110 Vehicle, Additional	97,204	70,038	494,492	245,450	205,000	(40,450)
5111 Buses, Additional	1,199,644	0	776,424	1,747,276	460,890	(1,286,386)
5150 Lease/Purchase Agree.	0	0	3,911	0	0	0
5501 Equipment - Replacement	10,515	0	71,785	7,000	7,000	0
5502 Tech. Equip. Repl.	1,041,231	279,502	1,625,527	30,000	30,000	0
5503 DP Equipment - Repl.	0	0	0	16,052,000	7,417,000	(8,635,000)
5504 Software - Repl.	0	295,000	0	0	0	0
5510 Vehicle, Repl.	1,417,262	787,201	537,372	1,268,664	403,216	(865,448)
5511 Buses, Repl.	6,709,621	10,964,650	10,911,010	10,881,400	11,099,000	217,600
6900 Reimbursement Account	(721,073)	(550,772)	(896,175)	(568,747)	0	568,747
8001 Salary Reserve	0	0	0	8,452,537	8,099,585	(352,952)
8002 General Reserve	0	0	0	5,126,275	6,957,224	1,830,949
8003 Gen. Insurance Reserve	850,000	950,000	1,078,481	1,110,963	1,116,538	5,575
8004 Emergency Reserve	166,972	139,183	158,006	162,764	163,581	817
8005 School Reserve Funds	0	0	0	156,000	156,000	0
8009 Holdback Alloc Reserve	0	0	0	68,367	10,053,889	9,985,522
8010 Revenue Rescission	0	0	0	1,094,779	2,687,938	1,593,159
8011 School Parking Fees	0	0	0	150,000	150,000	0
8013 YES Grant Funding	0	0	0	249,431	249,461	30
8017 Capital Imprvmnt Reserve	0	15,632,000	15,836,000	14,561,000	18,679,000	4,118,000
8018 Cap. Maint. Contingency	0	0	0	1,267,816	830,470	(437,346)
8021 Alternative Ed. Grant	0	0	0	337,846	0	(337,846)
8023 Reading Intervention Grant	0	0	0	1,769,545	2,054,091	284,546
8024 SOL Remediation	0	0	0	110,492	110,997	505
8032 State Mentor Grant	0	0	0	74,347	71,975	(2,372)
8034 McKinney Vento Grant	0	0	0	25,000	25,000	0
8035 Class Size Reduction	0	0	0	611,440	311,440	(300,000)
8084 21st Century Grant	0	0	0	200,000	540,000	340,000
8138 Other Districts Reserve	0	0	0	70,000	70,000	0
8139 Education Foundation	0	0	0	500,000	500,000	0
8140 Music Instruments	0	0	0	75,000	75,000	0
8144 Record Center Fees	0	0	0	40,000	40,000	0
8145 Minnieland Day Care	0	0	0	100,000	100,000	0
8146 Nursing Educational Program	0	0	0	359,429	0	(359,429)
8147 Project Graduation	0	0	0	75,000	37,500	(37,500)
8606 Transfers Out	20,259,043	11,510,221	12,274,095	1,000,000	1,800,000	800,000
8607 School Transfer	0	0	0	834,401	1,227,182	392,781
8999 Refunds	0	(19,601)	34,311	0	0	0
	285,717,565	293,562,501	312,266,547	339,850,394	2,494.65	352,647,507
					2,519.92	12,797,113
						25.27

# School Board

## Description

The School Board is responsible for the establishment of policies governing the education of students in Prince William County.

## Strategic Goals

- Goal 1: Student Achievement – All students meet high standards of performance;
- Goal 2: Climate – The teaching, learning, and working environment is safe, caring, healthy, and values human diversity;
- Goal 3: Family, Community, and Employee Engagement – Family, community, and employee engagement create an environment focused on improved student learning and work readiness;
- Goal 4: Qualified Work Force – Employees are highly qualified (as defined by VDOE), high performing, and diverse; and
- Goal 5: Organizational Alignment – The organizational system is aligned and equitable.

## Critical Functions and Strategic Programs

- The mission of the School Board is to exercise legislative and judicial powers necessary to provide a quality, World-Class Education and to effectively and efficiently operate the School Division.

## Budget Changes for Fiscal Year 2019

- School Board Parliamentarian – \$35,483;
- Transfer of 1.0 FTE Division Counsel and 1.0 FTE Executive Assistant/Paralegal to department 011-Division Counsel; and
- Inflation of two percent on supplies, materials, and equipment.

## Financial Section

### SCHOOL BOARD 010

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1101 School Board Members	97,100	97,100	106,600	97,100	8.00	97,100	8.00	0	0.00
1106 Supervisor	135,687	141,157	146,846	120,120	1.00	121,560	1.00	1,440	0.00
1107 Admin. Coordinator	94,848	99,489	103,499	89,880	1.00	92,160	1.00	2,280	0.00
1108 Attorney	198,730	206,289	317,979	196,440	1.00	0	0.00	(196,440)	(1.00)
1150 Secretarial/Bookkeeper	136,061	150,199	156,085	132,600	2.00	68,520	1.00	(64,080)	(1.00)
1200 Overtime	4,376	8,367	7,534	10,752		8,968		(1,784)	
1201 Straight Time	1,754	3,210	3,539	4,125		3,761		(364)	
1300 Temporary Employee	100	0	0	0		133		133	
1600 Supplemental Pay	0	0	800	0		1,061		1,061	
2100 Social Security - FICA	44,655	40,867	56,695	49,803		29,019		(20,784)	
2210 Retirement - VRS	90,566	88,517	91,307	94,602		47,642		(46,959)	
2211 Retiree Health Care Credit	5,993	6,329	7,280	0		0		0	
2220 Retirement - PWCS	2,171	4,976	4,251	4,366		2,320		(2,046)	
2221 Defined Contribution Plan	0	0	4,837	0		0		0	
2300 Health Insurance - HMP	43,311	50,933	65,912	64,954		34,885		(30,069)	
2310 Short/Long Term Disability Premium	0	0	709	0		0		0	
2400 Life Insurance - GLI	6,728	7,106	8,591	7,061		3,697		(3,364)	
2830 Admin. Assoc. Fees	1,865	2,691	1,559	3,458		70		(3,388)	
2840 Conf. Expenses-Admin	0	2,873	1,514	3,692		351		(3,341)	
2999 Employee Benefits, Other	0	0	0	82,134		0		(82,134)	
3302 Liability Insurance	0	0	1,857	0		0		0	
3401 Travel Reimbursement	61,887	55,006	53,208	70,690		71,603		913	
3402 Conference Expenses	4,509	6,941	16,979	8,920		12,413		3,493	
3902 Printing Services	74	339	606	435		517		82	
3907 School Board Dues	13,646	13,784	13,720	17,714		10,199		(7,515)	
3999 Other Contract Expenses	5,080	18,413	23,887	23,663		42,773		19,110	
4001 Office Supplies	11,907	10,775	3,730	12,709		2,540		(10,169)	
4008 Reference Materials	0	0	824	0		0		0	
4019 Food	0	0	144	0		0		0	
4410 Software, Additional	55	0	0	0		0		0	
4550 General Equipment - Repl.	0	837	3,207	1,076		2,241		1,165	
Totals	961,102	1,016,197	1,203,698	1,096,294	13.00	653,533	11.00	(442,761)	(2.00)

# Division Counsel

## Description

The Office of Division Counsel serves as legal counsel to the Prince William County School Board and provides legal services to the Board, the Superintendent and administrative staff, and to employees in all PWCS schools and departments.

## Strategic Goals

- Goal 2: Climate;
  - Objective 2.1.1: All employees will complete professional development in culturally responsive and non-discriminatory practices within two years of employment;
- Goal 5: Organizational Alignment;
  - Objective 5.1.1: All school and departmental plans will be aligned with the goals and objectives in the Strategic Plan and with school needs; and
  - Objective 5.1.2: The School Division will be responsive in addressing stakeholder questions and concerns.

## Critical Functions and Strategic Programs

- Oversight/compliance with federal and state law;
- Legal counsel to School Board on legal issues;
- Oversight/coordination of outside counsel;
- Management of legal services for all schools and departments; and
- Professional development training on legal issues.

## Budget Changes for Fiscal Year 2019

- Creation of budget for Office of Division Counsel;
- Addition of a 1.0 FTE Assistant Division Counsel, a 1.0 FTE Executive Assistant/Paralegal and summer interns and law clerks;
- New software program to support legal and confidentiality needs; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Expansion of Office of Division Counsel to two attorneys and two executive assistants, as well as summer interns and law clerks;
- Successful collaboration with Prince William County Juvenile and Domestic Relations Court-pilot program for expanded information sharing on students charged with reportable offenses, planning of pilot program for restorative justice, improved relationship between Court;
- Reduction in outside legal fees and costs, particularly in special education; and
- Completion of Department of Justice Resolution Agreement for ESOL Services.

## Critical Unmet Needs

- Reclassification of Executive Assistant/Paralegal position; and
- Additional funding for Title IX training.

## Financial Section

### DIVISION COUNSEL 011

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease)	
								Budget	Positions
1108 Attorney	0	0	0	0		376,238	2.00	376,238	2.00
1150 Secretarial/Bookkeeper	0	0	0	0		127,680	2.00	127,680	2.00
1200 Overtime	0	0	0	0		2,000		2,000	
1201 Straight Time	0	0	0	0		1,000		1,000	
1300 Temporary Employee	0	0	0	0		12,000		12,000	
2100 Social Security - FICA	0	0	0	0		39,696		39,696	
2210 Retirement - VRS	0	0	0	0		80,735		80,735	
2220 Retirement - PWCS	0	0	0	0		60,324		60,324	
2300 Health Insurance - HMP	0	0	0	0		59,117		59,117	
2400 Life Insurance - GLI	0	0	0	0		6,266		6,266	
2830 Admin. Assoc. Fees	0	0	0	0		5,000		5,000	
2840 Conf. Expenses-Admin	0	0	0	0		5,000		5,000	
3302 Liability Insurance	0	0	0	0		3,800		3,800	
3401 Travel Reimbursement	0	0	0	0		4,000		4,000	
3902 Printing Services	0	0	0	0		3,000		3,000	
3903 Postage	0	0	0	0		500		500	
4001 Office Supplies	0	0	0	0		11,377		11,377	
4008 Reference Materials	0	0	0	0		10,000		10,000	
4012 Emp. Training Supplies	0	0	0	0		3,000		3,000	
4019 Food	0	0	0	0		1,000		1,000	
4310 Tech. Supply Equip.Addl.	0	0	0	0		10,000		10,000	
4350 Tech. Supply Equip. Repl.	0	0	0	0		8,000		8,000	
4550 General Equipment - Repl.	0	0	0	0		7,638		7,638	
Totals	0	0	0	0	0.00	837,371	4.00	837,371	4.00
Positions	0.00	0.00	0.00	0.00		4.00			

# Superintendent's Staff

## Description

The Superintendent's Staff directs the development and implementation of all School Division plans including the Strategic Plan; organizes the School Division into functional groups where authority and accountability are assigned; directs the development and implementation of the budget; determines staffing including identifying needed positions, employing staff to fill the positions, determining proper compensation, training, and performance evaluation; provides leadership which influences people to take action to accomplish the goals of the School Division; and coordinates the process of linking functional activities with organization, staffing, and planning.

## Strategic Goals

- Goal 1: Student Achievement –All students meet high standards of performance;
- Goal 2: Climate –The teaching, learning, and working environment is safe, caring, healthy, and values human diversity;
- Goal 3: Family, Community, and Employee Engagement –Family, community, and employee engagement create an environment focused on improved student learning and work readiness;
- Goal 4: Qualified Work Force – Employees are highly qualified (as defined by VDOE), high performing, and diverse; and
- Goal 5: Organizational Alignment – The organizational system is aligned and equitable.

## Critical Functions and Strategic Programs

- The Superintendent's Staff manages the School Division to ensure that all students receive a high quality, comprehensive, and relevant education. This includes the process of obtaining, deploying, and effectively utilizing the essential resources in support of the School Division's mission, strategic plan, and School Board priorities.

## Budget Changes for Fiscal Year 2019

- Addition of a 1.0 FTE Ombudsman; and
- Inflation of two percent on supplies, materials, and equipment.



## Financial Section

### SUPERINTENDENT'S STAFF 020

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease)	
								Budget	Positions
1102 Superintendent	335,153	346,065	355,007	298,065	1.00	315,600	1.00	17,535	0.00
1103 Associate Superintendent	1,839,583	1,913,709	1,990,833	1,964,400	10.00	2,013,600	10.00	49,200	0.00
1104 Director	0	0	0	0	0.00	134,520	1.00	134,520	1.00
1107 Admin. Coordinator	80,092	83,320	86,679	89,880	1.00	92,160	1.00	2,280	0.00
1150 Secretarial/Bookkeeper	684,142	721,066	723,475	705,360	11.00	711,600	11.00	6,240	0.00
1200 Overtime	4,824	1,757	544	1,448		1,184		(264)	
1201 Straight Time	1,577	681	965	864		1,150		286	
1300 Temporary Employee	25,309	23,855	89,182	21,724		42,913		21,189	
2100 Social Security - FICA	171,253	178,376	182,284	235,641		249,962		14,321	
2210 Retirement - VRS	471,373	446,720	448,400	536,627		551,551		14,925	
2211 Retiree Health Care Credit	30,355	31,622	34,030	0		0		0	
2220 Retirement - PWCS	39,340	43,960	44,509	24,767		26,859		2,092	
2221 Defined Contribution Plan	0	0	1,057	0		0		0	
2300 Health Insurance - HMP	180,997	197,533	216,587	368,454		403,861		35,407	
2310 Short/Long Term Disability Premium	0	0	174	0		0		0	
2355 Benefits/Superintendent	0	0	9,666	0		0		0	
2400 Life Insurance - GLI	34,402	35,893	40,713	40,056		42,804		2,748	
2830 Admin. Assoc. Fees	14,937	14,973	14,768	14,385		17,037		2,652	
2840 Conf. Expenses-Admin	8,701	16,626	18,003	11,526		15,343		3,817	
3102 Health Services	0	0	0	83		0		(83)	
3105 Contractual Services	0	1,171	2,626	684		2,873		2,189	
3401 Travel Reimbursement	7,652	10,414	12,698	11,268		12,032		764	
3402 Conference Expenses	6,316	7,642	9,214	5,465		5,925		460	
3502 Repair/Maint. - Equipment	744	744	744	289		357		68	
3504 Maint. Service Contract	11,322	11,466	11,619	13,326		18,606		5,280	
3700 In-Service Expenses	5,779	3,249	7,440	10,893		4,617		(6,276)	
3901 Laundry/Dry Cleaning	0	60	24	25		26		1	
3902 Printing Services	715	672	378	579		428		(151)	
3903 Postage	0	0	0	50		0		(50)	
3905 Extra Curricular Expenses	0	136	0	151		173		22	
3999 Other Contract Expenses	0	720	15	0		7		7	
4001 Office Supplies	68,598	60,932	75,598	61,223		65,325		4,102	
4002 Medical Supplies	5,764	5,629	6,275	6,361		9,555		3,194	
4008 Reference Materials	5,575	4,395	5,567	2,720		3,187		467	
4012 Emp. Training Supplies	3,000	96	0	1,526		597		(929)	
4019 Food	31,699	35,768	32,601	23,675		29,510		5,835	
4310 Tech. Supply Equip.Addl.	2,816	4,063	12,558	2,044		7,425		5,381	
4350 Tech. Supply Equip. Repl.	0	5,836	3,935	2,774		4,606		1,832	
4450 Software Replacement	115	0	0	60		33		(27)	
4510 General Equipment - Add'l.	504	141	0	823		334		(489)	
4550 General Equipment - Repl.	126	1,728	1,906	1,359		1,724		365	
4999 Other Materials/Supplies	0	790	0	1,057		379		(678)	
5101 Equipment - Additional	0	0	0	10,537		0		(10,537)	
Totals	4,072,764	4,211,807	4,440,071	4,470,169	23.00	4,787,863	24.00	317,694	1.00

# Communication Services

## Description

The combined Communications Services team connects all PWCS stakeholders with accurate, compelling, and consistent information to inform their understanding and increase their engagement in student education.

Community Relations, Media Productions, Web and Social Media, and Community and Business Engagement units deliver vital parent and staff information, build financial and in-kind support for educational initiatives, and produce materials and programs for use in classrooms, staff training, and public outreach. Staffing and leadership of the SPARK Education Foundation generates annual revenue for schools and programs, with \$4.8 million raised in FY 2017. Staff also coordinate PWCS robotics teams Divisionwide and provide statewide leadership for the VA STAR computer refurbishment initiative.

The Communications Services team is on-call 24/7/365 to promote initiatives and address challenges to PWCS image and related support. We support schools and departments with public outreach, graphic design, web training and administration, crisis response, and A/V and event coordination.

The 24-hour PWCS-TV and PW distance-learning network offer multi-media programming used in PWCS classrooms and worldwide. They are part of multi-faceted efforts to support the PWCS *World-Class* vision.

## Strategic Goals

- Goal 2: Climate;
  - Objective 2.1: Positive Climate;
  - Objective 2.2: Safe Climate;
- Goal 3: Family, Community, and Employee Engagement;
  - Objective 3.1.1: Community Partnerships;
  - Objective 3.2.1: Stakeholder Satisfaction;
- Goal 4: Qualified Work Force; and
  - Objective 4.4: Teacher Retention.

## Critical Functions and Strategic Programs

- Provide communications training, outreach, and aid to link stakeholders with PWCS info and opportunities;
- Manage all media and external relations;
- Oversee training, content, and vendors for PWCS and school websites, mobile apps, and social media;
- Design and create Division publications and oversee standards for school-based products;
- Lead urgent/crisis outreach, letting principals and staff focus on students and schools;
- Manage internal communications to 11,000+ staff;
- Operate distance learning network and PWCS-TV;
- Provide live and on-demand access to School Board meetings and PWCS programs/events;

- Produce cost-effective video and multi-media programming for students, staff, and community;
- Facilitate mandated English Learner parent communication;
- Manage large-scale PWCS events and associated A/V infrastructure operation and maintenance;
- Administer SPARK fundraising and allocation;
- Build and maintain business partnerships;
- Coordinate VA STAR and Divisionwide robotics;
- Produce student/teacher recognition events; and
- Communicate/support Board legislative priorities.

## Budget Changes for Fiscal Year 2019

- Budget increase reflects student growth and impact of Divisionwide changes to salary and benefits costs;
- Upgrade of three position titles per recommendations from the compensation and classification study;
- Addition of a 1.0 FTE Administrative Coordinator;
- Reduction of a 1.0 FTE Secretary III;
- \$72,785 funded for contractual services along with funding for a 1.0 FTE position to deliver website accessibility commitments supporting School Board web agreement with federal Office of Civil Rights;
- \$47,000 reduction in Cable Franchise fee funding; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Launched the ongoing upgrade of Divisionwide web and mass communication platforms;
- Expanded Division/School presence on social media;
- Created new budget outreach tools;
- Produced instructional multi-media on “Code of Behavior,” and social media safety, and staff videos on harassment and hazardous materials, etc.;
- Managed social and traditional media around complex and controversial issues;
- Accelerated parent outreach in urgent situations;
- Streamlined delivery of urgent/weather messaging in all target languages;
- Expanded Elementary/Middle School Calendar and Guide;
- Boosted effective promotion of initiatives including The Governor’s School @ Innovation Park, Career and Tech Ed., the Parent Summit, and anti-bullying programs; and
- Developed and/or assisted with over 1,000 business partnerships, including at least one in every school.

## Critical Unmet Needs:

- Funding to refresh PWCS-TV equipment not funded by declining Cable Franchise revenue.

## Financial Section

### COMMUNICATIONS SERVICES 025

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	149,961	156,005	162,290	141,000 1.00	143,160 1.00	2,160 0.00
1106 Supervisor	340,920	363,067	377,719	456,000 4.00	465,000 4.00	9,000 0.00
1107 Admin. Coordinator	113,830	380,618	425,971	269,760 3.00	499,911 5.00	230,151 2.00
1145 Technician	274,555	266,360	285,679	306,480 4.50	159,240 2.50	(147,240) (2.00)
1148 Specialist	343,489	286,265	310,864	367,080 6.00	551,490 8.00	184,410 2.00
1150 Secretarial/Bookkeeper	205,575	213,795	218,613	224,520 4.00	169,800 3.00	(54,720) (1.00)
1200 Overtime	25,146	21,281	29,054	28,000	27,100	(900)
1201 Straight Time	2,891	9,398	15,874	9,000	11,000	2,000
1300 Temporary Employee	14,243	10,097	23,121	13,000	13,000	0
1500 Substitute Teacher	0	43	0	200	200	0
1600 Supplemental Pay	281	855	0	4,500	4,500	0
2100 Social Security - FICA	105,233	123,083	133,350	139,196	156,395	17,199
2210 Retirement - VRS	227,487	246,065	257,180	309,729	337,449	27,720
2211 Retiree Health Care Credit	14,564	17,182	19,491	0	1,600	1,600
2220 Retirement - PWCS	14,477	18,908	19,618	14,295	17,913	3,618
2221 Defined Contribution Plan	515	773	2,414	0	0	0
2300 Health Insurance - HMP	142,647	167,248	186,443	212,663	245,878	33,215
2310 Short/Long Term Disability Premium	170	223	546	0	0	0
2400 Life Insurance - GLI	16,880	19,839	23,640	23,119	26,204	3,084
2830 Admin. Assoc. Fees	2,079	3,178	2,484	3,500	3,500	0
2840 Conf. Expenses-Admin	2,937	7,027	7,486	11,000	11,000	0
3100 Professional Services	364,341	110,459	151,265	220,400	234,899	14,499
3401 Travel Reimbursement	49,164	54,336	42,763	60,500	45,340	(15,160)
3402 Conference Expenses	22	0	0	6,574	0	(6,574)
3450 Field Trips	0	256	0	0	0	0
3502 Repair/Maint. - Equipment	3,669	2,050	0	2,000	2,000	0
3504 Maint. Service Contract	40,154	50,461	91,255	44,250	44,250	0
3902 Printing Services	79,408	97,476	85,894	100,350	123,000	22,650
3903 Postage	253	307	265	300	300	0
3905 Extra Curricular Expenses	1,505	117,778	0	77,167	66,300	(10,867)
3910 Educational Television	9,199	7,725	3,675	4,900	4,900	0
3911 Rental Equipment	0	904	356	0	0	0
3999 Other Contract Expenses	215,632	265,307	182,616	183,000	196,130	13,130
4001 Office Supplies	80,049	73,064	96,864	50,675	33,974	(16,701)
4004 Repair/Maint. Supplies	3,350	0	2,147	0	0	0
4007 Wearing Apparel	0	219	0	0	0	0
4008 Reference Materials	515	455	559	1,500	0	(1,500)
4010 Instructional Supplies	200	166	0	11,000	12,000	1,000
4014 Food, Cafeteria	0	0	540	0	0	0
4019 Food	16,792	18,326	18,627	31,000	33,000	2,000
4310 Tech. Supply Equip.Addl.	248,585	19,002	826,015	0	0	0
4350 Tech. Supply Equip. Repl.	118,403	50,654	3,224	44,250	44,250	0
4410 Software, Additional	12,478	30,877	22,267	32,700	9,188	(23,512)
4450 Software Replacement	2,663	0	0	0	0	0
4510 General Equipment - Add'l.	11,914	5,157	3,428	3,564	15,880	12,316
4999 Other Materials/Supplies	6,627	10,500	19,710	14,000	14,000	0
5102 Tech. Equipment, Add'l	26,469	60,187	0	0	0	0
5502 Tech. Equip. Repl.	1,041,231	136,164	777,773	30,000	30,000	0
Totals	4,330,500	3,423,141	4,831,081	3,451,173 22.50	3,753,751 23.50	302,578 1.00
Positions	19.50	21.00	21.50	22.50	23.50	

# Information & Technology Services

## Description

The Office of Information Technology Services (ITS) provides a secure, efficient, and effective technology infrastructure and solutions portfolio to support students and their families, employees, and community stakeholders.

The office vision is to be Future Ready by endorsing and championing the seamless integration of technology into enterprise business applications and classroom instruction. This vision is achieved through strategically planning, implementing, managing, and supporting a modern infrastructure in a secure and stable environment.

ITS provides support for the Division's business functions, including payroll, personnel, financial subsystems, student information systems, printing/bindery services, telecommunication services, Divisionwide information security, and Wide Area Network management of 58,000+ computers and 600+ file servers.

ITS also supports the integration of technology into classroom instruction, provides direction and support for the school-based Instructional Technology Coaches (ITCs), and offers Divisionwide professional development.

## Strategic Goals

- Goal 1: Student Achievement;
  - Objective 1.2.4: Use of Technology;
- Goal 2: Climate;
  - Objective 2.3.3: Instructional Equipment;
  - Objective 2.3.4: Information Technology;
- Goal 4: Qualified Work Force; and
  - Objective 4.2.1: Professional Growth Plans.

## Critical Functions and Strategic Programs

- Application, computer, and infrastructure support through training, technical assistance, and network management;
- Data processing support for central computer services, Divisionwide software maintenance, and programming services;
- Telecommunications and wireless communications support for data, voice, video, and radio;
- Support for integrating researched, state-of-the-art technologies into classroom instruction and administrative applications; and
- Support and leadership for ITCs and TSSPECs.

## Budget Changes for Fiscal Year 2019

- Budget increase reflects student growth and the impact of Divisionwide changes to salary and benefits costs;
- Addition of a 1.0 FTE Divisionwide network support position;
- Addition of one state-funded, school based TSSPEC;
- Four position titles were upgraded per recommendations from the compensation and classification study;

- Maintenance contract funding: \$1,928,798 for increased costs, \$583,188 for KRONOS, and \$261,115 for the 10G bandwidth network;
- \$3,500,000 funded for the Technology Improvement Plan (TIP); and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Ranked number one in the nation in 2014 and in the top five in the nation for three previous consecutive years in the Digital School Districts Survey by the Center for Digital Education, Converge Magazine;
- Recognized by Toggle Magazine as “building schools of the future with student achievement as the foundation”;
- Integrated new technologies and instructional strategies into classrooms, including Substitution, Augmentation, Modification, Redefinition (SAMR), interactive whiteboards, student response systems, iPads, MS365, and Bring Your Own Device (BYOD);
- Integrated ITC and TSSPEC services;
- Integrated the use of Divisionwide software applications for instruction (e.g., World Book, Pixie, Discovery Education, Smart Notebook);
- Implemented MS365 in grades 3-12 and for all staff Divisionwide, along with student logins in grades K-12; and
- Provided technical assistance for the opening of all new schools, renovations, and administrative sites.

## Critical Unmet Needs

- Funding the increasing cost of maintenance contracts and support budget shortfalls;
- ITS employee professional development;
- Professional development for PWCS employees;
- Annual Formal Independent IT Risk Assessment;
- Support to schools with significant student achievement challenges with ITC services;
- Funding for increased staffing to support the growing number of school/staff/student devices;
- Funding for IT maintenance parts and software;
- Funding the TIP;
- State and federal requirements for the retention of records; and
- Funding for IT Hardware Refresh.

## Financial Section

### INFORMATION TECHNOLOGY SERVICES 033

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	90,559	131,702	126,275	145,200	1.00	149,520	1.00	4,320	0.00
1106 Supervisor	794,762	806,210	803,933	787,560	7.00	933,720	8.00	146,160	1.00
1107 Admin. Coordinator	451,952	510,791	436,907	559,800	5.00	550,080	5.00	(9,720)	0.00
1145 Technician	3,134,821	3,343,376	3,176,555	3,479,640	46.00	3,463,200	45.00	(16,440)	(1.00)
1148 Specialist	3,606,824	3,760,340	3,938,007	4,252,920	61.00	4,248,240	62.00	(4,680)	1.00
1150 Secretarial/Bookkeeper	151,850	146,142	119,000	160,920	3.00	212,490	4.00	51,570	1.00
1200 Overtime	35,779	18,080	51,139	66,000		33,500		(32,500)	
1201 Straight Time	12,862	20,733	24,965	0		12,000		12,000	
1300 Temporary Employee	1,813	22,955	556	0		0		0	
1600 Supplemental Pay	10,717	4,871	1,804	2,000		0		(2,000)	
2100 Social Security - FICA	606,440	640,155	633,059	723,235		734,609		11,374	
2210 Retirement - VRS	1,281,972	1,255,549	1,205,440	1,647,250		1,613,264		(33,986)	
2211 Retiree Health Care Credit	82,985	89,565	92,524	0		0		0	
2220 Retirement - PWCS	70,843	71,392	70,772	76,027		78,560		2,534	
2221 Defined Contribution Plan	6,047	14,195	27,562	0		0		0	
2300 Health Insurance - HMP	874,263	919,130	886,548	1,131,018		1,181,276		50,258	
2310 Short/Long Term Disability Premium	1,389	2,938	4,633	0		0		0	
2400 Life Insurance - GLI	96,711	103,835	112,426	122,957		125,200		2,243	
2830 Admin. Assoc. Fees	64	0	0	0		0		0	
3100 Professional Services	9,975	0	109,520	109,520		114,520		5,000	
3104 Engineering Services	0	18,981	21,600	0		0		0	
3105 Contractual Services	0	0	8,320	0		0		0	
3107 Data Processing	1,249	6,660	0	0		0		0	
3201 Telephone	3,337	0	0	0		0		0	
3401 Travel Reimbursement	21,773	13,216	9,628	1,000		7,600		6,600	
3402 Conference Expenses	0	10,970	7,105	4,000		4,000		0	
3504 Maint. Service Contract	6,360,569	4,808,637	4,644,411	3,657,773		6,517,879		2,860,106	
3700 In-Service Expenses	223,992	50,356	85,149	6,000		3,500		(2,500)	
3902 Printing Services	19,314	32,163	28,987	50,000		33,000		(17,000)	
3904 Freight/Shipping	0	118	710	500		300		(200)	
3906 Advertising	0	0	500	500		500		0	
3999 Other Contract Expenses	12,741	40	90,932	50,000		6,000		(44,000)	
4001 Office Supplies	116,416	51,155	12,895	102,063		96,798		(5,265)	
4004 Repair/Maint. Supplies	4,990	19,848	3,590	3,500		4,500		1,000	
4010 Instructional Supplies	4,519	0	160	0		0		0	
4012 Emp. Training Supplies	27,862	5,982	1,101	700		500		(200)	
4019 Food	0	0	2,379	1,800		1,200		(600)	
4020 Printing Supplies	0	0	39,526	13,000		20,000		7,000	
4150 Lease Agreement	14,334	0	0	0		0		0	
4310 Tech. Supply Equip.Addl.	3,199,555	3,409,264	3,405,716	48,000		66,000		18,000	
4350 Tech. Supply Equip. Repl.	2,174,052	1,317,441	3,093,100	20,000		15,000		(5,000)	
4410 Software, Additional	270,542	113,501	105,421	2,300		9,000		6,700	
4510 General Equipment - Add'l.	0	3,003	4,749	0		0		0	
5102 Tech. Equipment, Add'l	571,324	0	0	0		0		0	
5502 Tech. Equip. Repl.	0	143,339	817,253	0		0		0	
6900 Reimbursement Account	(94,554)	(24,368)	(7,343)	0		0		0	
Totals	24,254,645	21,842,263	24,197,513	17,225,183	123.00	20,235,956	125.00	3,010,773	2.00
Positions	116.80	120.00	118.00	123.00		125.00			

# Department of Human Resources

## Description

The Department of Human Resources (DHR) assists the School Division in managing its most important resources—its people. It plans, organizes, and administers the School Division's program of recruitment, selection and staffing, compensation, placement, and evaluation of personnel. DHR is also responsible for providing consultation and support regarding employment documentation, equity and employee relations, and liability issues.

## Strategic Goals

- Goal 4: Qualified Work Force –Employees are highly qualified (as defined by VDOE), high performing, and diverse.

## Critical Functions and Strategic Programs

- Recruiting, inducting, and retaining highly qualified and high performing personnel;
- Monitoring an employee supervision and evaluation system;
- Overseeing staffing of 96 schools and central offices;
- Overseeing state certification requirements;
- Ensuring compliance of federal, state, and local mandates involving employment;
- Managing personnel records of active employees; and
- Providing training and consultative services to school based administrators and program managers.

## Budget Changes for Fiscal Year 2019

- Addition of a 1.0 FTE Supervisor of Elementary Employment including support cost funding of \$20,015;
- Addition of a 1.0 FTE position for the Employee Online Evaluation System;
- \$219,264 funded for the Employee Online Evaluation System;
- Five existing position titles have been upgraded per recommendations from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Full implementation of the Professional Performance Process for all PWCS employee groups;
- Organization of the Classified Professional Development Conference (CPDC);
- Enhanced data collection and tracking of talent identification, recruitment, retention, hiring data, teacher certification and licensure, transfer patterns, and evaluation issues;
- Oversight of online Workplace Harassment Training for all managers and new employees in English and Spanish versions;
- Facilitation of biannual accountability meetings, Teacher Enhancement Accountability Meetings (TEAM) for principals and program managers;
- Oversight of National Board Certified Teachers (NBCT), student interns, and Growing Our Own programs;
- Achievement of 97 percent Highly Qualified rate on the Instructional Personnel Verification of Licensure Report (IPAL);
- Implementation and oversight of automated Substitute Calling System; development of a self-sustaining Substitute Training Program; online orientation for substitute teachers, temporary teachers, and volunteers;
- Operation of Equity and Employee Relations;
- Enhancement of position control process as part of system upgrades to improve control over processes associated with positions and employment, as well as the budgeting of positions; and
- Achieving 97 percent approval rating on the Divisionwide Customer Satisfaction Survey.

## Critical and Unmet Needs

- Ability to offer competitive salary and benefits to attract and retain a highly qualified and diverse workforce especially in critical shortage areas; and
- As the School Division grows and internal and external requirements continue, the challenge is to maintain high levels of customer service support while promoting employee engagement.

## Financial Section

### HUMAN RESOURCES 031

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	145,127	150,976	156,983	145,200	1.00	149,520	1.00	4,320	0.00
1106	Supervisor	640,085	655,210	642,312	667,440	6.00	795,480	7.00	128,040	1.00
1107	Admin. Coordinator	375,616	486,615	523,749	449,400	5.00	564,000	6.00	114,600	1.00
1115	Teacher on Special Assignment	77,804	80,860	84,037	72,840	1.00	75,120	1.00	2,280	0.00
1148	Specialist	608,749	607,186	634,239	728,520	13.00	832,530	14.00	104,010	1.00
1150	Secretarial/Bookkeeper	330,916	237,818	264,547	318,480	7.00	273,900	6.00	(44,580)	(1.00)
1200	Overtime	906	3,436	1,539	2,000		3,000		1,000	
1201	Straight Time	8,314	8,060	8,380	6,000		7,500		1,500	
1300	Temporary Employee	33,180	29,941	30,545	28,000		28,000		0	
1500	Substitute Teacher	2,284	0	0	0		0		0	
1600	Supplemental Pay	929	32,219	36,000	0		0		0	
2100	Social Security - FICA	159,211	163,022	170,688	184,969		208,773		23,804	
2210	Retirement - VRS	343,072	322,903	327,925	418,020		454,165		36,145	
2211	Retiree Health Care Credit	23,008	23,655	25,410	0		0		0	
2220	Retirement - PWCS	17,273	20,411	20,092	19,293		22,116		2,823	
2221	Defined Contribution Plan	3,356	5,872	7,911	0		0		0	
2300	Health Insurance - HMP	227,656	229,502	260,907	287,017		332,552		45,535	
2310	Short/Long Term Disability Premium	590	1,141	1,446	0		0		0	
2400	Life Insurance - GLI	25,830	26,555	29,962	31,203		35,246		4,043	
2830	Admin. Assoc. Fees	755	380	2,152	1,500		1,500		0	
3100	Professional Services	279,419	300,527	172,390	190,500		195,515		5,015	
3102	Health Services	53,758	53,753	38,424	75,000		76,000		1,000	
3103	Legal Services	0	0	875	0		0		0	
3105	Contractual Services	0	0	354,445	0		0		0	
3201	Telephone	5,431	2,931	4,482	3,500		3,500		0	
3401	Travel Reimbursement	5,240	14,949	22,398	5,500		5,500		0	
3402	Conference Expenses	1,155	2,311	9,480	11,500		14,100		2,600	
3450	Field Trips	746	0	144	0		0		0	
3504	Maint. Service Contract	5,668	5,668	4,850	6,000		10,100		4,100	
3700	In-Service Expenses	19,191	2,876	3,277	8,200		9,700		1,500	
3902	Printing Services	4,020	4,506	4,917	11,000		11,000		0	
3904	Freight/Shipping	132	0	259	0		350		350	
3906	Advertising	13,502	9,130	7,150	12,000		0		(12,000)	
3916	Personnel - Recruiting	40,653	46,758	40,008	71,000		83,000		12,000	
3917	Employment Services	0	0	117,765	161,000		163,000		2,000	
3999	Other Contract Expenses	7,000	4,853	6,000	6,000		73,000		67,000	
4001	Office Supplies	60,374	60,372	52,954	29,867		13,335		(16,532)	
4008	Reference Materials	(3,062)	(2,471)	1,886	5,000		4,085		(915)	
4012	Emp. Training Supplies	21,227	50,000	500	800		800		0	
4013	Testing Materials	(10)	(120)	5,500	0		0		0	
4019	Food	7,541	6,486	6,476	6,000		8,500		2,500	
4020	Printing Supplies	0	0	0	0		10,000		10,000	
4310	Tech. Supply Equip.Addl.	21,875	4,540	10,418	3,500		3,500		0	
4350	Tech. Supply Equip. Repl.	0	0	0	0		7,906		7,906	
4410	Software, Additional	50,172	54,587	26,947	26,000		30,000		4,000	
4510	General Equipment - Add'l.	2,517	648	9,131	4,500		3,600		(900)	
4550	General Equipment - Repl.	0	0	0	0		3,000		3,000	
5102	Tech. Equipment, Add'l	0	0	9,880	0		0		0	
5104	Software - Additional	61,907	65,758	67,206	67,000		219,264		152,264	
Totals		3,683,114	3,773,825	4,206,585	4,063,748	33.00	4,732,157	35.00	668,409	2.00
Positions		33.00	31.00	33.00	33.00		35.00			



# Financial Services

## Description

The Office of Financial Services oversees and maintains the fiscal operations of the School Division including: payments to employees and vendors; budget development, management and oversight; procurement management; centralized procurement and acquisition of needed goods, services, and construction requirements; centralized receiving, distribution and redistribution centers; accounting, fixed asset, and external audit services.

## Strategic Goals

- Goal 5: Organizational Alignment; and
  - Objective 5.2: Fiscal Responsibility; and
  - Objective 5.3: Fiscal Integrity.

## Critical Functions and Strategic Programs

- Accurate and timely payment of salaries and benefits to employees and related payroll vendors;
- Budget management, analysis, and preparation including Budgeting for Results;
- Timely and accurate payment of vendors, ensure receipt of and accurate posting of revenues, and control of the assets of the School Division;
- Accounting services, timely and accurate financial reporting, oversight of procurement card program, and management of external audit services;
- Acquire and manage procurement services for the acquisition of supplies, materials, services, and construction requirements in accordance with applicable laws, policies, regulations, and practices; and
- Operation of distribution and redistribution centers including storage and delivery of critical supplies to schools and departments.

## Budget Changes for Fiscal Year 2019

- 1.0 FTE Bookkeeper support; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Implementation of online budgeting system called Performance Budgeting (PB);
- Received meritorious budget award from the Association of School Business Officials (ASBO) for the past five years;
- Implementation of several new accounting standards. This is an ongoing effort by GASB to improve and create accounting reporting standards and generally accepted accounting principles;

- Received excellence in financial reporting awards from ASBO and GFOA for each of the past five years;
- Implementation and maintenance of VRS hybrid plans for new employees post January 1, 2014;
- Implementation of separating dental insurance and pharmacy services from health insurance;
- Implementation of new freight management process;
- Continued growth of electronic auction revenues;
- Continued growth of furniture/equipment redistribution program between schools and offices resulting in significant cost savings;
- Continued to sell stand-alone VPSA bonds that reduce the School Division's debt service costs;
- Implementation of PaymentNet4 and Single Use Accounts (SUA) to improve reporting and management of Procurement Cards;
- Implementation of Budgeting for Results, a zero-based (ZBB) approach to budgeting. The Division has produced four reports for the following departments: Supply Services, Accountability, Technology Services, and Professional Learning;
- Implementation of credit card acceptance for Virtual High School;
- Payroll stopped printing and mailing prenote statements starting in FY17 in support of "go green" initiative and to reduce fraud;
- Purchasing received the Achievement of Excellence (AEP) award for 2017;
- Purchasing served as the lead agency on a national cooperative procurement through US Communities for a market basket items contract awarded to Amazon;
- Purchasing served as lead agency on a national cooperative procurement through US Communities for office and school furniture awarded to Virco;
- Purchasing had no protests during the 2017-18 school year; and
- Implement Automated Time and Leave System for School Division.

## Critical and Unmet Needs

- Upgrade School Division Financial and HR Enterprise Resource Planning (ERP) System;
- School support and business continuity: training and standardization of business operation and financial processes;
- Financial systems support to Financial Services staff to enhance business operations and procedures Divisionwide;
- Expand Budgeting for Results program to enhance the current budget process Divisionwide; and
- Provide credit card acceptance for PWCS customers.

## Financial Section

### FINANCIAL SERVICES 032

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	153,966	160,170	166,625	145,200	1.00	149,520	1.00	4,320	0.00
1106	Supervisor	506,520	507,616	507,975	462,720	4.00	470,400	4.00	7,680	0.00
1107	Admin. Coordinator	452,070	439,933	591,321	573,600	6.00	589,080	6.00	15,480	0.00
1148	Specialist	1,445,360	1,523,376	1,654,933	1,543,500	29.50	1,544,880	29.50	1,380	0.00
1150	Secretarial/Bookkeeper	140,781	146,312	152,063	160,920	3.00	221,850	4.00	60,930	1.00
1200	Overtime	340	1,555	67	1,018		8,720		7,702	
1201	Straight Time	1,046	1,205	657	1,209		6,676		5,467	
1300	Temporary Employee	15,306	11,097	15,965	14,191		17,592		3,401	
2100	Social Security - FICA	194,127	198,567	220,541	222,032		229,631		7,599	
2210	Retirement - VRS	430,123	405,977	436,965	506,482		502,303		(4,179)	
2211	Retiree Health Care Credit	28,317	29,187	33,846	0		0		0	
2220	Retirement - PWCS	28,777	27,133	26,579	23,376		24,461		1,084	
2221	Defined Contribution Plan	0	1,174	10,062	0		0		0	
2300	Health Insurance - HMP	258,232	263,679	265,557	347,756		367,800		20,044	
2310	Short/Long Term Disability Premium	0	396	1,415	0		0		0	
2400	Life Insurance - GLI	31,794	32,766	39,945	37,806		38,982		1,176	
2830	Admin. Assoc. Fees	7,301	4,941	4,529	7,084		5,394		(1,690)	
3100	Professional Services	11,726	29,010	6,500	23,570		21,521		(2,049)	
3101	Audit	81,905	83,215	87,275	85,537		97,395		11,858	
3103	Legal Services	4,750	0	0	5,497		6,308		811	
3105	Contractual Services	50,000	37,000	286,931	0		0		0	
3107	Data Processing	24,749	24,524	29,389	28,509		34,507		5,998	
3401	Travel Reimbursement	14,267	12,880	2,638	15,707		9,797		(5,910)	
3402	Conference Expenses	25,099	39,732	29,714	37,511		35,204		(2,307)	
3504	Maint. Service Contract	0	6,281	6,281	7,268		7,721		453	
3902	Printing Services	23,226	25,653	23,314	28,282		29,359		1,077	
3906	Advertising	181	2,791	1,706	1,720		2,154		434	
3950	Indirect Costs	(109,004)	(113,340)	(118,659)	0		0		0	
3999	Other Contract Expenses	7,630	0	0	8,830		0		(8,830)	
4001	Office Supplies	39,811	37,202	36,698	35,000		39,374		4,374	
4008	Reference Materials	2,712	2,586	2,189	3,065		2,618		(447)	
4019	Food	331	1,090	1,051	822		1,406		584	
4310	Tech. Supply Equip.Addl.	46,549	4,304	1,537	22,558		12,862		(9,696)	
4350	Tech. Supply Equip. Repl.	0	3,045	0	3,524		0		(3,524)	
4410	Software, Additional	700	35,466	7,601	20,926		8,137		(12,789)	
4510	General Equipment - Add'l.	4,426	0	1,716	2,561		2,367		(194)	
4550	General Equipment - Repl.	0	0	3,218	0		3,577		3,577	
Totals		3,923,118	3,986,521	4,538,143	4,377,781	43.50	4,491,596	44.50	113,815	1.00
Positions		38.50	38.50	41.50	43.50		44.50			

## Financial Section

### SUPPLY SERVICES 042

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	126,117	131,200	136,488	111,240	1.00	113,640	1.00	2,400	0.00
1147	Coordinator	78,115	81,186	84,376	74,640	1.00	72,480	1.00	(2,160)	0.00
1150	Secretarial/Bookkeeper	253,980	263,959	274,334	206,040	5.00	215,580	5.00	9,540	0.00
1191	Warehouse Personnel	1,229,060	1,254,708	1,302,570	1,217,400	29.00	1,180,260	29.00	(37,140)	0.00
1200	Overtime	32,584	19,315	26,611	60,000		48,600		(11,400)	
1201	Straight Time	39,882	32,613	38,648	74,000		64,000		(10,000)	
1300	Temporary Employee	28,312	18,775	26,824	74,000		68,885		(5,115)	
2100	Social Security - FICA	128,686	128,263	134,740	139,026		134,904		(4,122)	
2210	Retirement - VRS	198,189	185,082	160,374	150,470		138,150		(12,319)	
2211	Retiree Health Care Credit	7,986	8,258	8,861	0		0		0	
2220	Retirement - PWCS	12,477	12,316	15,757	13,036		13,004		(32)	
2221	Defined Contribution Plan	431	913	1,391	0		0		0	
2300	Health Insurance - HMP	223,007	233,776	265,248	193,923		195,530		1,607	
2310	Short/Long Term Disability Premium	156	305	367	0		0		0	
2400	Life Insurance - GLI	20,579	20,592	23,568	21,082		20,724		(358)	
2830	Admin. Assoc. Fees	335	560	210	1,000		1,000		0	
3401	Travel Reimbursement	1,655	3,993	0	3,000		3,000		0	
3402	Conference Expenses	5,381	8,420	7,016	8,000		8,000		0	
3501	Repair/Maint. - Building	6,653	44,817	6,164	0		0		0	
3502	Repair/Maint. - Equipment	10,591	19,299	11,960	31,006		31,006		0	
3504	Maint. Service Contract	5,150	5,610	5,150	0		0		0	
3902	Printing Services	15,857	23,867	16,274	36,923		36,923		0	
3903	Postage	0	0	(167)	0		0		0	
3904	Freight/Shipping	3,286	978	1,071	4,000		4,000		0	
3912	Rental Space	420	1,105	660	2,000		2,000		0	
3999	Other Contract Expenses	53,372	32,262	36,840	13,000		13,000		0	
4001	Office Supplies	41,597	30,854	36,786	6,762		6,808		46	
4004	Repair/Maint. Supplies	46,789	5	6	0		0		0	
4007	Wearing Apparel	13,827	15,659	15,285	6,088		6,088		0	
4019	Food	0	939	192	0		0		0	
4310	Tech. Supply Equip. Addl.	0	0	15,960	0		0		0	
4350	Tech. Supply Equip. Repl.	1,995	2,013	1,894	0		0		0	
4450	Software Replacement	0	561	0	2,000		2,000		0	
4510	General Equipment - Add'l.	16,138	0	11,750	15,000		15,000		0	
4550	General Equipment - Repl.	12,823	14,024	2,334	0		0		0	
4999	Other Materials/Supplies	1,861	802	4,736	10,000		10,000		0	
5102	Tech. Equipment, Add'l	0	0	0	10,000		10,000		0	
5501	Equipment - Replacement	10,515	0	0	0		0		0	
5502	Tech. Equip. Repl.	0	0	30,500	0		0		0	
Totals		2,627,806	2,597,031	2,704,776	2,483,635	36.00	2,414,582	36.00	(69,053)	0.00

## Financial Section

### BENEFITS & RESERVES

038

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1000 Salaries	29,823	81,314	(57,061)	0	0.00	0	0.00	0	0.00
1120 Teacher, Classroom	198,165	206,292	239,526	237,526	3.00	219,360	3.00	(18,166)	0.00
1910 Salary - ROP	8,676,895	8,320,784	7,701,051	8,269,644		7,660,273		(609,371)	
2100 Social Security - FICA	882,281	815,192	771,794	842,146		769,614		(72,532)	
2210 Retirement - VRS	53,920	36,580	40,148	246,818		223,406		(23,412)	
2211 Retiree Health Care Credit	3,278	2,510	3,040	0		0		0	
2220 Retirement - PWCS	6,861	4,842	3,959	12,461		135,624		123,163	
2300 Health Insurance - HMP	11,609	12,380	18,921	28,622		27,113		(1,509)	
2400 Life Insurance - GLI	701	2,965	3,588	20,152		26,414		6,262	
2810 Separation Leave	2,242,784	1,852,933	1,824,851	2,048,838		1,730,356		(318,482)	
2850 Employee Recognition	416,351	448,613	435,194	546,028		426,804		(119,224)	
2990 Visiting Int'l Faculty Pmt.	490,350	846,800	1,009,195	0		0		0	
2999 Employee Benefits, Other	60,109	60,116	58,323	68,500		28,500		(40,000)	
8001 Salary Reserve	0	0	0	8,452,537		8,099,585		(352,952)	
8002 General Reserve	0	0	0	5,123,157		5,944,070		820,913	
8005 School Reserve Funds	0	0	0	156,000		156,000		0	
8009 Holdback Alloc Reserve	0	0	0	68,367		10,053,889		9,985,522	
8010 Revenue Rescission	0	0	0	1,094,779		2,687,938		1,593,159	
8011 School Parking Fees	0	0	0	150,000		150,000		0	
8013 Grant Funding	0	0	0	249,431		249,461		30	
8021 Alternative Ed. Grant	0	0	0	337,846		0		(337,846)	
8023 Reading Intervention Grant	0	0	0	1,769,545		2,054,091		284,546	
8024 SOL Remediation	0	0	0	110,492		110,997		505	
8032 State Mentor Grant	0	0	0	74,347		71,975		(2,372)	
8034 McKinney Vento Grant	0	0	0	25,000		25,000		0	
8035 Class Size Reduction	0	0	0	611,440		311,440		(300,000)	
8084 21st Century Grant	0	0	0	200,000		540,000		340,000	
8138 Other Districts Reserve	0	0	0	70,000		70,000		0	
8139 Education Foundation	0	0	0	500,000		500,000		0	
8140 Music Instruments	0	0	0	75,000		75,000		0	
8144 Record Center Fees	0	0	0	40,000		40,000		0	
8145 Minnieland Day Care	0	0	0	100,000		100,000		0	
8146 Nursing Educational Program	0	0	0	359,429		0		(359,429)	
8147 Project Graduation	0	0	0	75,000		37,500		(37,500)	
8606 Transfers Out	20,259,043	11,510,221	12,274,095	1,000,000		1,800,000		800,000	
8999 Refunds	0	(19,601)	34,311	0		0		0	
Totals	33,332,171	24,181,942	24,360,935	32,963,106	3.00	44,324,410	3.00	11,361,304	0.00
Positions	2.00	2.00	3.00	3.00		3.00			

## Financial Section

### FIXED CHARGES

039

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1300 Temporary Employee	0	6,073	60,533	0	0	0
1500 Substitute Teacher	594,752	593,876	719,870	889,957	894,025	4,068
1502 Substitute, Other	35,853	17,312	5,277	66,612	66,917	305
1603 Homebound Tutoring	0	0	0	1,185,405	1,190,824	5,419
2100 Social Security - FICA	48,199	46,717	60,376	163,862	164,610	748
2820 Tuition Assistance	195,465	186,828	188,352	215,549	221,084	5,535
2825 Classified Ed. Reimbursement	(700)	3,850	2,100	0	0	0
3100 Professional Services	3,600	3,690	3,300	1,226,277	1,581,883	355,606
3103 Legal Services	308,791	608,597	613,428	269,890	177,645	(92,245)
3105 Contractual Services	0	9,097	580,853	0	0	0
3108 Settlement Cost	26,300	134,235	40,500	0	0	0
3201 Telephone	2,281,335	2,062,157	2,311,221	2,381,685	2,683,619	301,934
3202 Electric Service	15,846,521	14,399,628	15,167,783	16,543,571	16,571,691	28,120
3203 Fuel	2,473,446	1,854,130	1,728,548	2,582,246	1,613,200	(969,046)
3204 Water Service	324,695	327,405	183	338,978	0	(338,978)
3205 Sewer Service	2,166,216	2,091,180	2,627,436	2,261,503	3,115,780	854,277
3206 Trash	929,218	936,556	1,019,604	970,092	1,009,857	39,765
3301 Insurance, General	95,000	145,000	164,610	169,568	170,419	851
3302 Liability Insurance	555,000	655,000	743,583	765,978	769,822	3,844
3303 Liability, Transportation	555,000	655,000	743,583	765,978	769,822	3,844
3304 Fire Insurance	740,000	840,000	953,603	982,324	987,254	4,930
3305 Worker's Comp.	290,000	390,000	442,744	456,079	458,368	2,289
3306 Unemployment Comp.	218,868	218,868	248,468	255,951	257,235	1,284
3308 Safety Patrol Insurance	4,000	4,000	4,541	4,678	4,701	23
3504 Maint. Service Contract	0	56,003	206,400	463,703	0	(463,703)
3903 Postage	235,029	186,766	251,449	302,117	303,956	1,839
3913 Tuition - Other Divisions	793,171	816,147	965,743	1,105,026	1,152,156	47,130
3914 Tuition - Private Schools	256,073	263,755	269,030	269,030	274,411	5,381
4150 Lease Agreement	357,912	368,649	379,709	363,600	0	(363,600)
4310 Tech. Supply Equip.Addl.	0	338,258	58,983	0	0	0
4410 Software, Additional	0	1,164,857	0	0	0	0
5503 DP Equipment - Repl.	0	0	0	16,052,000	7,417,000	(8,635,000)
5510 Vehicle, Repl.	1,417,262	787,201	537,372	1,268,664	403,216	(865,448)
5511 Buses, Repl.	6,709,621	10,964,650	10,911,010	10,881,400	11,099,000	217,600
8002 General Reserve	0	0	0	0	1,013,154	1,013,154
8003 Gen. Insurance Reserve	850,000	950,000	1,078,481	1,110,963	1,116,538	5,575
8004 Emergency Reserve	166,972	139,183	158,006	162,764	163,581	817
8017 Capital Imprvmnt Reserve	0	15,632,000	15,836,000	14,561,000	18,679,000	4,118,000
8018 Cap. Maint. Contingency	0	0	0	1,267,816	830,470	(437,346)
Totals	38,477,597	57,856,666	59,082,680	80,304,266 0.00	75,161,238 0.00	(5,143,028) 0.00

# Transportation Services

## Description

The Office of Transportation Services provides safe, timely, and cost-effective transportation for students through a *World-Class* driver training program, efficient routing and a quality vehicle repair and maintenance program.

## Strategic Goals

- Goal 1: Student Achievement;
  - Objective 1.1.6: Attendance – ensure each child has a safe, timely ride to school;
  - Objective 1.2: Equitable Access – ensure transportation to support all students including Special Needs, CTE, gifted, and specialty programs;
- Goal 2: Climate;
  - Objective 2.2: Safe Climate – ensure safe transportation for all. Minimize accidents and eliminate bullying;
- Goal 3: Family, Community, and Employee Engagement;
  - Objective 3.2: Stakeholder Satisfaction—work hard to keep parents, students, school staff, and employees satisfied; and improve communications to make sure all stakeholders are notified appropriately;
- Goal 4: Qualified Workforce;
  - Objective 4.1: Qualified Work Force – ensure that we hire qualified drivers and train them to drive safely and take care of our students; and
- Goal 5: Organizational Alignment;
  - Objective 5.2: Fiscal Responsibility – ensure that we spend money wisely where it will have the greatest impact for our stakeholders.

## Critical Functions and Strategic Programs

- General Education, Special Needs and Specialty Program student transportation;
- Transportation services for field and athletic trips, community based instruction and after school activities;
- Vehicle inspection, repair and maintenance services for all School Division vehicles; and
- Recruiting and training of drivers and attendants.

## Budget Changes for Fiscal Year 2019

- Added eight driver and attendant positions (13.73 FTEs) to support the Independence Nontraditional School and four drivers (3.20 FTEs) to support student growth;
- Upgraded one existing position title per recommendations from the compensation and classification study;
- Reclassified bus drivers from grade 5 to grade 6; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Reorganized Dispatch function and phone system and added a Customer Service advocate to improve customer service;
- Completed the retrofit of all buses with digital video recording systems;
- Acquisition of some smaller Type A buses to improve flexibility;
- Augmentation of transportation resources to offset increasing placement changes for special education students and transport for the homeless;
- Acquisition of GPS Tracking system to capture employee time, and improve customer service, incident response and efficiency;
- Added Child Check system to all buses to ensure students are never left on a bus; and
- Added “Here Comes the Bus” to provide parents and students with real-time bus information.

## Critical and Unmet Needs

- Continue to develop effective strategies to attract highly qualified individuals as school bus drivers; and
- Continue to use technology to improve operations and customer service.

## Financial Section

### TRANSPORTATION SERVICES

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	153,966	115,608	123,986	145,200 1.00	149,520 1.00	4,320 0.00
1106 Supervisor	203,106	200,572	214,473	223,200 2.00	228,120 2.00	4,920 0.00
1107 Admin. Coordinator	482,982	455,401	527,747	738,480 8.00	764,880 8.00	26,400 0.00
1143 Aide, Bus	3,821,252	4,379,736	5,125,903	4,003,699 163.53	4,227,120 171.00	223,421 7.47
1148 Specialist	463,100	486,909	510,309	576,000 11.00	566,160 11.00	(9,840) 0.00
1150 Secretarial/Bookkeeper	857,158	836,672	855,315	918,600 19.00	882,780 19.00	(35,820) 0.00
1170 Bus Driver	18,368,321	18,522,097	19,212,546	20,648,213 702.44	22,581,996 711.90	1,933,783 9.46
1171 Garage Employees	2,734,535	2,774,587	2,924,243	2,693,400 48.00	2,648,940 48.00	(44,460) 0.00
1172 Bus Service Attendant	362,441	360,791	366,842	354,840 11.00	397,170 11.00	42,330 0.00
1200 Overtime	127,624	378,659	996,583	247,626	253,626	6,000
1201 Straight Time	1,079,478	829,048	448,172	722,251	722,251	0
1300 Temporary Employee	179,319	158,296	142,086	158,500	145,000	(13,500)
1600 Supplemental Pay	85	0	0	0	0	0
1900 Other Salary / Wages	152,736	185,175	142,477	182,700	160,000	(22,700)
2100 Social Security - FICA	2,069,029	2,110,713	2,248,562	2,418,375	2,580,160	161,785
2210 Retirement - VRS	2,756,415	2,429,587	1,973,977	2,315,240	2,216,809	(98,430)
2211 Retiree Health Care Credit	84,182	84,411	90,288	0	0	0
2220 Retirement - PWCS	159,345	163,158	176,792	245,444	266,712	21,267
2221 Defined Contribution Plan	19,010	40,036	71,512	0	0	0
2300 Health Insurance - HMP	5,219,757	5,630,826	6,107,974	3,651,346	4,010,410	359,064
2310 Short/Long Term Disability Premium	5,935	11,571	17,507	0	0	0
2400 Life Insurance - GLI	306,261	308,177	355,873	396,952	425,051	28,099
3102 Health Services	72,065	56,005	82,245	58,500	89,000	30,500
3201 Telephone	36,992	73,405	114,003	75,000	80,000	5,000
3401 Travel Reimbursement	5,838	11,277	12,691	0	13,000	13,000
3402 Conference Expenses	0	50	0	5,800	5,800	0
3502 Repair/Maint. - Equipment	4,133	749	285	0	0	0
3504 Maint. Service Contract	64,509	188,423	193,146	190,000	200,444	10,444
3700 In-Service Expenses	1,270	2,260	1,545	3,000	3,000	0
3901 Laundry/Dry Cleaning	21,877	23,181	21,319	24,850	24,500	(350)
3902 Printing Services	13,036	26,216	11,055	14,000	11,500	(2,500)
3903 Postage	22,700	14,400	0	0	0	0
3910 Educational Television	448	57	60	425	100	(325)
3911 Rental Equipment	13,626	13,137	10,614	15,030	13,200	(1,830)
3918 Permits and Fees	195	0	195	0	0	0
3999 Other Contract Expenses	1,438,033	1,508,032	1,636,892	1,457,470	1,595,200	137,730
4001 Office Supplies	86,652	120,172	88,225	80,475	82,487	2,012
4004 Repair/Maint. Supplies	86	5,508	677	0	0	0
4005 Vehicle Fuels	4,163,073	2,489,823	3,129,371	3,997,627	4,302,491	304,864
4006 Vehicle Supplies	217,962	256,332	206,589	265,000	265,000	0
4012 Emp. Training Supplies	692	0	910	4,000	4,000	0
4019 Food	5,217	9,037	7,680	9,000	0	(9,000)
4021 Transportation Year-End Activity	0	0	7,491	0	0	0
4022 Transp. Veh. Supplies	1,966,215	2,018,791	2,139,854	2,018,884	2,036,155	17,271
4310 Tech. Supply Equip. Addl.	1,081,973	13,677	16,180	25,000	0	(25,000)
4350 Tech. Supply Equip. Repl.	0	0	0	0	7,653	7,653
4410 Software, Additional	30,716	23,400	53,025	0	0	0
4510 General Equipment - Add'l.	0	23,802	6,296	0	0	0
4550 General Equipment - Repl.	11,288	11,782	12,932	15,800	36,000	20,200
5101 Equipment - Additional	7,673	135,690	0	0	0	0
5110 Vehicle, Additional	0	24,848	437,834	0	0	0
5111 Buses, Additional	1,199,644	0	776,424	1,747,276	460,890	(1,286,386)
6900 Reimbursement Account	(114,889)	33,974	(300,155)	0	0	0
Totals	49,957,060	47,546,057	51,300,550	50,647,203 965.97	52,457,125 982.90	1,809,922 16.93



# Risk Management and Security Services

## Description

The Office of Risk Management & Security Services protects the physical and financial assets of the School Division and works to maintain a safe school and working environment for students, staff, and visitors.

## Strategic Goals

- Goal 2: Climate – The teaching, learning, and working environment is safe, caring, healthy, and values human diversity.

## Critical Functions and Strategic Programs

- Crisis preparation, training, and response;
- Investigations, e.g., background, joint CPS and PD, and internal;
- Security patrol of facilities;
- Security services to support CBI, GED, and construction;
- Security Resident Program;
- Insurance placement, claims management, and workers' compensation self-insured administration;
- Community Use of Facilities;
- School Security Officer Certification training;
- Mandated OSHA and safety training;
- Hazardous Waste Management;
- Support to the Prince William County Emergency Operations Center; and
- Safety inspections of school facilities and playgrounds.

## Budget Changes for Fiscal Year 2019

- Additional .20 FTE Investigator;
- Addition of 6.0 FTEs elementary school Community Safety Officers; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments

### (Past Five Years)

- Continued transition of CCTV security systems from an analog to a digital platform;
- Implementation of “defend options” response for active shooter;
- Collaborated with the PWC Department of Emergency Management on a full-scale sheltering exercise at Freedom High School which involved 17 agencies;

- Updated Cooperative Agreement with the PWC Department of Parks & Recreation to address concerns of all stakeholders regarding community building and athletic field use;
- Implementation of regulation for high school field use to engage community use;
- Safety specialists certified, via PWC, as fire inspectors resulting in an MOU with the Department of Fire & Rescue recognizing our annual inspections as one of the two required certified fire inspections;
- Installation of emergency alert intercom system at the Edward L. Kelly Leadership Center (KLC);
- Engagement of an insurance broker to review lines of coverage and assess operations;
- Installation of visual strobe alerts to PA systems in high and middle school band, strings, and choral rooms to warn of potential emergency PA system announcements;
- Ongoing installation of visitor video/intercom/access control systems at schools;
- School Security Officer Certification training to all school security personnel, including First Responder, ICS, and NIMS;
- Playground renovations and additions to 59 elementary schools since FY 2013;
- Initiated video-based training for HAZCOM, building inspections, and elevator evacuation;
- Recipient of PRIMA National Award for Top Ten Safety Violations video;
- 2014 VML Risk Management Excellence award;
- Crisis Response Training video required for all new hires and available to substitute teachers; and
- Radio upgrades at school sites and radio frequency map implemented to eliminate radio interference at school sites.

## Critical and Unmet Needs

- Identifying financial support for full-time security to staff KLC visitor kiosk;
- Identifying financial support for security-related infrastructure improvements and equipment updates; and
- Identifying full-time administrative support for workers' compensation processing.

## Financial Section

### RISK MANAGEMENT & SECURITY SERVICES

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	129,703	123,481	128,456	133,680	1.00	134,520	1.00	840	0.00
1107 Admin. Coordinator	88,963	92,548	96,280	99,240	1.00	100,440	1.00	1,200	0.00
1148 Specialist	976,269	997,807	1,039,352	1,012,992	21.80	1,264,200	28.00	251,208	6.20
1150 Secretarial/Bookkeeper	164,894	171,372	145,329	173,640	3.00	176,160	3.00	2,520	0.00
1200 Overtime	40,003	46,628	37,799	61,500		40,000		(21,500)	
1201 Straight Time	2,417	3,915	5,013	18,000		6,000		(12,000)	
1300 Temporary Employee	7,230	47,048	50,286	84,000		80,000		(4,000)	
2100 Social Security - FICA	104,210	108,390	109,272	121,103		137,802		16,699	
2210 Retirement - VRS	209,050	193,078	192,987	249,131		282,794		33,663	
2211 Retiree Health Care Credit	13,692	13,944	14,901	0		0		0	
2220 Retirement - PWCS	10,197	10,183	8,773	11,498		13,771		2,273	
2221 Defined Contribution Plan	295	2,015	3,812	0		0		0	
2300 Health Insurance - HMP	141,585	160,633	174,135	171,056		207,069		36,013	
2310 Short/Long Term Disability Premium	106	471	744	0		0		0	
2400 Life Insurance - GLI	15,371	15,654	17,585	18,596		21,947		3,351	
2830 Admin. Assoc. Fees	100	250	434	1,500		1,500		0	
3100 Professional Services	41,360	50,362	59,681	67,000		80,000		13,000	
3401 Travel Reimbursement	3,021	1,273	1,209	5,000		4,000		(1,000)	
3402 Conference Expenses	1,242	7,157	10,652	7,500		7,500		0	
3502 Repair/Maint. - Equipment	2,426	3,313	4,344	5,000		4,000		(1,000)	
3700 In-Service Expenses	4,934	13,168	2,631	8,000		5,000		(3,000)	
3902 Printing Services	8,651	9,794	28,667	16,500		16,500		0	
3917 Employment Services	4,415	5,361	5,765	7,500		7,500		0	
4001 Office Supplies	22,330	23,755	22,454	19,744		214,230		194,486	
4007 Wearing Apparel	2,532	1,331	4,005	6,000		6,000		0	
4008 Reference Materials	497	339	464	1,200		1,200		0	
4012 Emp. Training Supplies	1,290	735	199	2,000		2,000		0	
4019 Food	1,929	2,395	2,164	3,000		3,000		0	
4310 Tech. Supply Equip.Addl.	97,475	124,118	111,041	13,000		13,000		0	
4350 Tech. Supply Equip. Repl.	0	3,070	0	3,500		3,500		0	
4450 Software Replacement	0	0	0	0		1,000		1,000	
4510 General Equipment - Add'l.	18,840	0	8,179	1,000		1,000		0	
4999 Other Materials/Supplies	9,295	4,133	748	8,000		8,000		0	
5110 Vehicle, Additional	0	0	0	27,000		30,000		3,000	
5501 Equipment - Replacement	0	0	40,073	7,000		7,000		0	
Totals	2,124,320	2,237,722	2,327,433	2,363,881	26.80	2,880,633	33.00	516,752	6.20
Positions	24.80	25.80	25.80	26.80		33.00			

# Facilities Services

## Description

The Office of Facilities Services is comprised of Planning and Financial Services, Construction, and Facilities Management, and each play a vital role in the day-to-day operations and long-range planning for the School Division.

## Strategic Goals

- Goal 2: Climate;
  - Objective 2.3: Physical Safety. Enhance the appearance, condition and capacity of physical plants, facilities, and instructional equipment.

## Critical Functions and Strategic Programs

- Planning and Financial—Acquire property for new facilities, administer the Capital Improvements Program (CIP) with an annual budget ranging from \$100M-\$300M, implemented the Energy Conservation Program which has saved the Division approximately \$27.4M in five years, manage student enrollment forecasting, and attendance boundary functions;
- New Construction—Coordinate the planning, design, and construction efforts for new facilities, additions, and renovations. Typically opening at least one new school every year, along with several additions and renovations; and
- Facilities Management—Provide preventative maintenance, repairs, and major improvements to approximately 103 existing facilities totaling 11.1 million square-feet of building space and 2,600 acres of grounds – including snow removal.

## Budget Changes for Fiscal Year 2019

- Custodian II (1.0 FTE) added to maintain additional space at Independent Hill Complex;
- Project Manager (1.0 FTE) added to maintain and monitor Municipal Separate Storm Sewer System (MS4) compliance;
- \$1,145,191 added to 7 & 14 Year Renewal Program to increase impact of this school renewal program;
- Energy Management contract conclusion resulting in \$2.2 million in savings; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Implemented construction Project Management software (Procore);
- Built eight new schools and additions to nine existing schools, adding capacity for more than 8,700 students;
- Completed major renewals of 13 schools;
- Completed over \$8.6M in major maintenance and Title IX projects;
- Upgraded lighting, boilers, chillers, and other infrastructure at many schools;
- Completed many of the above projects with in-house staff providing a significant cost savings for the Division;
- 207 portable classrooms in use, a reduction from 211 in FY2017;
- Annually relocated an average of 40 portable classrooms to support both the instructional space requirements and the CIP school renewal program;
- Acquired by proffer and/or purchased land for five schools and the Western Bus Transportation Center;
- Administered attendance boundaries for eight new schools (5-ES, 1-MS, 1-K-8, 1-HS) and 24 other boundary adjustments;
- Implemented Energy Conservation Program, saving the School Division approximately \$27.4 million in five years;
- Recognized nine times as a “VSBA Certified Green School Division” and in 2017 designated a “Platinum Certified School Division”;
- 65 schools recognized by the EPA as, “Energy Star Certified”; and
- Implemented new mandated MS4 regulations to maintain compliance.

## Critical Functions and Strategic Programs

- Reduce reliance on portable classrooms Divisionwide;
- Failing asphalt and concrete at many schools; i.e., parking lots, tennis courts, running tracks, and sidewalks; and
- Inadequate lighting for many older school parking lots.

## Financial Section

### FACILITIES SERVICES

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	132,812	138,165	143,734	145,200 1.00	149,520 1.00	4,320 0.00
1106 Supervisor	589,505	613,385	638,106	582,840 5.00	584,040 5.00	1,200 0.00
1107 Admin. Coordinator	1,149,916	1,148,079	1,109,265	1,070,400 11.00	1,082,640 11.00	12,240 0.00
1145 Technician	171,285	184,080	191,318	165,240 3.00	163,440 3.00	(1,800) 0.00
1148 Specialist	1,111,468	1,255,724	1,435,156	1,486,200 22.00	1,686,360 25.00	200,160 3.00
1150 Secretarial/Bookkeeper	551,036	578,414	608,899	601,440 12.00	580,890 12.00	(20,550) 0.00
1160 Maintenance Personnel	9,253,531	9,378,827	9,646,481	9,711,000 172.00	9,536,970 170.00	(174,030) (2.00)
1190 Custodian	837,066	875,046	850,220	794,400 22.00	825,840 23.00	31,440 1.00
1200 Overtime	204,527	297,501	121,265	362,000	362,000	0
1201 Straight Time	110,761	73,119	102,548	83,300	83,300	0
1300 Temporary Employee	434,742	348,565	339,681	447,000	447,000	0
2100 Social Security - FICA	1,061,817	1,085,468	1,101,175	1,181,851	1,185,904	4,053
2210 Retirement - VRS	1,601,095	1,481,073	1,241,135	1,415,919	1,334,498	(81,421)
2211 Retiree Health Care Credit	61,606	63,250	66,156	0	0	0
2220 Retirement - PWCS	145,185	148,267	150,622	117,910	120,092	2,182
2221 Defined Contribution Plan	4,149	10,978	20,835	0	0	0
2300 Health Insurance - HMP	1,708,170	1,867,738	2,010,854	1,754,085	1,805,758	51,674
2310 Short/Long Term Disability Premium	1,249	2,851	4,396	0	0	0
2400 Life Insurance - GLI	164,154	168,532	191,466	190,693	191,387	694
2820 Tuition Assistance	15,848	6,654	19,339	6,700	6,700	0
2830 Admin. Assoc. Fees	1,090	1,039	110	100	100	0
2840 Conf. Expenses-Admin	274	0	2,900	1,500	1,500	0
3100 Professional Services	0	0	1,599	0	150,319	150,319
3104 Engineering Services	52,001	55,579	7,673	57,700	57,700	0
3105 Contractual Services	0	230	0	1,000	1,000	0
3201 Telephone	158,138	144,311	138,030	156,500	164,500	8,000
3401 Travel Reimbursement	7,619	8,485	6,210	13,100	13,100	0
3402 Conference Expenses	6,856	1,336	14	11,100	11,100	0
3500 Miscellaneous Projects	29,885	24,126	132,574	1,617,140	2,757,110	1,139,970
3501 Repair/Maint. - Building	93,098	161,137	256,191	229,300	229,300	0
3502 Repair/Maint. - Equipment	121,758	129,838	102,380	206,800	206,800	0
3504 Maint. Service Contract	116,375	105,690	160,739	155,000	155,000	0
3700 In-Service Expenses	0	195	405	0	0	0
3902 Printing Services	28,212	32,676	25,838	48,300	48,300	0
3904 Freight/Shipping	297	224	730	300	300	0
3906 Advertising	0	0	1,133	0	0	0
3911 Rental Equipment	2,984	(420)	1,883	6,000	6,000	0
3918 Permits and Fees	512	375	0	400	400	0
4001 Office Supplies	42,061	41,518	60,091	72,464	72,464	0
4003 Custodial Supplies	63,383	102,388	434,411	400,000	160,000	(240,000)
4004 Repair/Maint. Supplies	3,480,871	3,432,567	3,697,549	3,357,003	3,621,503	264,500
4007 Wearing Apparel	76,939	75,848	90,347	148,880	148,880	0
4008 Reference Materials	300	0	325	500	500	0
4012 Emp. Training Supplies	27,852	60,792	42,697	52,100	52,100	0
4019 Food	2,435	6,763	8,601	8,100	8,100	0
4310 Tech. Supply Equip.Addl.	1,000	9,353	2,550	13,200	13,200	0
4350 Tech. Supply Equip. Repl.	0	0	290	7,000	7,000	0
4410 Software, Additional	6,000	6,412	6,950	9,000	9,000	0
4450 Software Replacement	45,016	53,858	51,231	60,000	60,000	0
4510 General Equipment - Add'l.	182,407	202,586	341,559	239,100	239,100	0
4550 General Equipment - Repl.	8,572	0	480	4,000	4,000	0
5101 Equipment - Additional	191,857	18,500	101,182	15,000	32,667	17,667
5110 Vehicle, Additional	97,204	45,190	0	201,450	175,000	(26,450)
Totals	24,154,918	24,446,311	25,669,323	27,208,215 248.00	28,552,382 250.00	1,344,167 2.00
Positions	239.00	239.00	242.00	248.00	250.00	

## Financial Section

### ENERGY CONSERVATION 048

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1107	Admin. Coordinator	243,904	253,732	263,962	269,640      3.00	276,480      3.00	6,840	0.00
1600	Supplemental Pay	2,000	0	4,800	0	0	0	
2100	Social Security - FICA	17,822	18,346	19,262	20,628	21,152	523	
2210	Retirement - VRS	40,244	38,212	38,697	47,322	46,670	(652)	
2211	Retiree Health Care Credit	2,585	2,690	2,930	0	0	0	
2220	Retirement - PWCS	3,292	3,743	4,378	2,184	2,273	89	
2300	Health Insurance - HMP	31,600	33,661	35,275	32,492	34,173	1,681	
2400	Life Insurance - GLI	2,903	3,019	3,458	3,532	3,622	90	
2820	Tuition Assistance	2,373	350	5,849	200,000	200,000	0	
3105	Contractual Services	1,910,573	1,857,878	2,012,315	2,227,948	77,334	(2,150,614)	
3201	Telephone	1,412	2,236	1,319	5,000	5,000	0	
3401	Travel Reimbursement	5,482	6,321	5,727	18,000	18,000	0	
3402	Conference Expenses	0	0	305	0	0	0	
4001	Office Supplies	419	7,889	25,500	5,000	5,000	0	
4007	Wearing Apparel	253	909	981	1,000	1,000	0	
4008	Reference Materials	0	0	168	1,000	1,000	0	
4310	Tech. Supply Equip.Addl.	0	3,336	6,134	10,767	11,953	1,186	
4410	Software, Additional	1,950	1,950	2,613	6,000	8,000	2,000	
4510	General Equipment - Add'l.	0	400	6,929	5,000	6,000	1,000	
Totals		2,266,812	2,234,671	2,440,602	2,855,513      3.00	717,656      3.00	(2,137,857)	0.00
Positions		3.00	3.00	3.00	3.00	3.00		

# Student Learning

## Description

The Office of Student Learning (SL) develops curriculum, provides leadership for the supervision of instructional programs, and delivers content-related professional development to improve teacher performance and increase student achievement. SL serves as the Division's primary liaison for all federal, state, and local academic and co-curricular activities.

## Strategic Goals

- Goal 1: Student Achievement; and
- Goal 4: Qualified Work Force.

## Critical Functions and Strategic Programs

- Academic Program Leadership;
- Curriculum Development;
- Content Professional Development;
- Career and Technical Education;
- Gifted Education;
- Head Start;
- Specialty Programs;
- Fine and Performing Arts;
- Student Activities/Athletics including Aquatics Center Management;
- Title I; and
- Instructional materials selection.

## Budget Changes for Fiscal Year 2019

- Increase 1.0 FTE English Language Arts Administrative Coordinator;
- Increase 1.0 FTE Secretary II for Student Activities Supervisor;
- Change 4.0 FTE Nursing Education Program moved from department 038 to 160;
- Increase 0.3 FTE Elementary Strings teacher based on enrollment;
- Increase 0.5 FTE START teacher based on enrollment;
- One position title was upgraded per recommendations from the compensation and classification study;
- Funding for Contracted Academic Services—\$25,475;
- Funding for Middle School Athletic Trainers;
- Funding for Gifted Program—Early Talent Development and visual and/or Performing Arts identification; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

### Academic Program Leadership

- Updated curricula in all subject areas;
- Launched the first PWCS Reads event promoting literacy for economically disadvantaged students;

- Awarded \$50,000+ in competitive science grants; and
- Produced common performance assessments for world language programs.

### Career and Technical Education (CTE)

- Developed a Divisionwide five-year plan;
- Increased dual enrollment opportunities;
- Increased industry certifications earned;
- Launched cyber-security, plumbing, and more; and
- Met all CTE Annual Performance Report goals.

### Gifted Education

- Developed a Divisionwide five-year plan;
- Increased school-based gifted programs; and
- Increased identification of underrepresented populations.

### Specialty Program Coordination

- Growing Governor's School @ Innovation Park; and
- Paid for AP, IB, and AICE exams.

### Fine and Performing Arts

- Increased elementary strings participation; and
- Provided numerous All-County Arts events.

### Student Athletics and Activities

- Opened the PWCS Aquatics Center;
- Implemented Divisionwide concussion management policy; and
- Secured grants for athletic trainers.

### Content Professional Development

- Provided ongoing professional development in core curricular areas and electives;
- Coached new teachers and responded to administrative requests for support;
- Provided tuition-free gifted certification courses;
- Provided professional development for all K-5 grade teachers in Hands-on Science; and
- Offered literacy support to teachers.

## Critical Functions and Strategic Programs

- Increase support for job embedded professional learning on instructional practices;
- Technology funding for a modern effective teaching platform;
- Expand elementary STEAM programs;
- Additional support for advanced learners; and
- Increase the athletic trainer contract length to serve students in season (August).

## Financial Section

### STUDENT LEARNING

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	136,797	142,310	148,044	145,200 1.00	149,520 1.00	4,320 0.00
1106 Supervisor	1,332,098	1,233,356	1,236,244	1,312,440 11.00	1,337,160 11.00	24,720 0.00
1107 Admin. Coordinator	453,621	624,506	827,494	767,784 8.20	893,424 9.20	125,640 1.00
1112 Assistant Principal	0	0	29,919	0 0.00	0 0.00	0 0.00
1115 Teacher on Special Assignment	344,230	236,943	258,279	203,280 3.00	209,880 3.00	6,600 0.00
1120 Teacher, Classroom	275,434	284,057	229,451	201,396 2.90	480,168 6.90	278,772 4.00
1148 Specialist	47,917	49,801	51,760	69,720 1.00	68,520 1.00	(1,200) 0.00
1150 Secretarial/Bookkeeper	684,170	710,600	683,667	726,180 14.50	721,110 15.50	(5,070) 1.00
1180 National Board Certified Teacher Incentive Bonus	2,500	5,000	2,500	0	0	0
1200 Overtime	10,137	16,041	15,826	13,000	20,820	7,820
1201 Straight Time	6,064	7,433	6,482	7,000	0	(7,000)
1300 Temporary Employee	71,191	76,373	63,648	59,353	58,817	(536)
1500 Substitute Teacher	57,309	44,087	23,647	55,000	133,219	78,219
1600 Supplemental Pay	266,063	245,029	200,694	272,000	331,987	59,987
1602 Extra Curr. Supplement	0	0	0	0	891	891
2100 Social Security - FICA	267,467	268,467	276,107	293,175	337,021	43,847
2210 Retirement - VRS	533,439	493,600	511,627	601,263	651,532	50,268
2211 Retiree Health Care Credit	35,027	35,242	38,814	0	0	0
2220 Retirement - PWCS	46,253	44,069	43,219	27,751	31,727	3,976
2221 Defined Contribution Plan	649	688	1,005	0	0	0
2300 Health Insurance - HMP	281,313	306,428	312,687	412,833	477,069	64,236
2310 Short/Long Term Disability Premium	219	227	277	0	0	0
2400 Life Insurance - GLI	39,323	39,563	45,809	44,881	50,563	5,682
2820 Tuition Assistance	11,600	25,400	20,646	20,000	39,500	19,500
2830 Admin. Assoc. Fees	5,823	7,471	6,053	7,000	8,624	1,624
2840 Conf. Expenses-Admin	0	0	139	0	0	0
3100 Professional Services	34,270	29,941	20,452	30,000	24,600	(5,400)
3105 Contractual Services	4,500	27,500	49,624	43,365	54,950	11,585
3201 Telephone	0	5,176	5,761	5,200	5,760	560
3401 Travel Reimbursement	24,674	15,849	19,662	24,831	31,350	6,519
3402 Conference Expenses	104,567	79,640	145,626	106,286	137,368	31,082
3450 Field Trips	9,201	17,692	19,892	17,000	32,650	15,650
3501 Repair/Maint. - Building	16,134	0	1,108	0	16,000	16,000
3502 Repair/Maint. - Equipment	103,367	98,684	170,690	22,500	12,204	(10,296)
3504 Maint. Service Contract	36,801	35,228	39,854	40,000	41,100	1,100
3700 In-Service Expenses	48,402	9,975	14,998	0	0	0
3710 Contract Courses	17,208	0	4,500	5,000	9,000	4,000
3750 Curriculum Development	0	0	3,500	0	0	0
3901 Laundry/Dry Cleaning	0	1,224	213	1,000	400	(600)
3902 Printing Services	63,913	72,720	86,390	70,001	91,570	21,569
3903 Postage	0	128	46	200	0	(200)
3905 Extra Curricular Expenses	8,526	11,663	9,314	10,000	4,760	(5,240)
3906 Advertising	1,294	887	897	1,000	500	(500)
3912 Rental Space	0	0	1,131	0	0	0
3913 Tuition - Other Divisions	0	13,186	32,437	14,000	0	(14,000)
3921 Tuition- PW	(350)	0	0	0	18,000	18,000
3999 Other Contract Expenses	13,451	16,957	29,251	17,500	14,100	(3,400)
4001 Office Supplies	53,476	41,184	47,505	45,120	41,980	(3,140)
4004 Repair/Maint. Supplies	0	0	11,162	0	0	0
4007 Wearing Apparel	525	505	630	0	400	400
4008 Reference Materials	29,187	52,199	60,585	20,000	24,000	4,000
4009 Extra Curricular Supplies	1,398	68	1,999	1,500	4,450	2,950
4010 Instructional Supplies	365,828	348,643	365,540	80,176	96,375	16,199
4011 Textbooks	14,041	9,013	718	12,000	0	(12,000)
4012 Emp. Training Supplies	90,953	94,320	78,204	80,000	89,763	9,763
4013 Testing Materials	151,281	127,504	173,099	10,000	8,000	(2,000)
4016 Library Books	0	408	0	0	2,300	2,300
4017 Library Periodicals	5,832	3,326	3,350	4,500	4,080	(420)
4018 Library Supplies	1,349	1,437	1,656	1,400	2,325	925
4019 Food	49,595	48,476	38,180	50,000	43,162	(6,838)
4310 Tech. Supply Equip.Addl.	143,984	69,764	43,486	56,643	41,000	(15,643)
4350 Tech. Supply Equip. Repl.	230,618	39,436	27,069	28,500	14,750	(13,750)
4410 Software, Additional	48,041	80,833	61,362	35,000	20,300	(14,700)
4450 Software Replacement	0	550	550	0	21,000	21,000
4510 General Equipment - Add'l.	24,278	63,287	127,159	28,283	13,000	(15,283)
4550 General Equipment - Repl.	7,016	10,924	25,345	0	0	0
5101 Equipment - Additional	5,575	34,840	19,909	0	0	0
Totals	6,617,580	6,359,856	6,776,890	6,100,260 41.60	6,922,749 47.60	822,489 6.00
Positions	39.60	39.60	39.60	41.60	47.60	



## Financial Section

### GIFTED EDUCATION (K-3 PROGRAM)

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1120 Teacher, Classroom	840,123	861,724	944,957	922,200	14.50	984,600	15.00	62,400	0.50
1180 National Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0		0		0	
1300 Temporary Employee	5,983	5,741	1,415	5,000		5,000		0	
1500 Substitute Teacher	14,107	13,788	12,746	10,000		10,000		0	
1600 Supplemental Pay	16,000	16,941	14,717	10,000		18,000		8,000	
2100 Social Security - FICA	66,653	66,347	73,156	72,461		77,846		5,385	
2210 Retirement - VRS	121,503	118,920	129,940	161,846		166,200		4,354	
2211 Retiree Health Care Credit	7,904	8,534	9,879	0		0		0	
2220 Retirement - PWCS	10,973	11,777	11,591	7,470		8,093		624	
2221 Defined Contribution Plan	0	528	542	0		0		0	
2300 Health Insurance - HMP	44,703	67,049	83,344	111,125		121,696		10,571	
2310 Short/Long Term Disability Premium	0	145	178	0		0		0	
2400 Life Insurance - GLI	8,874	9,580	11,659	12,081		12,898		817	
2830 Admin. Assoc. Fees	0	0	50	150		150		0	
3105 Contractual Services	0	2,500	4,000	3,000		5,000		2,000	
3401 Travel Reimbursement	429	218	617	500		650		150	
3402 Conference Expenses	10,513	1,993	8,953	5,000		8,000		3,000	
3700 In-Service Expenses	118	2,950	0	0		0		0	
3710 Contract Courses	4,847	7,425	4,500	8,000		11,000		3,000	
3902 Printing Services	7,909	4,492	2,386	5,000		2,500		(2,500)	
4001 Office Supplies	5,070	5,184	6,650	5,000		8,000		3,000	
4010 Instructional Supplies	13,336	26,294	12,213	20,000		15,000		(5,000)	
4012 Emp. Training Supplies	3,462	1,836	2,278	2,000		1,000		(1,000)	
4013 Testing Materials	2,346	12,001	2,931	5,000		10,000		5,000	
4019 Food	1,840	3,638	2,085	3,000		3,050		50	
4310 Tech. Supply Equip.Addl.	21,184	8,337	4,948	5,000		10,000		5,000	
8002 General Reserve	0	0	0	3,118		0		(3,118)	
8607 School Transfer	0	0	0	834,401		1,227,182		392,781	
Totals	1,212,875	1,262,941	1,350,735	2,211,352	14.50	2,705,866	15.00	494,514	0.50
Positions	11.40	12.60	12.80	14.50		15.00			

### ELEMENTARY STRINGS PROGRAM

163

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1120 Teacher, Classroom	1,154,125	1,271,080	1,277,742	1,291,080	20.30	1,352,184	20.60	61,104	0.30
1500 Substitute Teacher	7,115	0	4,338	9,000		0		(9,000)	
1600 Supplemental Pay	3,738	2,689	3,204	3,000		8,073		5,073	
2100 Social Security - FICA	87,938	95,504	96,408	99,686		104,060		4,373	
2210 Retirement - VRS	181,826	184,429	183,913	226,585		228,249		1,664	
2211 Retiree Health Care Credit	12,240	13,466	14,189	0		0		0	
2220 Retirement - PWCS	11,592	12,716	12,215	10,458		11,115		657	
2221 Defined Contribution Plan	1,021	2,339	3,478	0		0		0	
2300 Health Insurance - HMP	68,063	97,168	92,715	155,575		167,130		11,555	
2310 Short/Long Term Disability Premium	284	548	720	0		0		0	
2400 Life Insurance - GLI	13,007	14,343	16,745	16,913		17,714		800	
2830 Admin. Assoc. Fees	498	512	124	2,500		2,000		(500)	
3105 Contractual Services	0	0	0	400		0		(400)	
3401 Travel Reimbursement	12,436	11,567	14,773	18,000		12,000		(6,000)	
3402 Conference Expenses	2,130	5,138	8,793	9,000		9,500		500	
3450 Field Trips	6,317	748	423	4,000		24,657		20,657	
3502 Repair/Maint. - Equipment	32,356	32,315	20,069	0		0		0	
3700 In-Service Expenses	0	0	0	1,700		0		(1,700)	
3902 Printing Services	950	207	40	1,800		0		(1,800)	
3905 Extra Curricular Expenses	0	1,700	383	0		0		0	
4001 Office Supplies	338	0	0	0		0		0	
4008 Reference Materials	0	0	160	500		0		(500)	
4010 Instructional Supplies	121,032	64,746	13,990	8,195		7,000		(1,195)	
4012 Emp. Training Supplies	0	0	0	400		0		(400)	
4019 Food	50	449	2,134	0		0		0	
4310 Tech. Supply Equip.Addl.	2,293	1,311	15,502	1,000		0		(1,000)	
4410 Software, Additional	0	0	0	0		4,000		4,000	
4510 General Equipment - Add'l.	0	0	19,261	33,313		0		(33,313)	
4550 General Equipment - Repl.	0	0	5,000	0		0		0	
Totals	1,719,347	1,812,975	1,806,318	1,893,105	20.30	1,947,681	20.60	54,576	0.30

## Financial Section

### DRIVERS EDUCATION- RANGE 166

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1200 Overtime	0	0	2,614	0	0	0	0
1201 Straight Time	0	0	1,518	0	0	0	0
1300 Temporary Employee	25	20,340	9,823	0	20,000	20,000	0
1500 Substitute Teacher	517	715	0	0	0	0	0
1600 Supplemental Pay	274,511	252,926	264,611	244,775	210,000	(34,775)	0
2100 Social Security - FICA	20,520	20,916	21,631	18,725	17,595	(1,130)	0
3302 Liability Insurance	0	0	7,676	0	0	0	0
3303 Liability, Transportation	11,223	8,923	0	12,000	0	(12,000)	0
3710 Contract Courses	0	0	1,028	0	0	0	0
3902 Printing Services	2,442	1,572	1,940	1,500	2,000	500	0
4004 Repair/Maint. Supplies	28,586	39,566	33,871	0	43,405	43,405	0
4005 Vehicle Fuels	13,205	8,183	9,174	19,000	15,000	(4,000)	0
4006 Vehicle Supplies	0	3,283	0	1,000	0	(1,000)	0
4010 Instructional Supplies	180	738	2,123	1,000	0	(1,000)	0
4310 Tech. Supply Equip. Addl.	877	0	0	0	0	0	0
4410 Software, Additional	2,603	5,694	6,915	0	7,000	7,000	0
5110 Vehicle, Additional	0	0	56,658	17,000	0	(17,000)	0
Totals	354,690	362,854	419,580	315,000      0.00	315,000      0.00	0	0.00
Positions	0.00	0.00	0.00	0.00	0.00		

# Professional Learning

## Description

The Office of Professional Learning (OPL) is an internal service program serving 96 schools and 40 central offices in the School Division. OPL's mission is providing learning opportunities to all certified and classified personnel and to the PWCS Division.

## Strategic Goals

- Goal 1: Student Achievement;
  - Objective 1.1: Student Performance Levels;
- Goal 2: Climate;
  - Objective 2.1: Positive Climate;
- Goal 4: Qualified Workforce;
  - Objective 4.1: Qualified Teachers; and
  - Objective 4.2: Supervision and Evaluation of Employees.

## Critical Functions and Strategic Programs

- Leadership Development Program (Administrative, Certified, and Classified)
  - CRI Sessions;
  - Cognitive Coaching Seminars;
  - Mentor and Lead Mentor Program;
  - Administrative Intern (AI) Academy;
  - Assistant Principal (AP) Leadership Academy;
  - Educational Leader Induction;
  - New Educational Leader Mentor Program;
  - Adaptive Schools Seminars; and
  - PPP Implementation support.
- Teacher Support
  - Recruitment and Retention;
    - University Degree/Certification support;
    - George Mason Professional Development School; Network on-going partnership;
  - Instructional Coaching Program;
  - Pedagogical and Content-Specific support; and
  - PPP Implementation support.
- General Professional Learning
  - Professional Learning (PL) support;
  - Professional Learning Communities (PLC);
  - Electronic Registrar Online (ERO); and
  - Lynda.com.
- Professional Conferences
  - Student Leadership Conference;
  - Excellence and Equity in Education Conference (EEE);
  - AP/AI Summer Conference Day;
  - Middle School Conference; and
  - PWCS Connect.

## Budget Changes for Fiscal Year 2019

- Additional 1.0 FTE Instructional Coach; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Provided AP Academies for APs in their first, second, and third years;
- Aligned AP Leadership Academies with Division priorities and added designated mentor support;
- Aligned all leadership development PL with Division priorities, and added designated mentor support;
- Developed AI Academy aligned with Division priorities;
- Designed and implemented a nationally recognized hybrid collaborative mentoring model that supports all teachers;
- Aligned the collaborative mentoring model with PLC development in schools;
- New Educator Induction and EEE received \$110,000 grant from Apple Federal Credit Union Education Foundation;
- Collaborated with other central office teams to provide PWCS Connect, an induction program for new educators composed of an orientation conference, a comprehensive mentor program, and ongoing induction support;
- Presented on new educator induction at a national and a state conference at the request of the New Teacher Center;
- Established framework for implementing cultural competency and culturally-responsive instruction Divisionwide;
- Managed, maintained, and updated ERO, the Online Professional Learning Catalog for all employees;
- Implemented a web-based system for professional learning;
- Provided ongoing PL in core curricular pedagogy, that integrates strategies necessary for EL, SpEd, Gifted, and general education students, to access and learn the curriculum;
- Established and implemented instructional coaching program and evaluation model;
- Implemented "Coordinated Services" PL;
- Initiated and implemented elementary and secondary Teacher-of-the-Year Awards;
- Initiated "Creating Opportunities through Relationships" modules;
- Designed and implemented the Student Leadership Conference;
- Supported the implementation of PLCs; and
- Supported the partnership of the PWCS Professional Development Schools with George Mason University.

## Critical Unmet Needs

- Expand Instructional Coaching program to include Supervisor to fully manage the Teacher Support Activity and additional Instructional Coaches – 14.0 FTEs;
- Fund 4.0 FTE Professional Development Specialists;
- Streamline Conferences and General Professional Learning activity with a 1.0 FTE Supervisor to manage Teacher Recertification and CPE Management, and five annual conferences;
- Provide administrative support with an additional 1.0 FTE secretary; and
- Increase .5 FTE bookkeeper support to 1.0 FTE.

## Financial Section

### PROFESSIONAL LEARNING

130

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease)	
								Budget	Positions
1104 Director	145,983	151,866	140,368	133,680	1.00	134,520	1.00	840	0.00
1106 Supervisor	120,555	125,415	130,469	231,360	2.00	235,200	2.00	3,840	0.00
1107 Admin. Coordinator	124,000	128,962	133,271	0	0.00	0	0.00	0	0.00
1120 Teacher, Classroom	0	0	510,321	488,880	7.00	576,960	8.00	88,080	1.00
1150 Secretarial/Bookkeeper	126,311	131,276	136,434	105,840	2.00	103,530	2.00	(2,310)	0.00
1180 National Board Certified Teacher Incentive Bonus	0	0	2,500	0		0		0	
1200 Overtime	12,960	0	0	0		900		900	
1201 Straight Time	641	136	217	0		1,100		1,100	
1300 Temporary Employee	15,669	886	10,742	0		16,000		16,000	
1500 Substitute Teacher	34,890	28,838	783	0		0		0	
1600 Supplemental Pay	338,902	372,326	315,185	288,877		290,150		1,273	
2100 Social Security - FICA	66,946	67,957	101,133	95,522		103,914		8,392	
2210 Retirement - VRS	85,280	80,929	156,110	168,438		177,275		8,838	
2211 Retiree Health Care Credit	5,479	5,696	11,820	0		0		0	
2220 Retirement - PWCS	8,679	9,228	10,685	7,774		8,633		859	
2300 Health Insurance - HMP	29,906	27,411	82,502	115,651		129,806		14,155	
2400 Life Insurance - GLI	6,150	6,395	13,949	12,573		13,758		1,185	
2830 Admin. Assoc. Fees	577	584	0	464		464		0	
3105 Contractual Services	63,913	21,230	16,500	0		0		0	
3201 Telephone	1,536	1,283	642	0		1,800		1,800	
3401 Travel Reimbursement	56	2,001	1,159	4,097		5,772		1,675	
3402 Conference Expenses	16,712	10,475	40,879	18,047		16,944		(1,103)	
3450 Field Trips	0	0	0	6,000		6,000		0	
3504 Maint. Service Contract	0	5,940	5,940	0		6,000		6,000	
3700 In-Service Expenses	12,016	24,640	13,457	25,000		18,549		(6,451)	
3710 Contract Courses	0	0	40,608	0		0		0	
3902 Printing Services	4,798	13,084	4,977	2,830		9,426		6,596	
3905 Extra Curricular Expenses	3,977	0	0	0		0		0	
3911 Rental Equipment	0	0	0	13,910		14,000		90	
3999 Other Contract Expenses	31,401	5,178	17,380	0		280		280	
4001 Office Supplies	12,701	3,466	4,084	18,713		16,892		(1,821)	
4008 Reference Materials	13,099	28,507	37,647	41,376		39,468		(1,908)	
4010 Instructional Supplies	0	0	49	8,400		7,600		(800)	
4012 Emp. Training Supplies	46,978	44,706	34,324	0		1,380		1,380	
4019 Food	7,393	28,705	29,960	28,515		24,515		(4,000)	
4310 Tech. Supply Equip. Addl.	9,149	51,142	2,067	0		0		0	
4350 Tech. Supply Equip. Repl.	0	0	0	0		200		200	
4410 Software, Additional	0	2,950	13,500	0		0		0	
4450 Software Replacement	43,160	48,318	60,278	48,320		48,620		300	
4510 General Equipment - Add'l.	970	3,840	227	0		0		0	
4550 General Equipment - Repl.	0	0	0	5,434		0		(5,434)	
5101 Equipment - Additional	4,950	0	0	0		0		0	
Totals	1,395,738	1,433,367	2,080,168	1,869,701	12.00	2,009,656	13.00	139,955	1.00
Positions	5.00	5.00	12.00	12.00		13.00			

# English Learner Programs and Services (EL)

## Description

The Office of EL Programs and Services oversees and maintains services provided to English Learners (ELs) and immigrant children and youth (IY) in support of state and federal regulations. The main functions are to provide comprehensive registration services and ensure high quality school-based programs that assist ELs to reach proficiency in English while meeting and exceeding state content standards.

## Strategic Goals

- Goal 1: Student Achievement – 1.1.2: Reducing the achievement gap among groups;
- Goal 2: Climate – 2.1: Promote an environment that supports equity, diversity and collaborative behaviors;
- Goal 3: Family, Community and Employee Engagement – 3.1: Engage families, community and employees in partnerships that promote student learning; and
- Goal 4: Qualified Work Force – 4.2: Develop and support high performing employees.

## Critical Functions and Strategic Programs

- Ensure students have access to a rich curriculum that integrates grade level content and English language development (ELD);
- Offer opportunities for ELs to accelerate language development and academic achievement;
- Monitor K-12 program services and provide job-embedded support to schools to enhance service delivery;
- Collaborated to create exemplar standards-based units per core area with guidance tools for K-12 educators housed in a digital notebook;
- Assist parents in helping their students achieve academically and to partner in their education;
- Enhance curricula and identify instructional materials;
- Provide high quality professional development to administrators, certified teachers, and classified staff, totaling 263 offerings in 2017-18;
- Assess for program eligibility, evaluate foreign transcripts, and register for school;
- Enter and maintain EL and IY data in SMS for state and federal reporting;
- Coordinate translation and interpretation services;
- Coordinate the administration of the state's annual English Learner Program (ELP) assessment and parent/guardian notification of language development;
- Support schools in EL standardized testing;
- Liaison with school leaders;
- Recruit dually-certified ESOL teachers;

## Budget Changes for Fiscal Year 2019

- One existing position title has been upgraded per recommendation from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Exceeded VA on-time graduation rate for English Learners by nearly 10 percentage points;
- Successfully executed the Settlement Agreement between the United States and PWCS;
- Provided services to 15,466 ELs and monitored 8,604 (Level 6 years 1-4 totals) per fall 2017 Student Record Collection;
- Screened 6,453 students for program eligibility for fiscal year 2016-17;
- Implemented electronic methods in SMS to track EL program services and monitor student progress;
- Provided high quality professional learning for 4,705 educators during fiscal year 2017-18;
- Developed a 45-hour course titled Teaching English Learners with Sheltered Content Instruction and provided to schools with a train-the-trainer model while simultaneously offering Divisionwide sessions, including a hybrid version (60 percent online format) and GMU approved course for graduate credit;
- Implemented the state's alternative English language proficiency annual assessments for dually-identified ELs with special needs and support school teams to interpret data;
- Assisted schools to prepare for the 2015-16 implementation of the online version of the state's required annual ELP assessment;
- Implemented new WIDA ELP assessment at Central Registration Services including an online version for students entering grades 6-12; and
- Essential emergency communications translated into the county's six major languages to encourage and maintain effective parent and community communication.
- Established ESL-endorsement cohort with GMU; and
- Partnered with VDOE on Title III initiatives; designated state trainer for the Parents as Educational Partners (PEP) Program.

## Critical Unmet Needs

- Older EL (age 18-19) tuition for PWCS Adult Education opportunities for students just entering the country without high school credits;
- Additional 2.0 FTEs Assessment Specialists to meet the annual five percent increase of students identified for determining ELP eligibility;
- Additional 2.0 FTEs secretary/registrar for two Central Registration Services sites to address the 38 percent increase in students to serve since 2011-12, and toward meeting the federal responsibility to process new entrants within 14 days while retaining the quality of school history interviews, acquiring foreign school records, and conveying the information to schools;
- Administrative Coordinator for Translation and Interpretation Services to monitor for quality services, oversee systems and processes, supervise and evaluate staff, and provide professional development; and
- Funding for EL professional development to supplement the Title IIIA grant to continue to meet all the federal, state, and Division requirements in ensuring teachers and administrators are trained in EL techniques and provided job-imbedded support.

## Financial Section

### ENGLISH LEARNER PROGRAMS AND SERVICES (EL)

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	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	137,602	143,148	139,864	106,944	0.80	114,528	0.80	7,584	0.00
1106 Supervisor	18,222	18,956	19,720	22,248	0.20	22,728	0.20	480	0.00
1107 Admin. Coordinator	100,412	105,753	112,138	111,504	1.20	113,232	1.20	1,728	0.00
1115 Teacher on Special Assignment	262,193	276,516	273,024	262,224	3.60	270,432	3.60	8,208	0.00
1148 Specialist	192,180	228,994	263,261	399,600	6.00	388,080	6.00	(11,520)	0.00
1150 Secretarial/Bookkeeper	239,552	247,839	235,253	340,440	8.00	327,480	8.00	(12,960)	0.00
1190 Custodian	28,852	29,987	31,169	37,440	1.00	37,200	1.00	(240)	0.00
1200 Overtime	3,832	4,781	14,702	16,750		16,750		0	
1201 Straight Time	17,016	17,923	16,505	0		0		0	
1300 Temporary Employee	57,559	70,138	116,865	93,089		108,800		15,711	
1600 Supplemental Pay	68,107	46,600	49,320	75,450		62,227		(13,223)	
1647 Coordinator Supplement	0	0	6,700	0		0		0	
2100 Social Security - FICA	80,020	84,934	91,720	112,081		111,802		(279)	
2210 Retirement - VRS	151,465	147,582	148,646	220,652		210,935		(9,717)	
2211 Retiree Health Care Credit	10,110	10,937	11,658	0		0		0	
2220 Retirement - PWCS	8,138	8,862	9,361	10,371		10,470		98	
2221 Defined Contribution Plan	2,520	5,465	6,440	0		0		0	
2300 Health Insurance - HMP	109,049	108,477	108,405	154,288		157,427		3,139	
2310 Short/Long Term Disability Premium	482	954	1,085	0		0		0	
2400 Life Insurance - GLI	11,622	12,562	14,070	16,773		16,685		(88)	
3105 Contractual Services	3,000	0	0	0		0		0	
3401 Travel Reimbursement	4,887	4,790	4,863	5,939		5,939		0	
3402 Conference Expenses	102	2,189	(480)	5,600		5,600		0	
3504 Maint. Service Contract	3,636	2,518	839	6,454		5,002		(1,452)	
3999 Other Contract Expenses	(12,112)	142,888	12,083	188,113		194,871		6,758	
4001 Office Supplies	10,961	23,155	17,853	14,792		13,792		(1,000)	
4003 Custodial Supplies	1,346	1,249	2,820	1,000		1,000		0	
4010 Instructional Supplies	8,755	1,537	1,661	0		0		0	
4012 Emp. Training Supplies	8,276	5,426	8,409	0		0		0	
4013 Testing Materials	0	0	0	4,000		4,000		0	
4019 Food	870	635	319	500		500		0	
4020 Printing Supplies	5,513	222	1,212	7,500		7,500		0	
4310 Tech. Supply Equip.Addl.	11,428	5,790	0	7,183		7,183		0	
4510 General Equipment - Add'l.	8,917	3,715	3,218	8,500		8,500		0	
4550 General Equipment - Repl.	3,666	0	190	2,000		2,000		0	
5101 Equipment - Additional	0	0	341	0		0		0	
Totals	1,558,178	1,764,522	1,723,235	2,231,436	20.80	2,224,663	20.80	(6,773)	0.00
Positions	17.00	19.00	18.80	20.80		20.80			

# Student Services

## Description

The Office of Student Services provides programs and services within the areas of school age child care, school counseling, school social work, school health services, student conduct, and student support services. Prevention and intervention programs are available to address substance abuse issues, suicide, and truancy; promote cultural competence; and create safe and healthy learning environments.

## Strategic Goals

- Goal 1: Student Achievement; and
- Goal 2: Climate

## Critical Functions and Strategic Programs

- Develop and implement curricula, programs, and services that remove barriers to learning and promote student academic success;
- Offer specialized services for students and families in need of additional support;
- Provide counseling and support services that promote student academics, personal, social, and career development;
- Provide administrative and technical support for the implementation of student-related policies and regulations; and
- Develop and oversee Divisionwide policies and procedures for identification of, and intervention with, students who pose a threat of violence or are in need of mental health support.

## Budget Changes for Fiscal Year 2019

- Increase .50 FTE School Social Worker on Special Assignment;
- Increase 13.0 FTEs School Social Workers;
- Increase 1.0 FTE Mental Health Specialist;
- Increase 1.0 FTE Human Trafficking Prevention Specialist;
- Increase 1.0 FTE Title IX Compliance Officer;
- Increase .30 FTE Office Assistant;
- Reduce .20 FTE Executive Secretary; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

### School Counseling Programs

- Provided post-secondary options at two High School Parent Summits to over 2,500 attendees;
- Created the Middle School Student Success Academy which has served over 400 middle school students;
- Created additional support programs for military families by securing a \$1.5 million grant; and
- Oversee the implementation of comprehensive school counseling programs to include 29 nationally recognized programs. Thirty percent of all school counseling programs have received national recognition which is the highest percent for any large Virginia school system.

## School Health

- Provided health services to over 16,150 students identified with asthma, diabetes, life-threatening allergies, cardiac disorders, cancer, acquired brain injury, and mental health; and
- Collaborated with community health care agencies to attain needed health care for underserved students.

## Student Assistance Programs

- Provided online mental health training to all high school staff in an effort to help them identify students at risk of depression or suicide; and
- Expanded the Anti-Defamation League, No Place for Hate, anti-discrimination and diversity awareness program into three new schools (one MS, one HS, one ES).

## Healthy Communities•Healthy Youth (HC•HY)

- Oversee the HC•HY Local Hero Awards and the annual PWC Community EXPO; and
- Developed and implemented a process for selection and placement of a Student Representative to the School Board and alternate representatives.

## School-Age Child Care (SACC)

- Conduct regular visits to all SACC and Next Generation sites to ensure consistency with PWCS procedures/ regulations; and
- Collaborate with the AlphaBEST staff to ensure high- quality services are provided to all students and families enrolled in the SACC and Next Generation programs.

## School Social Work

- Forty-one school social workers provided 21,003 student contacts, 11,018 parent contacts, and conducted 3,905 socio-cultural assessments for at-risk students. Reported 933 cases to Child Protective Services Intake and made 3,905 community referrals; and
- Secured grant funding to teach 23,100 students Human Trafficking Prevention, resulting in 558 students coming forward and 204 identified student victims along the sexual assault continuum. Helped to identify two international labor trafficking rings and recover several missing PWCS students along with federal authorities.

## Threat Assessment

- Provide support and assistance, and facilitates the process for school threat assessment teams who completed 458 threat assessments during the 2016-17 school year and conducted 152 central office threat assessments; and
- Collaborate with school administrators, families, and physicians to support the needs of approximately 276 students annually who receive temporary homebound instruction due to serious medical and mental health conditions.

## Critical Unmet Needs

- Administrative Coordinators;
- Substance Abuse Prevention Specialist;
- Career/College Support Coordinator; and
- School Social Workers



## Financial Section

### STUDENT SERVICES

150

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease)	
								Budget	Positions
1104 Director	141,353	147,051	152,976	141,000	1.00	143,160	1.00	2,160	0.00
1106 Supervisor	683,249	779,978	795,274	645,192	5.80	659,112	5.80	13,920	0.00
1107 Admin. Coordinator	67,835	0	0	0	0.00	94,920	1.00	94,920	1.00
1115 Teacher on Special Assignment	113,787	118,483	123,376	72,840	1.00	75,120	1.00	2,280	0.00
1130 Social Worker	77,008	3,965	0	0	0.00	0	0.00	0	0.00
1138 Support Professional	0	0	0	0	0.00	75,120	1.00	75,120	1.00
1150 Secretarial/Bookkeeper	424,925	442,885	464,177	477,636	9.70	453,300	9.80	(24,336)	0.10
1200 Overtime	0	0	0	0		500		500	
1201 Straight Time	121	31	0	0		0		0	
1300 Temporary Employee	10,395	112,624	32,263	0		0		0	
1500 Substitute Teacher	0	447	0	0		0		0	
1600 Supplemental Pay	5,000	5,000	6,878	5,000		5,000		0	
2100 Social Security - FICA	108,526	115,151	109,744	102,639		115,227		12,588	
2210 Retirement - VRS	245,381	221,615	222,485	234,585		253,324		18,738	
2211 Retiree Health Care Credit	15,908	15,677	16,890	0		0		0	
2220 Retirement - PWCS	13,038	15,190	15,930	10,827		12,336		1,509	
2221 Defined Contribution Plan	283	328	589	0		0		0	
2300 Health Insurance - HMP	101,875	92,074	105,621	161,069		185,491		24,422	
2310 Short/Long Term Disability Premium	78	118	112	0		0		0	
2400 Life Insurance - GLI	17,859	17,598	19,934	17,510		19,660		2,149	
2830 Admin. Assoc. Fees	540	295	909	1,500		1,000		(500)	
2840 Conf. Expenses-Admin	8,330	8,147	8,296	6,000		2,000		(4,000)	
3100 Professional Services	93,191	84,405	77,097	70,000		86,648		16,648	
3105 Contractual Services	7,955	9,573	4,000	0		0		0	
3107 Data Processing	99	0	0	0		0		0	
3201 Telephone	2,817	2,833	2,498	5,000		4,500		(500)	
3401 Travel Reimbursement	7,785	5,684	5,188	5,000		5,000		0	
3402 Conference Expenses	3,523	18,123	33,237	4,500		4,500		0	
3450 Field Trips	21,973	18,677	29,440	1,500		21,000		19,500	
3502 Repair/Maint. - Equipment	298	2,333	747	2,000		1,000		(1,000)	
3700 In-Service Expenses	8,500	13,155	13,052	8,000		8,000		0	
3902 Printing Services	13,596	15,833	11,699	8,500		8,000		(500)	
3903 Postage	0	57	0	0		0		0	
3904 Freight/Shipping	92	0	0	0		0		0	
3905 Extra Curricular Expenses	10,775	4,853	11,910	3,000		2,500		(500)	
3910 Educational Television	3,009	3,562	0	0		0		0	
3999 Other Contract Expenses	15,600	43,092	50,718	20,000		16,500		(3,500)	
4001 Office Supplies	8,571	11,453	16,661	6,227		9,962		3,735	
4008 Reference Materials	75,702	119,000	0	90,000		66,643		(23,357)	
4009 Extra Curricular Supplies	4,139	5,188	2,961	1,500		1,500		0	
4010 Instructional Supplies	9,473	4,288	15,199	1,000		1,000		0	
4012 Emp. Training Supplies	30	0	90	1,000		1,000		0	
4013 Testing Materials	0	0	0	500		500		0	
4019 Food	730	952	1,103	2,000		2,000		0	
4310 Tech. Supply Equip.Addl.	956	3,585	5,275	1,064		5,000		3,936	
4350 Tech. Supply Equip. Repl.	2,842	16,032	12,959	1,000		1,000		0	
4410 Software, Additional	0	5,000	152	1,000		1,000		0	
4510 General Equipment - Add'l.	466	0	1,717	0		0		0	
5150 Lease/Purchase Agreee.	0	0	3,911	0		0		0	
Totals	2,327,613	2,484,331	2,375,066	2,108,589	17.50	2,342,522	19.60	233,933	2.10
Positions	18.40	17.40	17.50	17.50		19.60			

## Financial Section

### NURSE PROGRAM

151

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1107 Admin. Coordinator	0	0	89,031	89,880	1.00	92,160	1.00	2,280	0.00
1131 Licensd School Nurse*	0	0	5,007,536	5,677,200	95.00	6,235,800	95.00	558,600	0.00
1134 School Nurse	4,687,279	4,881,303	0	0	0.00	0		0	0.00
1200 Overtime	0	0	129	0		500		500	
1201 Straight Time	9,588	18,496	18,929	20,000		20,000		0	
1502 Substitute, Other	0	0	63,637	0		0		0	
2100 Social Security - FICA	346,431	360,859	382,111	442,712		485,656		42,944	
2210 Retirement - VRS	727,893	689,784	701,947	1,012,122		1,068,159		56,037	
2211 Retiree Health Care Credit	49,339	50,865	55,114	0		0		0	
2220 Retirement - PWCS	26,775	29,554	33,133	46,714		52,016		5,302	
2221 Defined Contribution Plan	7,853	14,012	25,952	0		0		0	
2300 Health Insurance - HMP	331,138	350,649	368,949	694,933		782,136		87,203	
2310 Short/Long Term Disability Premium	1,721	2,777	4,326	0		0		0	
2400 Life Insurance - GLI	55,390	57,105	65,043	75,549		82,896		7,347	
3402 Conference Expenses	3,427	250	550	0		2,000		2,000	
3502 Repair/Maint. - Equipment	4,103	3,531	4,367	7,000		23,802		16,802	
4002 Medical Supplies	27,470	10,044	66,408	35,929		53,644		17,715	
4310 Tech. Supply Equip.Addl.	0	0	8,457	1,859		16,000		14,141	
Totals	6,278,406	6,469,228	6,895,618	8,103,898	96.00	8,914,769	96.00	810,871	0.00
Positions	83.50	86.50	88.50	96.00		96.00			

### SOCIAL SERVICES

152

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1130 Social Worker	1,556,559	1,636,511	1,819,837	1,658,700	24.70	2,602,248	38.20	943,548	13.50
1138 Support Professional	0	0	38,110	72,840	1.00	140,760	2.00	67,920	1.00
1144 Attendance Personnel	409,961	444,393	493,934	652,584	12.00	657,240	12.00	4,656	0.00
1200 Overtime	0	0	1,217	2,000		3,000		1,000	
1201 Straight Time	0	15	0	0		4,000		4,000	
2100 Social Security - FICA	143,789	153,193	172,489	182,537		260,655		78,118	
2210 Retirement - VRS	297,789	289,739	318,672	418,414		573,962		155,548	
2211 Retiree Health Care Credit	19,660	20,966	24,501	0		0		0	
2220 Retirement - PWCS	15,717	18,339	19,344	19,311		27,950		8,639	
2221 Defined Contribution Plan	794	3,424	4,925	0		0		0	
2300 Health Insurance - HMP	193,528	210,556	254,111	287,287		420,271		132,984	
2310 Short/Long Term Disability Premium	231	550	889	0		0		0	
2400 Life Insurance - GLI	22,072	23,537	28,917	31,232		44,543		13,311	
2830 Admin. Assoc. Fees	0	99	95	0		0		0	
3401 Travel Reimbursement	11,606	12,724	16,408	20,000		10,545		(9,455)	
3402 Conference Expenses	0	0	0	5,000		1,500		(3,500)	
3902 Printing Services	0	0	0	0		1,500		1,500	
4001 Office Supplies	0	690	11,563	0		500		500	
4010 Instructional Supplies	0	2,257	0	34,516		900		(33,616)	
Totals	2,671,707	2,816,993	3,205,011	3,384,421	37.70	4,749,574	52.20	1,365,153	14.50
Positions	33.20	33.20	37.00	37.70		52.20			

## Financial Section

### HOMEBOUND PROGRAM 155

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	54,246	55,581	14,894	0	0.00	0	0.00
1200	Overtime	39,710	35,991	21,174	0	0	0	
1201	Straight Time	5,773	9,974	11,736	0	0	0	
1500	Substitute Teacher	1,150	314	192	0	0	0	
1603	Homebound Tutoring	779,521	938,543	764,219	0	0	0	
2100	Social Security - FICA	63,863	78,551	61,386	0	0	0	
2210	Retirement - VRS	7,866	7,815	1,658	0	0	0	
2211	Retiree Health Care Credit	575	589	126	0	0	0	
2220	Retirement - PWCS	175	212	131	0	0	0	
2300	Health Insurance - HMP	7,527	6,190	1,890	0	0	0	
2400	Life Insurance - GLI	646	661	148	0	0	0	
3107	Data Processing	139,902	60,231	0	0	0	0	
3401	Travel Reimbursement	0	1,799	1,495	0	0	0	
3402	Conference Expenses	0	948	1,532	0	0	0	
3450	Field Trips	53,494	57,810	30,268	0	0	0	
4001	Office Supplies	12,258	4,316	2,541	0	0	0	
4010	Instructional Supplies	37,104	13,185	145,991	0	0	0	
4019	Food	66	208	599	0	0	0	
4310	Tech. Supply Equip.Addl.	0	8,619	4,965	0	0	0	
4350	Tech. Supply Equip. Repl.	92,226	625	27,778	0	0	0	
Totals		1,296,101	1,282,162	1,092,723	0	0.00	0	0.00
Positions		1.00	1.00	0.00	0.00	0.00		

# Accountability

## Description

The Office of Accountability provides information to internal and external customers for the purposes of creating policy, making decisions, and supporting the continuous improvement of programs and services for schools and students. This includes functions of testing and assessment, research, data analysis and reporting, grants development, program evaluation, strategic planning, accreditation, and records management.

## Strategic Goals

- Measurement, analysis, reporting, and evaluation of all goals
- Goal 1: Student Achievement
  - Objective 1.1.1: State Accreditation
  - Objective 1.1.2: Federal Accountability
- Goal 3: Family, Community, and Employee Engagement
  - Objective 3.2.1: Stakeholder Satisfaction
- Goal 5: Organizational Alignment
  - Objective 5.1.1: Alignment of Plans
  - Objective 5.1.2: Responsiveness

## Critical Functions and Strategic Programs

- Management of state and local testing programs;
- State reporting;
- Data reporting and analysis;
- Approval of external research requests;
- Program evaluation;
- Statistical analysis;
- Strategic and continuous improvement planning;
- Coordination/monitoring of the annual school calendar;
- Management/archival of student/employee records;
- Coordination of responses to FERPA requests;
- Grants development;
- Division accreditation; and
- Stakeholder satisfaction surveys.

## Budget Changes for Fiscal Year 2019

- Addition of funds to help support data analysis and presentation for the Strategic Plan – \$25,475;
- Two existing position titles have been upgraded per recommendations from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Revision of the Strategic Plan for FY 2016-20 and development of the 20/20 Vision for a *World-Class* Education;
- Renewal of Division Accreditation through AdvancED;
- Training and support for schools in use of online school improvement planning tools;
- Expansion of program evaluation efforts;
- Expansion of online Standards of Learning (SOL) testing to all schools;
- Facilitation of expanding alternative testing programs for English Learners and students with disabilities;
- Facilitation of expanding English proficiency testing, including move to online format;
- Accurate and timely response to expanding state and federal reporting requirements;
- Organization of the data analysis and reporting team by level (ES, MS, HS, Central Office) to best meet the needs of school and Central Office staff;
- Upgrade of the analytic and reporting capabilities of the Data Warehouse to facilitate timely access to data;
- Expanded outreach to schools to provide training and support in school efforts to meet federal and state accountability requirements;
- Enhanced relationships with schools and students in support of research endeavors;
- Training and support for high school principals and directors of school counseling in the use of graduation cohort data to improve on-time graduation rates; and
- Recognition for customer service efforts, as indicated by consistently high Customer Satisfaction Survey results (98-99 percent satisfaction rates), which were among the highest in the Division.

## Critical Unmet Needs

- Adequate staff to support the development and monitoring of the Strategic Plan;
- Adequate staff/resources to meet the unfunded mandates of state testing and state reporting;
- Staff to support the development and monitoring of the annual school calendar;
- Resources to support the expansion of the use of dashboard and reporting tools in the Data Analytics and Reporting Tool (DART);
- Resources to implement a more comprehensive Division-level program evaluation plan; and
- Adequate resources to support schools with the expansion of online formats for alternative and English proficiency testing.

## Financial Section

### ACCOUNTABILITY 034

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	141,731	147,443	153,385	133,680 1.00	143,160 1.00	9,480 0.00
1106 Supervisor	245,852	242,760	252,544	222,480 2.00	227,280 2.00	4,800 0.00
1107 Admin. Coordinator	367,254	415,560	452,627	463,080 5.00	477,360 5.00	14,280 0.00
1148 Specialist	469,229	455,392	473,282	463,680 7.00	474,240 7.00	10,560 0.00
1150 Secretarial/Bookkeeper	400,839	382,951	397,513	370,440 8.00	376,590 8.00	6,150 0.00
1200 Overtime	3,287	1,312	1,254	5,250	4,700	(550)
1201 Straight Time	7,546	4,577	5,452	3,440	4,200	760
1300 Temporary Employee	99,442	116,669	100,541	104,500	77,100	(27,400)
1500 Substitute Teacher	719	3,928	864	7,000	7,000	0
2100 Social Security - FICA	124,994	126,235	130,582	135,678	137,060	1,382
2210 Retirement - VRS	261,554	237,766	242,626	290,165	286,729	(3,436)
2211 Retiree Health Care Credit	16,803	16,907	18,650	0	0	0
2220 Retirement - PWCS	20,226	21,094	24,530	13,392	13,963	570
2221 Defined Contribution Plan	0	1,854	3,682	0	0	0
2300 Health Insurance - HMP	127,457	151,761	160,281	199,230	209,951	10,721
2310 Short/Long Term Disability Premium	0	195	347	0	0	0
2400 Life Insurance - GLI	18,864	18,981	22,010	21,659	22,252	593
2830 Admin. Assoc. Fees	0	0	39	0	0	0
2840 Conf. Expenses-Admin	1,126	535	300	0	0	0
3100 Professional Services	87,350	101,165	81,079	90,400	127,500	37,100
3201 Telephone	1,141	1,560	1,240	1,282	1,300	18
3401 Travel Reimbursement	3,798	3,452	4,481	6,600	6,600	0
3402 Conference Expenses	1,039	1,091	280	400	600	200
3504 Maint. Service Contract	70,937	35,900	47,282	73,200	71,500	(1,700)
3902 Printing Services	26,011	23,253	28,466	30,200	36,200	6,000
3903 Postage	560	644	466	2,880	1,400	(1,480)
3909 Accreditation Expenses	67,150	76,875	102,081	85,000	92,000	7,000
4001 Office Supplies	34,647	32,266	27,662	33,876	28,620	(5,256)
4008 Reference Materials	160	85	85	0	200	200
4013 Testing Materials	586,247	660,967	663,349	729,300	749,337	20,037
4019 Food	100	3,838	3,981	7,800	2,200	(5,600)
4310 Tech. Supply Equip.Addl.	251,119	1,804	27,839	10,568	8,000	(2,568)
4350 Tech. Supply Equip. Repl.	3,970	0	0	0	0	0
4410 Software, Additional	0	35,400	36,150	37,400	39,000	1,600
4510 General Equipment - Add'l.	0	6,491	2,760	10,000	8,000	(2,000)
4550 General Equipment - Repl.	0	0	36,674	0	0	0
Totals	3,441,152	3,330,709	3,504,383	3,552,580 23.00	3,634,041 23.00	81,461 0.00
Positions	23.00	23.00	23.00	23.00	23.00	

# Special Education

## Description

The Office of Special Education (OSE) is responsible for providing a free and appropriate public education for all students with disabilities in the general and special education settings. OSE is responsible for ensuring children with disabilities are identified and educated in compliance with local, state, and federal requirements.

## Strategic Goals

- Goal 1: Student Achievement
  - Objective 1.2.1: The participation of economically disadvantaged, minority, students with disabilities and limited English proficiency in gifted, specialty programs, AP, IB or AICE and CTE programs will increase.
- Goal 2: Climate
  - Objective 2.1.2: All staff members will actively participate in collaborative teamwork designed to improve professional practice and student learning.

## Critical Functions and Strategic Programs

- Supervisors and Administrative Coordinators provide support and job-embedded professional development to teachers in the areas of researched-based instruction and intervention;
- Provide guidance to their assigned school clusters regarding compliance with the Individuals with Disabilities Education Act (IDEA);
- Collaboration with EL Programs and Services and Student Learning for professional development using assessment services and research-based materials;
- Extensive professional development for the teachers of students with disabilities in use of behavioral intervention; and
- Provision of data to VDOE for Annual Plan for Special Education, Indices, and December 1 Count.

## Budget Changes for Fiscal Year 2019

- 15% of Part B funds set aside to provide comprehensive, coordinated early intervention services to at-risk children in our schools;
- Agency 143: 2.00 FTEs Sign Language Interpreters from Agency 703;
- Agency 153: 1 FTE Psychologist, Program Growth; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Deployment of EdPlan, a data management system;
- Development of Section 504 Procedural Manual, Eligibility Manual, Functional Behavior Assessment, and Behavior Intervention Plan (FBA/BIP) Manual, Discipline Manual;

- Established training in: FBA/BIP, Intervention/ Evaluation/ Eligibility, Discipline, IEP and Section 504 Process for administrators and teachers;
- Collaborated with the EL office to develop and present “Culturally Responsive Learning Environments for Dually Identified Students”;
- Collaborated with Human Resources to develop new recruiting DVD for prospective candidates in critical need areas of Vision Teachers and Speech/Language Pathologists;
- Developed and provided two-day training for paraprofessionals who support students with autism to meet the state requirements;
- Expansion of professional learning in the area of multi-sensory reading approaches;
- Lending library utilizing research based approaches of over 2,000 items; and
- Met with over 50 school Intervention Teams to review/discuss their intervention process and provide them with information on reading strategies, assessments, and interventions.

## Critical Unmet Needs

- Early recruitment and retention of special education teachers who have a good understanding of behavior strategies, and identified national shortage positions such as Speech/Language Pathologists, Vision and Hearing teachers;
- An additional Comprehensive Child Specialist, two Educational Diagnosticians, four School Psychologists, two Behavior Specialists, and Hearing and Vision specialists to be proportionate with student growth;
- Funding for Assistive Technology to meet the needs of students with disabilities;
- Twenty teaching assistants with specific training, dedicated to work with students with significant behavioral needs during the school year and summer;
- Provide sufficient staff to support schools and administrative staff in accordance with Division needs as indicated by legal vulnerabilities and requests for support;
- Obtain dedicated positions for homebound and home-based instructors; and
- Educator to assist with determining the impact of cultural and environmental impact in the preschool eligibility process.

## Financial Section

### SPECIAL EDUCATION

140

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	141,353	147,051	152,727	141,000	1.00	143,160	1.00	2,160	0.00
1106 Supervisor	246,453	232,029	134,140	216,216	1.80	218,808	1.80	2,592	0.00
1107 Admin. Coordinator	223,298	383,293	526,635	567,876	6.35	590,574	6.35	22,698	0.00
1120 Teacher, Classroom	132,379	147,390	326,479	384,480	5.90	396,756	5.90	12,276	0.00
1130 Social Worker	78,028	81,099	83,306	72,840	1.00	75,120	1.00	2,280	0.00
1133 Psychologist	112,861	112,574	120,688	127,200	2.00	131,280	2.00	4,080	0.00
1136 Diagnostician	0	0	48,479	63,600	1.00	65,640	1.00	2,040	0.00
1138 Support Professional	0	0	99,622	127,200	2.00	98,160	2.00	(29,040)	0.00
1148 Specialist	38,241	49,148	49,839	55,080	1.00	54,480	1.00	(600)	0.00
1150 Secretarial/Bookkeeper	466,895	451,662	447,638	465,096	9.35	440,882	9.35	(24,215)	0.00
1200 Overtime	0	3,055	0	0		0		0	
1201 Straight Time	359	758	327			325		325	
1300 Temporary Employee	0	0	0	0		9,000		9,000	
1500 Substitute Teacher	0	0	18,567	0		0		0	
2100 Social Security - FICA	104,767	115,459	145,725	169,874		170,149		275	
2210 Retirement - VRS	235,464	236,462	288,403	389,713		373,868		(15,845)	
2211 Retiree Health Care Credit	15,349	16,931	22,083	0		0		0	
2220 Retirement - PWCS	13,128	15,244	13,533	17,987		18,206		219	
2221 Defined Contribution Plan	79	904	3,255	0		0		0	
2300 Health Insurance - HMP	120,266	129,814	157,940	267,581		273,757		6,176	
2310 Short/Long Term Disability Premium	33	273	820	0		0		0	
2400 Life Insurance - GLI	17,291	18,954	26,062	29,090		29,015		(75)	
2830 Admin. Assoc. Fees	0	442	829	2,240		2,997		757	
3100 Professional Services	53,024	43,629	24,782	25,518		46,353		20,835	
3401 Travel Reimbursement	49,744	32,266	49,002	9,412		17,867		8,455	
3402 Conference Expenses	12,306	0	3,335	0		13,335		13,335	
3504 Maint. Service Contract	233	0	0	0		0		0	
3700 In-Service Expenses	0	2,300	0	0		0		0	
3902 Printing Services	11,672	4,109	18,265	1,300		18,000		16,700	
3904 Freight/Shipping	0	299	114	0		0		0	
3906 Advertising	131	429	375	0		0		0	
3913 Tuition - Other Divisions	(1,108)	1,460	23,886	60,000		23,800		(36,200)	
3921 Tuition- PW	(26,564)	(23,071)	(25,688)	0		0		0	
4001 Office Supplies	19,872	8,813	22,504	5,490		22,503		17,013	
4010 Instructional Supplies	40,849	5,153	17,993	81,636		17,696		(63,940)	
4013 Testing Materials	786	0	4,115	20,000		4,000		(16,000)	
4019 Food	1,197	0	69	250		600		350	
4310 Tech. Supply Equip.Addl.	31,951	3,811	4,852	2,750		50,000		47,250	
4410 Software, Additional	10,000	53	0	0		0		0	
4510 General Equipment - Add'l.	780	874	1,520	0		0		0	
5504 Software - Repl.	0	295,000	0	0		0		0	
Totals	2,151,115	2,517,668	2,812,222	3,303,429	31.40	3,306,330	31.40	2,901	0.00
Positions	20.25	21.40	29.40	31.40		31.40			



## Financial Section

### REGIONAL SCHOOL PROGRAM

141

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	40,660	107,329	124,847	138,138 1.15	139,794 1.15	1,656	0.00
1107	Admin. Coordinator	443,473	455,000	434,612	411,804 4.65	416,826 4.65	5,022	0.00
1120	Teacher, Classroom	1,027,450	1,030,984	829,175	1,023,960 16.10	1,056,804 16.10	32,844	0.00
1138	Support Professional	893,945	705,577	728,949	763,200 12.00	588,960 12.00	(174,240)	0.00
1150	Secretarial/Bookkeeper	13,562	28,417	26,068	30,264 0.65	27,749 0.65	(2,516)	0.00
1180	National Board Certified Teacher Incentive Bonus	5,000	7,500	5,000	0	0	0	
1200	Overtime	0	0	0	0	30,000	30,000	
1201	Straight Time	0	152	0	0	25,000	25,000	
1300	Temporary Employee	136,606	26,688	53,774	140,500	0	(140,500)	
1900	Other Salary / Wages	0	139,801	140,733	0	0	0	
2100	Social Security - FICA	191,367	183,341	172,364	191,851	174,813	(17,039)	
2210	Retirement - VRS	387,292	339,218	313,532	415,473	376,446	(39,026)	
2211	Retiree Health Care Credit	23,767	24,709	23,926	0	0	0	
2220	Retirement - PWCS	16,229	16,935	15,716	19,176	18,332	(844)	
2221	Defined Contribution Plan	1,902	2,696	2,459	0	0	0	
2300	Health Insurance - HMP	204,679	228,505	222,215	285,268	275,644	(9,623)	
2310	Short/Long Term Disability Premium	161	350	307	0	0	0	
2400	Life Insurance - GLI	29,277	27,739	28,236	31,013	29,215	(1,798)	
3100	Professional Services	253,565	350,308	176,868	90,000	90,000	0	
3401	Travel Reimbursement	27,465	21,509	19,637	28,300	30,000	1,700	
3502	Repair/Maint. - Equipment	0	1,618	2,705	2,000	2,000	0	
3920	Tuition - Regional School	(1,140,485)	(797,028)	(711,446)	8,937	376,245	367,308	
4001	Office Supplies	3,597	810	3,887	11,500	17,000	5,500	
4010	Instructional Supplies	33,767	19,249	34,008	0	0	0	
4310	Tech. Supply Equip.Addl.	0	372	0	0	0	0	
4350	Tech. Supply Equip. Repl.	9,312	0	0	0	0	0	
Totals		2,602,590	2,921,779	2,647,571	3,591,383 34.55	3,674,827 34.55	83,444	0.00
Positions		33.75	34.55	30.55	34.55	34.55		

### SPEECH PROGRAM

142

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	4,969,460	4,984,214	5,245,666	4,839,360 75.80	4,994,472 75.80	155,112	0.00
1500	Substitute Teacher	19,373	80,920	124,449	0	0	0	
2100	Social Security - FICA	368,974	369,940	395,242	370,212	382,077	11,865	
2210	Retirement - VRS	717,337	632,473	644,343	849,308	843,067	(6,241)	
2211	Retiree Health Care Credit	48,047	46,391	49,690	0	0	0	
2220	Retirement - PWCS	33,977	36,631	41,450	39,199	41,055	1,856	
2221	Defined Contribution Plan	4,805	10,367	12,204	0	0	0	
2300	Health Insurance - HMP	350,405	383,889	399,021	583,143	617,317	34,174	
2310	Short/Long Term Disability Premium	952	2,046	2,319	0	0	0	
2400	Life Insurance - GLI	53,938	52,078	58,644	63,396	65,427	2,032	
3100	Professional Services	2,941	35,408	302,832	63,412	75,000	11,588	
3401	Travel Reimbursement	7,640	8,846	14,947	0	15,000	15,000	
3902	Printing Services	2,890	2,635	0	0	0	0	
4001	Office Supplies	1,600	571	3,049	0	4,000	4,000	
4010	Instructional Supplies	27,693	65,134	106,588	86,000	69,436	(16,564)	
4013	Testing Materials	3,313	53,000	11,393	3,521	0	(3,521)	
4310	Tech. Supply Equip.Addl.	0	52,170	24,030	0	0	0	
4510	General Equipment - Add'l.	674	0	0	0	0	0	
Totals		6,614,019	6,816,713	7,435,866	6,897,550 75.80	7,106,850 75.80	209,300	0.00
Positions		67.80	68.00	65.70	75.80	75.80		

## Financial Section

### HEARING IMPAIRED PROGRAM 143

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106 Supervisor	16,056	21,637	22,509	24,024 0.20	24,312 0.20	288 0.00
1120 Teacher, Classroom	393,697	340,727	413,191	432,480 6.80	446,352 6.80	13,872 0.00
1138 Support Professional	387,391	451,546	472,150	445,200 7.00	441,720 9.00	(3,480) 2.00
1200 Overtime	0	0	0	0	30,000	30,000
1201 Straight Time	0	0	0	0	10,000	10,000
1500 Substitute Teacher	19,000	0	0	0	0	0
2100 Social Security - FICA	61,435	62,020	68,105	68,981	72,858	3,878
2210 Retirement - VRS	128,979	109,351	121,307	158,249	154,010	(4,239)
2211 Retiree Health Care Credit	8,498	8,239	9,605	0	0	0
2220 Retirement - PWCS	7,886	9,003	9,453	7,304	7,500	196
2221 Defined Contribution Plan	0	5,021	5,547	0	0	0
2300 Health Insurance - HMP	49,168	44,351	63,390	108,655	112,771	4,115
2310 Short/Long Term Disability Premium	0	425	521	0	0	0
2400 Life Insurance - GLI	9,578	9,250	11,335	11,812	11,952	140
3100 Professional Services	1,461	10,377	185	220	45,000	44,780
3401 Travel Reimbursement	5,791	6,000	4,477	503	10,000	9,497
3502 Repair/Maint. - Equipment	4,747	435	0	0	0	0
3902 Printing Services	3,477	1,793	0	0	0	0
4001 Office Supplies	2,173	1,172	0	0	10,000	10,000
4010 Instructional Supplies	1,387	18,388	6,464	16,926	30,956	14,030
4013 Testing Materials	4,590	0	0	500	0	(500)
4310 Tech. Supply Equip.Addl.	20,759	1,018	0	0	0	0
Totals	1,126,072	1,100,752	1,208,239	1,274,854 14.00	1,407,431 16.00	132,577 2.00
Positions	12.20	13.00	14.00	14.00	16.00	

### VISUALLY IMPAIRED PROGRAM 144

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1120 Teacher, Classroom	450,947	486,057	649,821	604,200 9.50	623,580 9.50	19,380 0.00
1600 Supplemental Pay	0	0	4,028	0	0	0
2100 Social Security - FICA	33,864	36,333	48,535	46,221	47,704	1,483
2210 Retirement - VRS	70,428	72,557	93,424	106,037	105,260	(777)
2211 Retiree Health Care Credit	4,683	5,162	7,172	0	0	0
2220 Retirement - PWCS	2,921	4,754	5,459	4,894	5,126	232
2221 Defined Contribution Plan	0	0	1,300	0	0	0
2300 Health Insurance - HMP	30,170	40,585	50,835	72,806	77,074	4,268
2310 Short/Long Term Disability Premium	0	0	308	0	0	0
2400 Life Insurance - GLI	5,258	5,795	8,464	7,915	8,169	254
3100 Professional Services	12,540	2,653	80,510	0	0	0
3401 Travel Reimbursement	7,808	10,588	8,428	5,000	8,500	3,500
3450 Field Trips	0	0	0	150	0	(150)
3902 Printing Services	1,067	7,454	0	0	0	0
3904 Freight/Shipping	118	0	0	0	0	0
4001 Office Supplies	9,146	426	1,449	0	1,926	1,926
4004 Repair/Maint. Supplies	0	799	2,775	0	0	0
4010 Instructional Supplies	32,655	22,456	12,700	23,119	14,148	(8,971)
4310 Tech. Supply Equip.Addl.	31,670	0	3,723	14,699	2,213	(12,486)
4450 Software Replacement	0	1,821	0	0	0	0
Totals	693,273	697,440	978,932	885,041 9.50	893,700 9.50	8,659 0.00
Positions	6.50	6.50	6.50	9.50	9.50	

## Financial Section

### OCCUPATIONAL & PHYSICAL THERAPY PROGRAMS

145

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107 Admin. Coordinator	76,498	92,913	96,658	88,560 1.00	89,640 1.00	1,080 0.00
1120 Teacher, Classroom	1,758,103	1,902,362	2,090,268	2,003,400 31.50	2,067,660 31.50	64,260 0.00
1141 Student Attendant	359,302	53,383	148,809	0 0.00	0 0.00	0 0.00
1148 Specialist	183,082	153,976	153,167	120,240 3.00	123,480 3.00	3,240 0.00
1300 Temporary Employee	0	15,868	41,700	0	0	0
2100 Social Security - FICA	174,705	161,883	185,157	169,233	174,479	5,246
2210 Retirement - VRS	279,395	272,670	301,664	388,241	384,996	(3,245)
2211 Retiree Health Care Credit	18,532	19,885	23,414	0	0	0
2220 Retirement - PWCS	22,792	23,147	24,971	17,919	18,748	829
2221 Defined Contribution Plan	2,361	4,812	7,562	0	0	0
2300 Health Insurance - HMP	162,413	185,819	200,269	266,570	281,904	15,334
2310 Short/Long Term Disability Premium	380	954	1,411	0	0	0
2400 Life Insurance - GLI	20,805	22,323	27,632	28,980	29,878	898
3100 Professional Services	96,947	26,961	177,123	50,000	80,000	30,000
3401 Travel Reimbursement	14,117	15,784	24,096	25,000	25,000	0
3402 Conference Expenses	0	97	31	0	0	0
3902 Printing Services	4,056	1,717	0	0	0	0
4001 Office Supplies	2,475	14,967	21,264	15,000	21,000	6,000
4010 Instructional Supplies	122,573	107,190	108,552	236,956	286,324	49,368
4013 Testing Materials	1,183	11,162	986	30,000	10,000	(20,000)
4310 Tech. Supply Equip.Addl.	353,636	47,763	13,366	35,750	70,000	34,250
4410 Software, Additional	92,800	0	0	20,000	0	(20,000)
Totals	3,746,154	3,135,635	3,648,099	3,495,849 35.50	3,663,109 35.50	167,260 0.00
Positions	32.50	31.50	33.50	35.50	35.50	

### ADAPTIVE PHYSICAL EDUCATION PROGRAM

146

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1120 Teacher, Classroom	177,590	183,801	182,145	190,800 3.00	196,920 3.00	6,120 0.00
2100 Social Security - FICA	13,024	13,533	12,762	14,595	15,065	470
2210 Retirement - VRS	28,367	26,918	24,151	33,485	33,240	(245)
2211 Retiree Health Care Credit	1,882	1,952	2,022	0	0	0
2220 Retirement - PWCS	2,040	2,364	1,096	1,545	1,619	73
2221 Defined Contribution Plan	0	335	2,551	0	0	0
2300 Health Insurance - HMP	12,898	17,205	28,169	22,991	24,339	1,348
2310 Short/Long Term Disability Premium	0	92	368	0	0	0
2400 Life Insurance - GLI	2,113	2,191	2,386	2,499	2,580	80
3100 Professional Services	16,697	0	0	0	0	0
3401 Travel Reimbursement	6,342	11,195	2,581	2,883	8,869	5,986
3902 Printing Services	1,223	0	0	0	0	0
4001 Office Supplies	132	0	0	0	0	0
4010 Instructional Supplies	1,759	0	0	0	0	0
Totals	264,066	259,586	258,232	268,800 3.00	282,632 3.00	13,832 0.00
Positions	3.00	2.00	3.00	3.00	3.00	

## Financial Section

### PRESCHOOL PROGRAMS

147

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	139,759	145,392	151,252	120,120	1.00	121,560	1.00	1,440	0.00
1107	Admin. Coordinator	50,966	60,760	67,794	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	605,999	648,955	675,783	636,000	10.00	656,400	10.00	20,400	0.00
1136	Diagnostician	0	94,160	97,956	72,840	1.00	75,120	1.00	2,280	0.00
1140	Teacher Assistant	11,500	0	0	0	0.00	0	0.00	0	0.00
1150	Secretarial/Bookkeeper	92,184	95,808	91,466	81,600	2.00	81,240	2.00	(360)	0.00
1201	Straight Time	1,359	3,323	4,548	0		0		0	
1300	Temporary Employee	37,424	19,063	13,538	0		0		0	
2100	Social Security - FICA	66,855	75,899	78,080	76,433		78,332		1,899	
2210	Retirement - VRS	146,526	156,926	158,145	175,346		172,844		(2,501)	
2211	Retiree Health Care Credit	9,559	11,153	12,034	0		0		0	
2220	Retirement - PWCS	10,352	12,703	13,571	8,093		8,417		324	
2221	Defined Contribution Plan	0	0	795	0		0		0	
2300	Health Insurance - HMP	99,894	113,284	115,346	120,394		126,561		6,167	
2310	Short/Long Term Disability Premium	0	0	62	0		0		0	
2400	Life Insurance - GLI	10,731	12,521	14,203	13,088		13,414		325	
3401	Travel Reimbursement	25,030	30,485	29,188	7,500		30,000		22,500	
3999	Other Contract Expenses	61,250	47,625	49,275	25,000		75,000		50,000	
4001	Office Supplies	0	466	1,145	8,000		4,301		(3,699)	
4010	Instructional Supplies	46,695	30,063	21,874	86,546		22,000		(64,546)	
4310	Tech. Supply Equip.Addl.	0	0	0	27,500		27,500		0	
4510	General Equipment - Add'l.	1,855	0	0	0		0		0	
Totals		1,417,938	1,558,585	1,596,053	1,547,020	15.00	1,582,330	15.00	35,310	0.00
Enrollment		93	90	95	110		110			
Positions		13.50	14.00	14.00	15.00		15.00			

### MOLINARI JUVENILE SHELTER

148

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions
1106	Supervisor	8,069	11,143	11,592	12,012      0.10	12,156      0.10	144      0.00
1120	Teacher, Classroom	70,705	73,488	76,385	69,840      1.00	72,120      1.00	2,280      0.00
1140	Teacher Assistant	31,040	32,259	33,526	24,480      1.00	27,592      1.00	3,112      0.00
1500	Substitute Teacher	0	691	0	0	1,000	1,000
2100	Social Security - FICA	7,268	7,881	8,121	8,133	8,635	501
2210	Retirement - VRS	17,971	17,603	17,812	18,661	18,883	222
2211	Retiree Health Care Credit	1,163	1,239	1,349	0	0	0
2220	Retirement - PWCS	1,058	1,303	1,533	861	920	58
2300	Health Insurance - HMP	23,783	23,208	24,329	12,813	13,827	1,014
2400	Life Insurance - GLI	1,321	1,391	1,592	1,393	1,465	73
3100	Professional Services	8,800	0	0	0	0	0
3401	Travel Reimbursement	0	290	969	0	75	75
4001	Office Supplies	3,007	941	2,814	3,098	2,614	(484)
4010	Instructional Supplies	3,623	5,886	10,323	8,000	4,400	(3,600)
4310	Tech. Supply Equip.Addl.	0	4,935	0	1,667	724	(943)
Totals		177,810	182,257	190,345	160,959      2.10	164,411      2.10	3,452      0.00
Positions		2.10	2.10	2.10	2.10	2.10	

## Financial Section

### DETENTION HOME PROGRAM (Effective FY 2017, Juvenile Detention Center (JDC) was transferred from Dept 149 to Dept 185 JDC)

149

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	17,889	22,285	11,592	12,012	0.10	12,156	0.10	144	0.00
1111	Principal	115,695	120,358	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	904,745	914,222	189,392	145,680	2.00	150,240	2.00	4,560	0.00
1140	Teacher Assistant	0	224	0	0		0		0	
1150	Secretarial/Bookkeeper	42,069	43,720	0	0		0		0	
1180	National Board Certified Teacher Incentive Bonus	2,500	2,500	0	0		0		0	
1201	Straight Time	101	222	0	0		0		0	
1300	Temporary Employee	5,256	4,977	0	0		0		0	
1500	Substitute Teacher	8,430	12,037	615	0		0		0	
2100	Social Security - FICA	80,214	81,929	13,220	12,064		12,424		360	
2210	Retirement - VRS	173,122	163,675	29,464	27,675		27,412		(263)	
2211	Retiree Health Care Credit	11,431	11,695	2,231	0		0		0	
2220	Retirement - PWCS	10,116	12,428	3,496	1,277		1,335		58	
2221	Defined Contribution Plan	1,087	901	0	0		0		0	
2300	Health Insurance - HMP	102,899	101,038	16,526	19,002		20,072		1,070	
2310	Short/Long Term Disability Premium	329	309	0	0		0		0	
2400	Life Insurance - GLI	12,865	13,128	2,633	2,066		2,127		62	
3100	Professional Services	590	4,203	0	0		0		0	
3401	Travel Reimbursement	6,710	15,605	868	2,000		2,000		0	
3402	Conference Expenses	5,786	0	0	0		0		0	
3902	Printing Services	2,765	844	0	0		0		0	
3999	Other Contract Expenses	3,729	8,562	0	112,980		63,082		(49,898)	
4001	Office Supplies	285	9,754	0	0		0		0	
4010	Instructional Supplies	79,617	64,009	1,911	2,000		4,000		2,000	
4011	Textbooks	16,402	0	0	0		0		0	
4019	Food	105	0	0	0		0		0	
4310	Tech. Supply Equip.Addl.	39,236	32,864	0	0		0		0	
4350	Tech. Supply Equip. Repl.	0	279	0	0		0		0	
4410	Software, Additional	0	249	0	0		0		0	
Totals		1,643,973	1,642,019	271,948	336,756	2.10	294,849	2.10	(41,907)	0.00
Positions		15.20	15.20	2.10	2.10		2.10			

### PSYCHOLOGY SERVICES

153		FY 2015	FY 2016	FY 2017	FY 2018 Approved	FY 2019 Approved	Increase/(Decrease)			
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1133	Psychologist	1,753,279	1,867,448	1,915,970	1,845,480	28.00	1,969,920	29.00	124,440	1.00
1300	Temporary Employee	0	0	39,690	0		0		0	
2100	Social Security - FICA	129,898	138,200	144,472	141,179		150,698		9,519	
2210	Retirement - VRS	282,048	272,409	273,503	323,882		332,522		8,641	
2211	Retiree Health Care Credit	18,396	19,868	21,203	0		0		0	
2220	Retirement - PWCS	18,872	15,179	15,235	14,948		16,193		1,244	
2221	Defined Contribution Plan	0	3,581	6,527	0		0		0	
2300	Health Insurance - HMP	161,089	171,778	176,645	222,380		243,482		21,102	
2310	Short/Long Term Disability Premium	0	755	1,086	0		0		0	
2400	Life Insurance - GLI	20,652	22,305	25,023	24,176		25,806		1,630	
3100	Professional Services	67,587	15,028	116,594	35,000		59,000		24,000	
3401	Travel Reimbursement	2,093	5,153	5,518	5,000		5,960		960	
4001	Office Supplies	759	578	1,256	0		674		674	
4010	Instructional Supplies	2,540	4,253	47,732	18,000		1,000		(17,000)	
4013	Testing Materials	7,743	22,958	0	38,964		47,000		8,036	
4310	Tech. Supply Equip.Addl.	413	0	0	0		0		0	
Totals		2,465,371	2,559,492	2,790,454	2,669,009	28.00	2,852,255	29.00	183,246	1.00
Positions		21.00	26.00	25.00	28.00		29.00			

# Student Management and Alternative Programs (OSMAP)

## Description

The Office of Student Management and Alternative Programs (OSMAP) provides two major functions: centralized management of student discipline for the Division and offering nontraditional education opportunities for students. The discipline component includes: conducting long-term suspension hearings, pre-expulsion hearings, admission/readmission hearings, placement appeal hearings, early readmission hearings, criminal reassignment/disposition hearings, and processing the reenrollment of students committed to the Department of Juvenile Justice.

The nontraditional education opportunities provide a continuum of educational services to include: Adult Education; Computer-Based Instruction (CBI) for students who are long-term suspended or expelled; the Juvenile Detention Center; Night School; the 16-/17-Year-Old General Educational Development (GED) Program; Summer School (Grades K-12); and the Virtual High School (Grades 9-12).

## Strategic Goals

- Goal 1: Student Achievement;
  - Objective 1.1: High Performance;
  - Objective 1.1.7: On-Time Graduation;
- Goal 2: Climate;
  - Objective 2.2: Safe Climate; and
  - Objective 2.2.1: Equitable Discipline.

## Critical Functions and Strategic Programs

- Centralized student discipline; and
- Provide nontraditional education opportunities.

## Budget Changes for Fiscal Year 2019

- Removal of .50 FTE GED teacher; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- As of June 29, 2018, OSMAP held 376 admissions, readmission, long-term suspension, pre-expulsion, reentry, early admission, nontraditional education placement appeals, and criminal reassignment/disposition hearings;
- One hundred percent of the students placed on long-term suspension or expulsion received educational services;
- Student Management re-instituted the Transition Coordinators into the hearing process, assisting students and families with accessing school/community services;

- CBI provided academic services to 217 students for the 2017-18 school year. As of June 30, 65% of the students enrolled in the CBI program received services as a result of school discipline or due to medical needs;
- CBI launched Project Graduation in the spring of 2018 to assist PWCS with increasing the on-time graduation rate. Project Graduation had a 95% completion rate and will continue its efforts into the fall of 2018. As for the summer of 2018, CBI is scheduled to assist 172 students through its summer Graduation Academy;
- Virtual High School's (VHS) enrollment continues to increase with a total enrollment of 1,760 students for the 2017-2018 school year. The 2018 summer session is off to a record-breaking start with an enrollment of 1,161 students;
- In addition to offering 4 new classes for the 2017-18 school year (Computer Information Systems (CIS), Latin III, Functions/Trigonometry, and Pre-AP Geometry), VHS will expand its' full-time program option to all of the county high schools beginning in the fall of 2018;
- VHS is working collaboratively with the Italian Embassy to offer Italian for the 2018-19 school year and will continue its partnership with University of Virginia in providing online teaching practicum students an opportunity to work with VHS teachers;
- Currently, Restorative Practices efforts are being piloted at three schools: one high school, one middle school, and one elementary school. Additionally, OSMAP is partnering with the Office of Special Education to offer additional training for other school administrators and teachers;
- Continued collaboration with the Office of English Learner (EL) Programs and Services to develop and implement a program for older EL immigrants to prepare for the National External Diploma Program (NEDP) and other career opportunities;
- Prince William County Juvenile Detention Center (JDC) awarded 8 PWCS High School Diplomas and 7 General Education Diplomas®. Additionally, 13 students earned Industry Certifications (OSHA); and
- PWCS 16/17-Year-Old GED Program soars with a 94% completion rate for the 2017-18 school year.

## Critical Unmet Needs

- Funding to support training for continuation of Restorative Practices in schools.

## Financial Section

### STUDENT MGMT & ALT PROGRAMS (OSMAP)

180

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	137,602	143,148	163,810	147,048	1.00	134,520	1.00	(12,528)	0.00
1106	Supervisor	100,963	105,031	109,265	120,120	1.00	121,560	1.00	1,440	0.00
1107	Admin. Coordinator	614,052	638,798	664,542	597,120	6.00	614,160	6.00	17,040	0.00
1150	Secretarial/Bookkeeper	259,431	269,625	243,362	254,040	5.00	238,860	5.00	(15,180)	0.00
1201	Straight Time	0	176	121	0		0		0	
1300	Temporary Employee	2,980	423	0	0		0		0	
2100	Social Security - FICA	79,439	81,363	82,319	85,552		84,846		(706)	
2210	Retirement - VRS	183,487	174,184	170,517	196,267		187,216		(9,051)	
2211	Retiree Health Care Credit	11,788	12,260	12,911	108		0		(108)	
2220	Retirement - PWCS	17,513	19,363	19,431	8,950		9,117		167	
2300	Health Insurance - HMP	85,720	99,868	98,337	134,934		137,085		2,151	
2400	Life Insurance - GLI	13,233	13,764	15,237	14,475		14,529		54	
2830	Admin. Assoc. Fees	0	0	0	1,500		1,000		(500)	
3201	Telephone	3,855	3,686	3,839	4,000		4,000		0	
3401	Travel Reimbursement	12,495	9,959	(276)	2,000		2,200		200	
3504	Maint. Service Contract	0	389	0	0		0		0	
3902	Printing Services	170	826	1,040	1,200		500		(700)	
3999	Other Contract Expenses	1,287	1,783	9,356	3,000		1,000		(2,000)	
4001	Office Supplies	10,902	10,780	20,683	14,055		20,415		6,360	
4310	Tech. Supply Equip.Addl.	0	0	0	5,000		4,337		(663)	
4510	General Equipment - Add'l.	18,542	9,848	2,040	0		2,000		2,000	
Totals		1,553,459	1,595,274	1,616,534	1,589,369	13.00	1,577,345	13.00	(12,024)	0.00
Positions		13.00	13.00	13.00	13.00		13.00			



## Financial Section

### ALTERNATIVE EDUCATION

161

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1120	Teacher, Classroom*	398,957	444,112	505,192	186,994 0.50	209,920 0.00	22,926 (0.50)
1200	Overtime	7,478	6,730	7,492	7,000	7,000	0
1201	Straight Time	47	0	121	0	0	0
1300	Temporary Employee	29,985	38,090	52,064	23,923	24,000	77
1500	Substitute Teacher	188	336	85	0	0	0
1600	Supplemental Pay	90,458	68,994	62,752	47,594	48,500	906
2100	Social Security - FICA	39,087	43,390	45,410	20,312	22,141	1,829
2210	Retirement - VRS	0	0	0	6,129	0	(6,129)
2220	Retirement - PWCS	0	0	0	283	0	(283)
2300	Health Insurance - HMP	0	0	0	4,208	0	(4,208)
2400	Life Insurance - GLI	0	0	0	457	0	(457)
2830	Admin. Assoc. Fees	0	0	0	222	222	0
3201	Telephone	2,049	2,815	2,496	5,041	5,000	(41)
3401	Travel Reimbursement	355	3,420	10,120	3,500	3,500	0
3402	Conference Expenses	701	1,575	1,658	2,000	8,219	6,219
3902	Printing Services	0	50	21	0	0	0
3921	Tuition- PW	(20,701)	(450)	0	0	0	0
3999	Other Contract Expenses	62,296	73,855	98,097	48,671	48,671	0
4001	Office Supplies	1,001	4,167	876	1,500	1,500	0
4010	Instructional Supplies	30,297	39,670	20,090	59,485	57,979	(1,506)
4012	Emp. Training Supplies	0	1,500	0	0	0	0
4013	Testing Materials	0	2,896	1,086	1,000	1,000	0
4410	Software, Additional	0	80	0	2,000	2,000	0
4510	General Equipment - Add'l.	5,861	0	0	0	0	0
6900	Reimbursement Account	(39,285)	(36,891)	(31,806)	0	0	0
Totals		608,773	694,340	775,754	420,319 0.50	439,652 0.00	19,333 (0.50)
Positions		0.00	0.00	0.00	0.50	0.00	

\*Teacher, Classroom includes supplemental pay for certified teachers providing instructional duties outside of contractual time.

### SUMMER SCHOOL

162

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	54,300	67,750	38,792	0 0.00	133,000 0.00	133,000 0.00
1115	Teacher on Special Assignment	7,899	20,738	12,800	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	999,749	970,491	947,867	1,347,000 0.00	892,000 0.00	(455,000) 0.00
1122	Counselor	0	18,541	5,334	0 0.00	6,000 0.00	6,000 0.00
1140	Teacher Assistant	6,587	107,263	96,250	3,000 0.00	73,000 0.00	70,000 0.00
1147	Coordinator	0	1,500	1,500	0 0.00	0 0.00	0 0.00
1150	Secretarial/Bookkeeper	47,436	69,887	76,818	55,080 1.00	77,480 1.00	22,400 0.00
1200	Overtime	764	4,500	10,715	0	0	0
1201	Straight Time	2,816	1,410	4,170	0	0	0
1300	Temporary Employee	166,901	65,701	61,155	0	52,000	52,000
1500	Substitute Teacher	282	0	0	0	0	0
1600	Supplemental Pay	338,064	253,441	224,724	0	122,000	122,000
2100	Social Security - FICA	119,171	116,898	107,936	107,487	103,695	(3,792)
2210	Retirement - VRS	7,202	8,539	8,639	9,667	9,196	(470)
2211	Retiree Health Care Credit	463	601	654	0	0	0
2220	Retirement - PWCS	812	1,134	1,179	446	448	2
2300	Health Insurance - HMP	6,796	9,476	9,936	6,637	6,734	97
2400	Life Insurance - GLI	519	675	772	722	714	(8)
3401	Travel Reimbursement	91	72	0	0	200	200
3902	Printing Services	4,450	9,738	7,179	0	0	0
3921	Tuition- PW	9,175	0	0	0	0	0
3999	Other Contract Expenses	278,042	289,187	229,082	1,038,862	1,160,000	121,138
4001	Office Supplies	2,947	7,579	23,161	37,754	38,000	246
4003	Custodial Supplies	622	2,291	0	0	2,500	2,500
4010	Instructional Supplies	179,091	170,992	93,938	217,401	186,272	(31,129)
4013	Testing Materials	886	286	0	0	0	0
4019	Food	1,350	1,450	11,115	0	2,000	2,000
Totals		2,236,414	2,200,140	1,973,714	2,824,055 1.00	2,865,238 1.00	41,183 0.00
Positions		1.00	1.00	1.00	1.00	1.00	

## Financial Section

### ADULT EDUCATION

170		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin. Coordinator	103,132	107,288	111,612	114,960	1.00	118,409	1.00	3,449	0.00
1115	Teacher on Special Assignment	163,254	169,833	176,674	181,972	2.00	172,492	2.00	(9,480)	0.00
1120	Teacher, Classroom*	666,953	630,099	640,363	391,146	0.00	420,838	0.00	29,692	0.00
1122	Counselor	0	0	0	8,000	0.00	9,280	0.00	1,280	0.00
1140	Teacher Assistant	12,851	17,140	11,414	7,000	0.00	8,400	0.00	1,400	0.00
1144	Attendance Personnel	0	0	0	27,840	0.00	24,536	0.00	(3,304)	0.00
1145	Technician	0	0	0	21,367	0.00	19,220	0.00	(2,147)	0.00
1148	Specialist	0	0	0	12,960	0.00	49,120	0.00	36,160	0.00
1150	Secretarial/Bookkeeper	98,601	102,477	106,505	109,596	2.00	112,775	2.00	3,179	0.00
1200	Overtime	15,698	15,321	12,296	17,772		13,581		(4,191)	
1201	Straight Time	1,849	2,687	1,794	4,057		0		(4,057)	
1300	Temporary Employee	125,772	145,367	147,033	14,320		29,484		15,164	
1600	Supplemental Pay	2,360	0	0	9,408		9,912		504	
2100	Social Security - FICA	90,093	90,853	92,150	70,375		75,579		5,204	
2210	Retirement - VRS	105,519	100,281	101,786	59,467		55,827		(3,640)	
2211	Retiree Health Care Credit	6,779	7,058	7,548	0		0		0	
2220	Retirement - PWCS	8,395	8,827	10,857	3,292		3,320		28	
2300	Health Insurance - HMP	26,310	28,047	29,397	17,507		23,214		5,707	
2400	Life Insurance - GLI	7,610	7,924	8,781	5,324		5,290		(34)	
3100	Professional Services	25,740	13,034	13,335	8,150		8,150		0	
3201	Telephone	2,165	1,862	2,031	2,034		1,960		(74)	
3308	Safety Patrol Insurance	4,268	4,818	4,660	5,196		3,400		(1,796)	
3401	Travel Reimbursement	885	490	361	0		0		0	
3402	Conference Expenses	0	447	380	0		0		0	
3504	Maint. Service Contract	13,929	12,040	1,360	1,020		3,180		2,160	
3902	Printing Services	7,121	5,248	2,944	3,004		4,903		1,899	
3903	Postage	82	60	49	0		0		0	
3905	Extra Curricular Expenses	0	120	0	0		0		0	
3906	Advertising	7,000	13,798	4,900	4,900		4,900		0	
3921	Tuition- PW	(2,200)	(9,210)	(18,590)	0		0		0	
3999	Other Contract Expenses	3,595	12,179	12,164	13,133		13,088		(45)	
4001	Office Supplies	7,273	4,215	5,042	3,380		6,598		3,218	
4004	Repair/Maint. Supplies	1,020	0	0	2,000		0		(2,000)	
4007	Wearing Apparel	0	171	424	0		0		0	
4010	Instructional Supplies	46,479	45,034	25,224	16,098		20,681		4,583	
4011	Textbooks	18,382	16,900	15,406	0		0		0	
4013	Testing Materials	11,042	2,208	5,630	512		0		(512)	
4310	Tech. Supply Equip.Addl.	39,444	6,669	681	2,153		247		(1,906)	
4350	Tech. Supply Equip. Repl.	0	0	250	0		0		0	
4450	Software Replacement	13,170	25,771	5,685	0		0		0	
4510	General Equipment - Add'l.	10,756	12,056	6,664	0		0		0	
5101	Equipment - Additional	48,506	0	0	0		0		0	
Totals		1,693,832	1,601,109	1,546,812	1,137,943	5.00	1,218,384	5.00	80,441	0.00
Positions		9.00	9.00	9.00	5.00		5.00			

\*Teacher, Classroom includes supplemental pay for certified teachers providing instructional duties outside of contractual time.

## Financial Section

### JUVENILE DETENTION CENTER (Included with Detention Home Program prior to FY 2017)

185		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	0	0	11,592	11,592	0.10	12,484	0.10	892	0.00
1111	Principal	0	0	125,208	125,208	1.00	132,477	1.00	7,269	0.00
1120	Teacher, Classroom	0	0	649,899	665,585	10.00	705,528	10.00	39,943	0.00
1130	Social Worker	0	0	67,104	73,204	1.00	86,221	1.00	13,017	0.00
1150	Secretarial/Bookkeeper	0	0	45,439	45,439	1.00	44,394	1.00	(1,045)	0.00
1200	Overtime	0	0	102	0		0		0	
1201	Straight Time	0	0	321	0		0		0	
1300	Temporary Employee	0	0	5,597	5,000		5,000		0	
1500	Substitute Teacher	0	0	10,000	5,000		5,000		0	
2100	Social Security - FICA	0	0	68,955	77,099		75,820		(1,280)	
2210	Retirement - VRS	0	0	131,873	134,711		161,771		27,060	
2211	Retiree Health Care Credit	0	0	10,095	10,289		11,680		1,391	
2220	Retirement - PWCS	0	0	8,273	8,289		15,976		7,686	
2221	Defined Contribution Plan	0	0	1,449	1,159		2,370		1,211	
2300	Health Insurance - HMP	0	0	75,390	78,433		84,613		6,180	
2310	Short/Long Term Disability Premium	0	0	383	383		425		42	
2400	Life Insurance - GLI	0	0	11,914	12,143		13,349		1,206	
3100	Professional Services	0	0	0	57,193		0		(57,193)	
3401	Travel Reimbursement	0	0	11,696	4,500		2,500		(2,000)	
3902	Printing Services	0	0	405	400		400		0	
3999	Other Contract Expenses	0	0	7,564	46,051		25,171		(20,880)	
4010	Instructional Supplies	0	0	39,298	50,000		30,000		(20,000)	
4013	Testing Materials	0	0	0	15,000		0		(15,000)	
4019	Food	0	0	0	2,000		2,000		0	
4310	Tech. Supply Equip.Addl.	0	0	41,418	25,000		4,033		(20,967)	
Totals		0	0	1,323,976	1,453,679	13.10	1,421,211	13.10	(32,468)	0.00
Positions		0.00	0.00	13.10	13.10		13.10			

## Financial Section

### TITLE I, PART A 701

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106	Supervisor	142,712	153,253	155,357	180,000 1.20	170,000 1.20	(10,000) 0.00
1107	Admin. Coordinator	12,603	97,861	101,806	204,340 1.80	224,860 1.80	20,520 0.00
1115	Teacher on Special Assignment	82,877	0	0	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	4,740,806	5,499,132	6,326,674	8,000,000 101.10	5,838,547 78.60	(2,161,453) (22.50)
1140	Teacher Assistant	0	0	30,075	183,600 7.50	65,000 3.50	(118,600) (4.00)
1146	Comm. Health Specialist	0	0	6,356	105,840 2.00	42,000 1.00	(63,840) (1.00)
1150	Secretarial/Bookkeeper	111,568	116,987	137,066	148,920 3.50	135,910 3.50	(13,010) 0.00
1180	National Board Certified Teacher Incentive Bonus	25,000	15,000	12,500	20,000	20,000	0
1200	Overtime	1,268	874	125	2,000	1,000	(1,000)
1201	Straight Time	1,687	1,991	3,022	2,000	5,000	3,000
1300	Temporary Employee	18,934	28,088	42,373	25,000	18,000	(7,000)
1500	Substitute Teacher	10,422	32,465	66,304	40,000	30,000	(10,000)
1600	Supplemental Pay	196,358	276,220	357,411	300,000	300,000	0
2100	Social Security - FICA	398,562	459,551	526,924	704,695	524,049	(180,646)
2210	Retirement - VRS	780,498	826,223	940,536	1,206,360	821,687	(384,673)
2211	Retiree Health Care Credit	50,862	59,215	72,293	0	63,000	63,000
2220	Retirement - PWCS	63,620	67,011	75,929	100,294	64,950	(35,344)
2221	Defined Contribution Plan	1,602	5,017	14,247	0	9,000	9,000
2300	Health Insurance - HMP	273,423	398,361	504,783	704,367	599,643	(104,724)
2310	Short/Long Term Disability Premium	378	1,254	2,533	0	4,800	4,800
2400	Life Insurance - GLI	57,100	66,476	85,318	120,475	86,010	(34,465)
3201	Telephone	450	642	844	1,100	900	(200)
3401	Travel Reimbursement	13,246	7,083	14,925	35,000	33,000	(2,000)
3402	Conference Expenses	137,783	63,324	137,635	130,000	10,000	(120,000)
3450	Field Trips	0	24,567	52,886	300,000	125,000	(175,000)
3502	Repair/Maint. - Equipment	0	2,378	4,536	6,000	6,000	0
3700	In-Service Expenses	0	3,000	0	0	0	0
3902	Printing Services	7,854	10,078	18,647	30,000	18,000	(12,000)
3908	Parent Activity	0	3,155	339,368	95,000	185,000	90,000
3950	Indirect Costs	34,009	36,740	85,926	185,000	130,000	(55,000)
3999	Other Contract Expenses	27,395	528	30	15,000	0	(15,000)
4001	Office Supplies	0	0	0	8,000	4,000	(4,000)
4010	Instructional Supplies	1,089,488	285,267	628,247	1,347,010	78,644	(1,268,366)
4012	Emp. Training Supplies	96,534	73,072	0	0	0	0
4019	Food	0	0	9,148	0	10,000	10,000
4022	Transp. Veh. Supplies	0	0	14,783	0	0	0
4310	Tech. Supply Equip.Addl.	117,708	90,649	261,539	200,000	10,000	(190,000)
4410	Software, Additional	27,268	221,971	100,363	100,000	66,000	(34,000)
4450	Software Replacement	0	30,895	53,408	0	0	0
4510	General Equipment - Add'l.	0	0	8,400	0	0	0
4999	Other Materials/Supplies	125,228	258,844	1,923	0	0	0
5501	Equipment - Replacement	0	0	17,885	0	0	0
Totals		8,647,245	9,217,171	11,212,125	14,500,000 117.10	9,700,000 89.60	(4,800,000) (27.50)
Positions		69.70	80.05	89.05	117.10	89.60	

### TITLE I, PART D (Included with Detention Home Program prior to FY 17)

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1120	Teacher, Classroom	0	0	117,787	50,880 0.80	0 0.00	(50,880) (0.80)
2100	Social Security - FICA	0	0	8,223	3,893	0	(3,893)
2210	Retirement - VRS	0	0	17,268	8,929	0	(8,929)
2211	Retiree Health Care Credit	0	0	1,307	0	0	0
2220	Retirement - PWCS	0	0	1,612	412	0	(412)
2300	Health Insurance - HMP	0	0	5,947	6,131	0	(6,131)
2400	Life Insurance - GLI	0	0	1,543	667	0	(667)
3100	Professional Services	0	0	0	0	96,217	96,217
3401	Travel Reimbursement	0	0	0	0	1,000	1,000
4010	Instructional Supplies	0	1,150	23,763	9,115	3,950	(5,165)
Totals		0	1,150	177,451	80,027 0.80	101,167 0.00	21,140 (0.80)
Positions		0.00	0.00	1.00	0.80	0.00	

## Financial Section

### TITLE II, PART A 717

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	105,480	113,175	117,734	120,089	1.00	121,267	1.00	1,178	0.00
1107 Admin. Coordinator	75,793	78,847	82,026	83,667	1.00	84,485	1.00	818	0.00
1115 Teacher on Special Assignment	577,158	487,442	601,288	613,314	7.00	606,400	7.00	(6,914)	0.00
1120 Teacher, Classroom	0	0	0	69,840	1.00	62,147	1.00	(7,693)	0.00
1150 Secretarial/Bookkeeper	27,279	28,352	25,540	26,051	0.50	26,281	0.50	230	0.00
1180 National Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0		0		0	
1200 Overtime	0	0	439	0		0		0	
1201 Straight Time	0	0	640	0		0		0	
1300 Temporary Employee	2,339	4,553	0	0		30,000		30,000	
1500 Substitute Teacher	0	0	39,771	0		0		0	
1600 Supplemental Pay	16,264	22,521	15,170	0		0		0	
2100 Social Security - FICA	59,776	54,147	64,333	69,842		71,190		1,348	
2210 Retirement - VRS	127,605	105,212	121,270	144,146		152,018		7,872	
2211 Retiree Health Care Credit	8,416	7,453	9,182	10,981		0		(10,981)	
2220 Retirement - PWCS	6,956	8,065	9,295	9,752		7,385		(2,367)	
2300 Health Insurance - HMP	76,759	49,928	67,474	76,895		111,312		34,417	
2400 Life Insurance - GLI	9,448	8,368	10,837	12,301		11,798		(503)	
2820 Tuition Assistance	17,185	12,976	15,692	0		0		0	
3105 Contractual Services	0	0	15,477	0		0		0	
3402 Conference Expenses	12,894	5,509	4,262	0		36,676		36,676	
3700 In-Service Expenses	44,800	5,428	4,580	0		0		0	
3710 Contract Courses	54,748	69,667	66,220	0		0		0	
3950 Indirect Costs	7,903	7,934	7,120	0		0		0	
3999 Other Contract Expenses	0	7,500	0	415,336		0		(415,336)	
4008 Reference Materials	33,641	2,754	28,372	28,660		215,074		186,414	
4012 Emp. Training Supplies	12,492	18,023	1,559	0		0		0	
4310 Tech. Supply Equip.Addl.	4,690	0	0	0		0		0	
4410 Software, Additional	20,700	0	0	0		0		0	
Totals	1,304,825	1,100,353	1,310,781	1,680,874	10.50	1,536,032	10.50	(144,842)	0.00

### TITLE III, PART A 720

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	0	0	9,054	30,379	0.20	31,505	0.20	1,126	0.00
1106 Supervisor	72,888	75,825	78,882	80,459	0.80	83,442	0.80	2,983	0.00
1107 Admin. Coordinator	152,175	158,629	149,116	186,775	1.80	160,005	1.80	(26,770)	0.00
1115 Teacher on Special Assignment	359,653	404,480	475,612	544,166	6.40	565,881	6.20	21,715	(0.20)
1148 Specialist	0	15,008	28,103	28,665	1.00	29,698	1.00	1,033	0.00
1180 National Board Certified Teacher Incentive Bonus	2,500	0	0	0		0		0	
1200 Overtime	22,771	124	674	0		1,500		1,500	
1201 Straight Time	4,171	3,655	5,126	0		1,200		1,200	
1300 Temporary Employee	30,329	68,320	79,196	18,760		16,300		(2,460)	
1500 Substitute Teacher	8,599	2,240	1,322	28,800		21,956		(6,844)	
1600 Supplemental Pay	161,364	157,805	120,394	168,252		183,869		15,617	
2100 Social Security - FICA	60,099	65,912	71,542	83,253		83,795		541	
2210 Retirement - VRS	93,470	95,135	107,087	153,118		155,320		2,202	
2211 Retiree Health Care Credit	6,180	6,858	8,093	0		9,441		9,441	
2220 Retirement - PWCS	1,411	4,436	8,736	7,067		9,260		2,193	
2221 Defined Contribution Plan	0	162	365	0		446		446	
2300 Health Insurance - HMP	54,895	54,630	60,443	105,132		105,508		376	
2310 Short/Long Term Disability Premium	0	45	92	0		98		98	
2400 Life Insurance - GLI	6,938	7,699	9,603	11,429		11,003		(426)	
3105 Contractual Services	211,895	168,754	87,864	53,062		124,087		71,025	
3401 Travel Reimbursement	4,500	5,230	8,419	10,000		10,000		0	
3402 Conference Expenses	7,952	15,007	8,219	20,500		20,500		0	
3450 Field Trips	2,061	1,273	1,523	1,000		1,000		0	
3504 Maint. Service Contract	0	0	0	7,127		7,127		0	
3710 Contract Courses	115	0	0	0		0		0	
3902 Printing Services	1,710	0	1,943	0		0		0	
3905 Extra Curricular Expenses	0	338	0	0		0		0	
3921 Tuition- PW	0	7,910	17,430	0		0		0	
3999 Other Contract Expenses	248,131	349,729	288,904	20,105		18,250		(1,855)	
4010 Instructional Supplies	54,687	125,303	7,702	24,522		31,733		7,211	
4012 Emp. Training Supplies	179,846	213,292	53,247	30,136		21,981		(8,155)	
4016 Library Books	64,210	0	0	0		0		0	
4019 Food	1,814	5,435	1,759	2,400		1,450		(950)	
4020 Printing Supplies	3,717	9,916	4,312	0		0		0	
4310 Tech. Supply Equip.Addl.	0	21,800	0	0		0		0	
4410 Software, Additional	18,100	0	0	14,000		15,000		1,000	
4510 General Equipment - Add'l.	9,173	8,109	8,139	0		0		0	
5501 Equipment - Replacement	0	0	12,209	0		0		0	
Totals	1,845,353	2,053,058	1,715,110	1,629,108	10.20	1,721,355	10.00	92,247	(0.20)
Positions	8.00	9.00	9.20	10.20		10.00			

## Financial Section

### TITLE VI-B (IDEA) 703

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1106	Supervisor	426,619	401,132	436,653	426,426      3.55	431,538      3.55	5,112	0.00
1107	Admin. Coordinator	1,161,081	1,076,679	1,064,700	1,062,720      12.00	1,075,680      12.00	12,960	0.00
1120	Teacher, Classroom	3,054,090	2,987,003	2,999,058	3,374,160      52.30	3,350,772      50.30	(23,388)	(2.00)
1130	Social Worker	1,466,321	1,515,582	1,591,690	1,341,792      20.40	1,375,080      20.40	33,288	0.00
1133	Psychologist	1,016,502	1,050,879	966,926	1,119,360      17.60	1,155,264      17.60	35,904	0.00
1136	Diagnostician	1,066,343	1,066,435	989,363	873,000      13.00	900,720      13.00	27,720	0.00
1138	Support Professional	193,930	502,154	528,454	572,400      9.00	343,560      7.00	(228,840)	(2.00)
1140	Teacher Assistant	65,926	70,496	70,810	122,400      5.00	121,200      5.00	(1,200)	0.00
1141	Student Attendant	195,356	459,847	323,544	500,000      0.00	600,000      0.00	100,000	0.00
1146	Home-Sch. Coordinator	23,883	8,215	12,277	20,001      0.67	19,841      0.67	(160)	0.00
1148	Specialist	52,931	64,414	57,245	69,720      1.00	68,520      1.00	(1,200)	0.00
1200	Overtime	132	24	18	0	30,000	30,000	
1201	Straight Time	11,541	10,799	2,890	2,500	30,600	28,100	
1300	Temporary Employee	40,967	45,173	186,157	255,000	760,000	505,000	
1500	Substitute Teacher	26,355	170,550	36,083	0	0	0	
1600	Supplemental Pay	0	0	2,440	10,000	0	(10,000)	
1900	Other Salary / Wages	306,224	293,872	246,134	0	0	0	
2100	Social Security - FICA	667,012	709,413	692,055	745,643	785,104	39,461	
2210	Retirement - VRS	1,319,061	1,240,429	1,232,933	1,576,337	1,492,559	(83,778)	
2211	Retiree Health Care Credit	89,510	89,678	94,334	0	0	0	
2220	Retirement - PWCS	83,332	83,854	88,480	72,754	72,683	(72)	
2221	Defined Contribution Plan	5,432	9,181	13,664	0	0	0	
2300	Health Insurance - HMP	671,603	704,368	795,693	1,082,329	1,092,892	10,564	
2310	Short/Long Term Disability Premium	1,538	2,090	1,958	0	0	0	
2400	Life Insurance - GLI	97,986	100,676	111,333	117,664	115,832	(1,832)	
3100	Professional Services	355,016	520,070	698,248	691,873	665,135	(26,738)	
3450	Field Trips	150,575	192,351	228,210	200,000	230,000	30,000	
3913	Tuition - Other Divisions	4,686	55,844	28,978	0	0	0	
3950	Indirect Costs	67,092	68,666	70,599	60,000	85,000	25,000	
4001	Office Supplies	299	546	0	0	0	0	
4010	Instructional Supplies	122,908	33,450	31,071	265,865	111,000	(154,865)	
4013	Testing Materials	212,270	0	14,487	125,000	29,908	(95,092)	
4310	Tech. Supply Equip.Addl.	47,943	0	1,788	15,000	0	(15,000)	
4410	Software, Additional	8,176	0	0	0	0	0	
Totals		13,012,642	13,533,871	13,618,270	14,701,944      134.52	14,942,888      130.52	240,944	(4.00)
Positions		123.97	122.02	126.52	134.52	130.52		

### IDEA - PRESCHOOL/CHILD FIND INCENTIVE GRANT 704

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1120	Teacher, Classroom	0	39,594	42,537	63,600      1.00	65,640      1.00	2,040	0.00
1136	Diagnostician	90,512	0	72,796	0      0.00	0      0.00	0	0.00
1140	Teacher Assistant	126,649	151,252	148,082	171,360      7.00	169,680      7.00	(1,680)	0.00
1200	Overtime	149	0	0	0	0	0	
1201	Straight Time	299	0	0	0	0	0	
2100	Social Security - FICA	15,720	13,011	18,640	17,975	18,002	28	
2210	Retirement - VRS	32,573	22,996	31,039	41,235	39,722	(1,513)	
2211	Retiree Health Care Credit	2,157	1,693	2,370	0	0	0	
2220	Retirement - PWCS	1,810	208	0	1,903	1,934	31	
2221	Defined Contribution Plan	169	195	264	0	0	0	
2300	Health Insurance - HMP	26,213	31,309	23,845	28,313	29,086	773	
2310	Short/Long Term Disability Premium	47	64	67	0	0	0	
2400	Life Insurance - GLI	2,421	1,900	2,797	3,078	3,083	5	
4010	Instructional Supplies	0	0	2,078	4,194	4,502	308	
Totals		298,719	262,221	344,515	331,658      8.00	331,649      8.00	(9)	0.00
Positions		6.50	7.50	6.50	8.00	8.00		

## Financial Section

### PERKINS VOCATIONAL GRANT 707

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1115 Teacher on Special Assignment	35,300	38,086	38,086	38,086	0.00	38,086	0.00	0	0.00
2100 Social Security - FICA	2,700	2,914	2,914	2,914		2,914		(0)	
3105 Contractual Services	0	5,261	0	0		0		0	
3402 Conference Expenses	64,429	98,037	166,906	90,000		65,000		(25,000)	
3700 In-Service Expenses	16,306	0	0	0		0		0	
3906 Advertising	0	0	0	0		10,000		10,000	
3999 Other Contract Expenses	1,829	35,750	51,138	35,000		116,121		81,121	
4010 Instructional Supplies	936	34,114	11,284	41,073		20,000		(21,073)	
4012 Emp. Training Supplies	280	5,957	11,069	6,000		1,000		(5,000)	
4013 Testing Materials	0	0	59,896	0		100,000		100,000	
4019 Food	2,689	0	0	0		0		0	
4310 Tech. Supply Equip.Addl.	364,302	137,430	177,442	150,000		0		(150,000)	
4350 Tech. Supply Equip. Repl.	545,953	169,182	194,742	250,000		140,000		(110,000)	
4410 Software, Additional	3,238	6,582	12,172	7,000		0		(7,000)	
4450 Software Replacement	2,499	6,107	0	7,000		37,000		30,000	
4510 General Equipment - Add'l.	41,420	65,306	44,090	65,000		200,000		135,000	
4550 General Equipment - Repl.	9,403	67,363	88,431	68,000		100,000		32,000	
5101 Equipment - Additional	55,830	62,587	36,985	100,000		0		(100,000)	
5104 Software - Additional	0	14,972	0	15,000		0		(15,000)	
Totals	1,147,114	749,650	895,155	875,073	0.00	830,121	0.00	(44,952)	0.00
Positions	0.00	0.00	0.00	0.00		0.00			



## Financial Section

### HEAD START

710

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106 Supervisor	0	82,802	86,139	96,223 0.64	94,000 0.64	(2,223) 0.00
1107 Admin. Coordinator	105,425	0	3,642	29,040 0.33	40,130 0.33	11,090 0.00
1120 Teacher, Classroom	886,635	832,095	948,036	1,025,701 17.00	1,016,304 17.00	(9,397) 0.00
1138 Support Professional	129,241	89,759	93,302	96,335 1.31	87,835 1.31	(8,500) 0.00
1140 Teacher Assistant	307,006	302,049	341,163	374,478 16.70	360,982 16.44	(13,496) (0.26)
1146 Comm. Health Specialist	302,891	316,222	324,304	337,335 7.00	346,442 7.00	9,107 0.00
1148 Specialist	101,836	64,216	84,604	96,609 1.66	99,015 1.66	2,406 0.00
1150 Secretarial/Bookkeeper	147,043	165,109	176,889	195,402 4.84	186,997 4.84	(8,405) 0.00
1200 Overtime	1,862	2,794	2,615	0	0	0
1201 Straight Time	17,861	25,568	20,239	0	0	0
1300 Temporary Employee	0	4,130	2,331	0	5,000	5,000
1500 Substitute Teacher	32,177	31,008	46,563	30,000	33,510	3,510
2100 Social Security - FICA	146,733	139,646	154,124	172,211	173,671	1,460
2210 Retirement - VRS	252,188	221,518	250,266	371,133	376,226	5,092
2211 Retiree Health Care Credit	16,918	16,203	19,426	0	0	0
2220 Retirement - PWCS	7,066	6,923	8,400	14,284	18,056	3,772
2221 Defined Contribution Plan	1,374	3,085	6,304	0	0	0
2300 Health Insurance - HMP	224,492	209,358	228,147	246,159	271,953	25,794
2310 Short/Long Term Disability Premium	406	878	1,200	0	0	0
2400 Life Insurance - GLI	18,992	18,190	22,926	25,569	29,198	3,629
3100 Professional Services	212,502	255,821	238,660	215,045	202,760	(12,285)
3102 Health Services	2,658	644	280	2,500	2,500	0
3105 Contractual Services	4,800	0	0	0	0	0
3201 Telephone	5,060	2,585	4,318	5,000	4,960	(40)
3301 Insurance, General	4,144	0	1,985	1,982	1,985	3
3401 Travel Reimbursement	23,604	16,961	24,420	9,027	11,923	2,896
3402 Conference Expenses	0	4,402	17,401	8,258	15,189	6,931
3450 Field Trips	5,373	5,892	5,661	5,000	7,400	2,400
3700 In-Service Expenses	12,329	8,030	9,841	19,390	6,874	(12,516)
3901 Laundry/Dry Cleaning	1,260	945	2,606	2,500	2,500	0
3902 Printing Services	7,106	5,835	5,727	8,000	8,000	0
3903 Postage	4,414	2,339	2,398	2,500	3,700	1,200
3906 Advertising	654	0	0	0	0	0
3908 Parent Activity	8,073	14,678	12,968	5,955	7,990	2,035
3921 Tuition- PW	1,400	1,100	1,750	0	0	0
4001 Office Supplies	69,427	26,782	21,774	10,000	12,369	2,369
4002 Medical Supplies	7,645	0	0	0	0	0
4004 Repair/Maint. Supplies	0	4,370	0	0	0	0
4009 Extra Curricular Supplies	0	0	49,541	51,771	47,685	(4,086)
4010 Instructional Supplies	191,265	74,529	85,745	25,000	26,860	1,860
4012 Emp. Training Supplies	4,965	11,441	3,350	8,755	15,214	6,459
4014 Food, Cafeteria	358	0	0	0	0	0
4019 Food	50,087	44,976	2,454	0	0	0
4022 Transp. Veh. Supplies	0	0	1,848	0	0	0
4310 Tech. Supply Equip.Addl.	0	316	1,667	0	0	0
4410 Software, Additional	0	0	295	0	0	0
4510 General Equipment - Add'l.	0	0	53,488	0	0	0
5501 Equipment - Replacement	0	0	1,619	0	0	0
Totals	3,317,272	3,013,195	3,370,416	3,491,162 49.48	3,517,228 49.22	26,066 (0.26)
Positions	44.82	43.26	44.94	49.48	49.22	

### MEDICAID REIMBURSEMENT PROGRAM

714

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107 Admin. Coordinator	68,420	82,553	85,882	88,560 1.00	89,640 1.00	1,080 0.00
1148 Specialist	36,564	44,571	59,710	55,080 1.00	54,480 1.00	(600) 0.00
1150 Secretarial/Bookkeeper	16,645	23,683	17,978	18,720 0.50	18,600 0.50	(120) 0.00
2100 Social Security - FICA	8,741	11,205	12,118	12,421	12,447	26
2210 Retirement - VRS	19,942	21,758	23,979	28,494	27,467	(1,027)
2211 Retiree Health Care Credit	1,328	1,533	1,816	0	0	0
2220 Retirement - PWCS	1,014	2,079	2,668	1,315	1,338	22
2300 Health Insurance - HMP	14,417	13,147	14,907	19,564	20,112	548
2400 Life Insurance - GLI	1,491	1,720	2,143	2,127	2,132	5
2830 Admin. Assoc. Fees	10,299	8,778	9,095	12,418	10,000	(2,418)
3100 Professional Services	715	40,415	6,381	2,000	0	(2,000)
3401 Travel Reimbursement	1,380	6,143	713	500	2,000	1,500
3402 Conference Expenses	0	2,000	0	2,500	2,000	(500)
4001 Office Supplies	6,832	3,947	1,039	5,436	4,284	(1,152)
4010 Instructional Supplies	12,983	0	0	364	0	(364)
4310 Tech. Supply Equip.Addl.	130	365	14,973	10,000	15,000	5,000
Totals	200,901	263,897	253,402	259,500 2.50	259,500 2.50	(0) 0.00
Positions	1.50	2.50	2.50	2.50	2.50	

## Financial Section

### SOL ALGEBRA 754

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1115 Teacher on Special Assignment	377,075	446,002	467,945	477,120	7.00	501,977	7.00	24,857	0.00
1300 Temporary Employee	3,263	0	0	0		0		0	
1600 Supplemental Pay	1,178	0	9,974	0		0		0	
2100 Social Security - FICA	29,970	33,731	35,638	36,500		38,401		1,900	
2210 Retirement - VRS	61,892	67,803	68,614	83,735		84,734		999	
2211 Retiree Health Care Credit	3,976	4,818	5,195	0		0		0	
2220 Retirement - PWCS	4,438	4,881	4,747	3,865		4,116		251	
2300 Health Insurance - HMP	23,219	24,761	26,219	57,493		60,840		3,347	
2310 Short/Long Term Disability Premium	0	0	0	0		1,205		1,205	
2400 Life Insurance - GLI	4,464	5,408	6,131	6,250		6,576		326	
3105 Contractual Services	0	0	2,500	0		0		0	
3401 Travel Reimbursement	145	469	144	0		0		0	
3402 Conference Expenses	0	362	13,034	0		6,000		6,000	
4010 Instructional Supplies	25,194	28,076	12,233	324,834		280,495		(44,339)	
4012 Emp. Training Supplies	7,924	5,086	4,081	0		10,000		10,000	
4310 Tech. Supply Equip.Addl.	0	18,970	0	0		1,000		1,000	
4410 Software, Additional	0	0	0	0		12,000		12,000	
Totals	542,738	640,365	656,455	989,797	7.00	1,007,343	7.00	17,546	0.00

### DISTANCE LEARNING (Prince William Network) 026

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1107 Admin. Coordinator	0	11,684	639	0	0.00	0	0.00	0	0.00
1145 Technician	0	10,870	1,288	37,320	0.50	36,240	0.50	(1,080)	0.00
1200 Overtime	0	0	2,398	0		300		300	
1201 Straight Time	0	448	409	0		100		100	
1300 Temporary Employee	80,320	116,292	135,204	43,000		50,000		7,000	
2100 Social Security - FICA	6,154	10,598	10,523	6,144		6,629		485	
2210 Retirement - VRS	7,403	5,387	2,527	6,550		6,117		(432)	
2211 Retiree Health Care Credit	482	423	221	0		0		0	
2220 Retirement - PWCS	274	120	0	302		298		(4)	
2221 Defined Contribution Plan	40	349	392	0		0		0	
2300 Health Insurance - HMP	0	2,595	4,308	4,497		4,479		(18)	
2310 Short/Long Term Disability Premium	11	92	66	0		0		0	
2400 Life Insurance - GLI	541	475	261	489		475		(14)	
3100 Professional Services	88,785	52,621	211,275	13,984		10,627		(3,357)	
3105 Contractual Services	861	0	0	0		0		0	
3201 Telephone	0	0	170	0		50		50	
3401 Travel Reimbursement	18,317	23,429	22,584	10,500		8,522		(1,978)	
3402 Conference Expenses	45	1,855	2,105	1,500		1,800		300	
3902 Printing Services	4,605	5,306	4,470	4,500		2,050		(2,450)	
3903 Postage	632	1,035	486	600		200		(400)	
3999 Other Contract Expenses	0	410	0	0		0		0	
4001 Office Supplies	324	423	3,580	500		200		(300)	
4310 Tech. Supply Equip.Addl.	0	4,087	0	0		0		0	
4510 General Equipment - Add'l.	0	2,991	0	0		0		0	
4999 Other Materials/Supplies	10,730	4,955	4,422	900		1,913		1,013	
Totals	219,524	256,447	407,327	130,786	0.50	130,000	0.50	(786)	0.00
Positions	0.68	0.18	0.68	0.50		0.50			

## Financial Section

### VIRGINIA PRESCHOOL INITIATIVE 756

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	0	3,881	4,038	4,159	0.03	5,200	0.03	1,041	0.00
1107 Admin. Coordinator	3,298	0	331	2,643	0.03	4,200	0.03	1,557	0.00
1120 Teacher, Classroom	60,183	67,641	118,902	180,511	3.11	181,551	3.11	1,040	0.00
1138 Support Professional	2,249	2,206	2,411	2,490	0.04	2,560	0.04	70	0.00
1140 Teacher Assistant	47,818	47,077	50,487	94,697	3.00	79,583	3.00	(15,114)	0.00
1146 Comm. Health Specialist	0	0	0	0	0.00	43,104	1.00	43,104	1.00
1148 Specialist	0	0	906	4,120	0.04	2,029	0.04	(2,091)	0.00
1150 Secretarial/Bookkeeper	4,250	5,269	4,895	5,821	0.14	6,071	0.14	250	0.00
1200 Overtime	0	149	0	0		0		0	
1201 Straight Time	1,173	1,338	344	0		6,500		6,500	
1300 Temporary Employee	0	0	120	0		0		0	
1500 Substitute Teacher	2,638	1,588	7,467	7,500		15,000		7,500	
2100 Social Security - FICA	9,187	9,504	13,514	22,516		26,454		3,937	
2210 Retirement - VRS	17,487	18,412	25,022	53,023		58,371		5,348	
2211 Retiree Health Care Credit	1,278	1,334	1,991	0		0		0	
2220 Retirement - PWCS	151	893	1,106	2,394		2,801		407	
2221 Defined Contribution Plan	788	258	1,250	0		0		0	
2300 Health Insurance - HMP	6,206	17,330	29,463	30,332		41,911		11,579	
2310 Short/Long Term Disability Premium	225	112	317	0		0		0	
2400 Life Insurance - GLI	1,435	1,497	2,350	3,958		4,530		572	
3201 Telephone	824	378	1,380	932		1,335		403	
3401 Travel Reimbursement	633	344	277	1,500		2,500		1,000	
3450 Field Trips	300	513	585	500		1,500		1,000	
3700 In-Service Expenses	0	0	50	31,247		64,057		32,810	
3901 Laundry/Dry Cleaning	0	0	540	0		1,500		1,500	
3902 Printing Services	667	807	622	500		2,000		1,500	
3903 Postage	11	0	0	0		0		0	
3908 Parent Activity	151	932	1,164	500		2,000		1,500	
4001 Office Supplies	1,010	145	1,233	0		5,000		5,000	
4009 Extra Curricular Supplies	0	0	9,033	6,796		16,000		9,204	
4010 Instructional Supplies	2,099	2,638	26,111	5,000		12,000		7,000	
4012 Emp. Training Supplies	82	553	645	500		1,115		615	
4019 Food	3,948	4,188	76	0		0		0	
4022 Transp. Veh. Supplies	0	0	1,848	0		0		0	
4310 Tech. Supply Equip.Addl.	4,575	0	20,156	0		0		0	
4410 Software, Additional	0	0	180	0		0		0	
Totals	172,666	188,986	328,811	461,639	6.39	588,870	7.39	127,231	1.00

## Financial Section

### VIRGINIA PRESCHOOL INITIATIVE PLUS (PRESCHOOL DEVELOPMENT)

711

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	0	42,695	44,415	45,748	0.33	47,029	0.33	1,281	0.00
1107 Admin. Coordinator	1,254	0	7,380	56,320	0.64	77,904	0.64	21,584	0.00
1120 Teacher, Classroom	0	498,309	732,371	755,381	13.00	777,208	13.00	21,827	0.00
1138 Support Professional	565	44,485	46,318	44,949	0.65	49,083	0.65	4,134	0.00
1140 Teacher Assistant	0	165,596	256,264	263,378	12.00	281,319	12.00	17,941	0.00
1146 Comm. Health Specialist	4,532	88,828	125,012	125,093	3.00	125,249	3.00	156	0.00
1148 Specialist	0	31,457	53,512	74,801	1.30	77,097	1.30	2,296	0.00
1150 Secretarial/Bookkeeper	1,419	75,391	88,143	116,218	3.02	116,435	3.02	217	0.00
1200 Overtime	0	712	1,570	0		0		0	
1201 Straight Time	0	6,154	12,701	0		0		0	
1300 Temporary Employee	550	2,992	854	0		500		500	
1500 Substitute Teacher	0	12,746	35,864	35,000		30,000		(5,000)	
2100 Social Security - FICA	751	65,780	98,392	113,568		121,010		7,442	
2210 Retirement - VRS	1,167	129,792	192,923	260,536		258,773		(1,763)	
2211 Retiree Health Care Credit	86	9,946	15,132	0		0		0	
2220 Retirement - PWCS	0	257	1,946	12,025		12,417		392	
2221 Defined Contribution Plan	47	4,590	6,909	0		0		0	
2300 Health Insurance - HMP	1,258	87,833	145,170	178,887		186,586		7,699	
2310 Short/Long Term Disability Premium	15	1,281	1,787	0		0		0	
2400 Life Insurance - GLI	96	11,165	17,858	19,447		19,709		262	
3100 Professional Services	0	4,000	19,711	22,923		20,000		(2,923)	
3102 Health Services	0	0	0	1,000		2,000		1,000	
3201 Telephone	0	1,820	2,817	2,500		1,200		(1,300)	
3301 Insurance, General	0	0	2,639	1,434		1,250		(184)	
3401 Travel Reimbursement	200	7,443	13,309	7,788		10,000		2,212	
3402 Conference Expenses	0	1,831	20,435	14,054		15,000		946	
3450 Field Trips	0	2,082	250,912	195,292		60,000		(135,292)	
3502 Repair/Maint. - Equipment	0	0	0	5,400		0		(5,400)	
3700 In-Service Expenses	0	2,522	5,952	1,500		5,000		3,500	
3901 Laundry/Dry Cleaning	0	975	2,145	2,000		6,000		4,000	
3902 Printing Services	1,543	2,592	3,625	2,500		6,000		3,500	
3903 Postage	23	339	508	200		800		600	
3908 Parent Activity	588	6,825	6,998	2,639		5,000		2,361	
3911 Rental Equipment	0	0	3,471	5,221		7,000		1,779	
3921 Tuition- PW	0	200	1,600	0		3,000		3,000	
3950 Indirect Costs	0	0	0	88,366		38,224		(50,142)	
3999 Other Contract Expenses	0	148,645	208,953	207,000		200,000		(7,000)	
4001 Office Supplies	795	5,237	20,112	16,557		15,000		(1,557)	
4002 Medical Supplies	0	129	4,507	0		0		0	
4003 Custodial Supplies	0	57	18	0		0		0	
4004 Repair/Maint. Supplies	0	4,969	0	0		0		0	
4009 Extra Curricular Supplies	0	0	49,256	63,131		65,000		1,869	
4010 Instructional Supplies	2,580	169,380	219,645	42,148		33,231		(8,917)	
4012 Emp. Training Supplies	316	4,374	8,065	12,000		21,000		9,000	
4016 Library Books	0	0	7,939	0		0		0	
4019 Food	0	34,617	0	0		0		0	
4022 Transp. Veh. Supplies	0	16,136	16,043	0		0		0	
4310 Tech. Supply Equip.Addl.	1,965	100,002	2,926	0		0		0	
4410 Software, Additional	0	0	1,200	0		0		0	
4510 General Equipment - Add'l.	0	20,382	119,968	0		0		0	
Totals	19,750	1,814,565	2,877,271	2,795,004	33.94	2,695,024	33.94	(99,980)	0.00

## Financial Section

### LINKING MILITARY CONNECTED 724

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1150 Secretarial/Bookkeeper	22,191	17,460	18,073	0	0.00	0	0.00	0	0.00
1600 Supplemental Pay	1,105	2,299	0	0		0		0	
2100 Social Security - FICA	1,781	1,565	1,327	0		0		0	
2210 Retirement - VRS	0	1,524	2,424	0		0		0	
2211 Retiree Health Care Credit	0	124	201	0		0		0	
2221 Defined Contribution Plan	0	116	226	0		0		0	
2300 Health Insurance - HMP	0	4,434	6,487	0		0		0	
2310 Short/Long Term Disability Premium	0	41	60	0		0		0	
2400 Life Insurance - GLI	0	139	237	0		0		0	
3100 Professional Services	1,425	2,799	0	0		0		0	
3401 Travel Reimbursement	0	0	143	0		0		0	
3402 Conference Expenses	499	2,334	2,677	0		0		0	
3700 In-Service Expenses	0	13,248	0	0		0		0	
3902 Printing Services	0	342	0	0		0		0	
3903 Postage	0	0	108	0		0		0	
3910 Educational Television	2,813	0	0	0		0		0	
3999 Other Contract Expenses	98,097	77,244	105,276	0		0		0	
4001 Office Supplies	4,613	3,078	11,071	0		0		0	
4009 Extra Curricular Supplies	8,392	13,623	0	0		0		0	
4010 Instructional Supplies	0	3,400	22,954	0		0		0	
4310 Tech. Supply Equip.Addl.	0	0	3,911	0		0		0	
4350 Tech. Supply Equip. Repl.	3,743	0	0	0		0		0	
4410 Software, Additional	0	300	0	0		0		0	
Totals	144,659	144,069	175,175	0	0.00	0	0.00	0	0.00

### TITLE II HUMAN TRAFFICKING PREVENTION, ID, & REFERRAL 745

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1300 Temporary Employee	0	0	51,220	0		0		0	
2100 Social Security - FICA	0	0	3,918	0		0		0	
3105 Contractual Services	0	0	8,617	0		0		0	
3401 Travel Reimbursement	0	0	1,430	0		0		0	
3402 Conference Expenses	0	0	1,627	0		0		0	
3910 Educational Television	0	0	2,721	0		0		0	
4010 Instructional Supplies	0	0	1,860	0		0		0	
Totals	0	0	71,393	0	0.00	0	0.00	0	0.00
Positions	0.00	0.00	0.00	0.00		0.00			

## Financial Section

### WORLD CLASS - MILITARY DEPENDENT STUDENTS 742

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1104	Director	0	46,809	81,702	89,880      1.00	92,307      1.00	2,427	0.00
1122	Counselor	0	0	26,677	31,800      0.50	36,659      0.50	4,859	0.00
1150	Secretarial/Bookkeeper	0	12,173	18,073	23,280      0.50	23,909      0.50	629	0.00
1601	Coaching Supplements	0	0	1,247	3,000	3,000	0	
1602	Extra Curr. Supplement	0	0	54	6,000	6,000	0	
2100	Social Security - FICA	0	4,393	9,409	11,778	12,383	605	
2210	Retirement - VRS	0	9,154	14,401	25,440	27,325	1,884	
2211	Retiree Health Care Credit	0	699	1,108	0	1,035	1,035	
2220	Retirement - PWCS	0	0	0	1,175	1,327	152	
2221	Defined Contribution Plan	0	109	226	0	910	910	
2300	Health Insurance - HMP	0	0	0	17,466	19,619	2,153	
2310	Short/Long Term Disability Premium	0	40	60	0	389	389	
2400	Life Insurance - GLI	0	785	1,307	1,899	1,926	27	
3105	Contractual Services	0	4,375	18,709	37,800	47,525	9,725	
3401	Travel Reimbursement	0	3,902	5,305	6,000	11,000	5,000	
3402	Conference Expenses	0	0	0	8,000	8,000	0	
3450	Field Trips	0	0	4,480	0	0	0	
3700	In-Service Expenses	0	0	6,590	11,000	23,500	12,500	
3903	Postage	0	0	57	0	0	0	
3905	Extra Curricular Expenses	0	157	10,554	15,000	8,646	(6,354)	
4001	Office Supplies	0	3,433	3,542	1,598	4,000	2,402	
4009	Extra Curricular Supplies	0	1,666	5,848	7,800	0	(7,800)	
4010	Instructional Supplies	0	0	6,093	25,340	0	(25,340)	
4310	Tech. Supply Equip.Addl.	0	180	55,473	22,934	0	(22,934)	
Totals		0	87,875	270,913	347,191      2.00	329,460      2.00	(17,731)	0.00
Positions		0.00	1.50	2.00	2.00	2.00		

### SCHOOL IMPROVEMENT (Title I - Belmont ES) 743

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1300	Temporary Employee	0	0	8,387	0	0	0	
1600	Supplemental Pay	0	0	12,265	0	0	0	
2100	Social Security - FICA	0	0	1,547	0	0	0	
3999	Other Contract Expenses	0	139,139	341,706	0	0	0	
4010	Instructional Supplies	0	15,886	2,705	0	0	0	
Totals		0	155,025	366,610	0      0.00	0      0.00	0	0.00

### GOVERNOR'S SCHOOL @ INNOVATION PARK 757

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
3919	Tuition - Annual Year Governor's School	371,465	295,679	445,120	385,107	439,542	54,435	
Totals		371,465	295,679	445,120	385,107      0.00	439,542      0.00	54,435	0.00
Positions		0.00	0.00	0.00	0.00	0.00		

## Financial Section

### TIPA (Grant eliminated - FY 2016) 726

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	107,112	0	0	0 0.00	0 0.00	0	0.00
1107	Admin. Coordinator	369,585	0	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	1,289,061	1,244,475	0	0 0.00	0 0.00	0	0.00
1148	Specialist	55,280	14,708	0	0 0.00	0 0.00	0	0.00
1150	Secretarial/Bookkeeper	61,169	47,849	0	0 0.00	0 0.00	0	0.00
1300	Temporary Employee	9,388	0	0	0	0	0	
2100	Social Security - FICA	140,124	96,823	0	0	0	0	
2210	Retirement - VRS	97,869	9,344	0	0	0	0	
2211	Retiree Health Care Credit	6,288	658	0	0	0	0	
2220	Retirement - PWCS	10,293	1,169	0	0	0	0	
2300	Health Insurance - HMP	34,689	1,541	0	0	0	0	
2400	Life Insurance - GLI	7,059	738	0	0	0	0	
3105	Contractual Services	55,411	24,694	0	0	0	0	
3401	Travel Reimbursement	4,392	0	0	0	0	0	
3402	Conference Expenses	10,000	0	0	0	0	0	
3902	Printing Services	2,116	0	0	0	0	0	
4001	Office Supplies	6,734	1,932	0	0	0	0	
4012	Emp. Training Supplies	1,989	0	0	0	0	0	
4310	Tech. Supply Equip.Addl.	94	0	0	0	0	0	
Totals		2,268,653	1,443,932	0	0 0.00	0 0.00	0	0.00
Positions		7.00	3.00	0.00	0.00	0.00		

### FREEDOM RISING GRANT (Grant eliminated - FY 2014) 722

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
3402	Conference Expenses	2,600	0	0	0	0	0	
4010	Instructional Supplies	12,840	0	0	0	0	0	
Totals		15,440	0	0	0 0.00	0 0.00	0	0.00
Positions		0.00	0.00	0.00	0.00	0.00		

### SOL REMEDIATION GRANT (This Grant is now funded by local funds, see Benefits & Reserves Dept. 038, Object Code 8024, eliminated - FY 2010) 753

		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1300	Temporary Employee	0	11,252	10,580	0	0	0	
1500	Substitute Teacher	0	373	0	0	0	0	
1600	Supplemental Pay	2,184	17,365	123	0	0	0	
2100	Social Security - FICA	157	2,179	809	0	0	0	
4010	Instructional Supplies	58,395	55,447	101,298	0	0	0	
Totals		60,736	86,615	112,810	0 0.00	0 0.00	0	0.00
Positions		0.00	0.00	0.00	0.00	0.00		



## Financial Section

### ELEMENTARY SCHOOLS SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	6,604,385	6,908,206	7,122,239	7,207,200 60.00	7,415,160 61.00	207,960 1.00
1112 Assistant Principal	4,222,256	4,536,597	4,497,121	4,959,360 56.00	4,930,200 55.00	(29,160) (1.00)
1115 Teacher, Admin. Assign.	513,055	684,097	832,513	670,200 10.30	870,120 13.00	199,920 2.70
1120 Teacher, Classroom	148,649,362	152,111,311	157,820,735	168,780,180 2,653.75	176,671,740 2,691.50	7,891,560 37.75
1121 Librarian	3,991,761	4,148,252	4,256,166	3,916,800 60.00	4,039,200 60.00	122,400 0.00
1122 Counselor	5,262,485	5,423,478	5,541,639	5,577,720 87.70	5,881,344 89.60	303,624 1.90
1140 Teacher Assistant	8,805,491	8,960,848	9,306,342	10,290,075 420.36	10,647,813 439.28	357,738 18.92
1142 Cafeteria Aide	698,218	708,919	743,464	882,283 43.97	868,614 43.81	(13,669) (0.16)
1148 Specialist	373,655	437,665	517,659	559,800 15.00	518,130 15.15	(41,670) 0.15
1150 Secretarial/Clerical	8,177,944	8,373,217	8,682,583	8,744,640 247.00	8,600,640 250.50	(144,000) 3.50
1180 Natl Board Certified Teacher Incentive	240,000	215,000	225,000	0 0.00	0 0.00	0 0.00
1190 Custodian	6,544,712	6,703,744	6,958,534	7,003,414 209.26	7,203,058 207.90	199,644 (1.36)
1200 Overtime	165,697	193,348	149,357	160,621	147,821	(12,800)
1201 Straight Time	266,428	286,537	288,129	187,924	196,718	8,794
1300 Temporary Employee	2,150,481	2,422,129	2,787,805	959,129	845,418	(113,711)
1500 Substitute Teacher	3,211,270	3,301,134	3,416,535	3,252,218	2,906,821	(345,397)
1502 Substitute, Other	245,371	251,899	224,783	178,545	154,098	(24,447)
1600 Supplemental Pay	252,864	346,630	403,381	218,270	296,191	77,921
1602 Extra Curr. Supplements	121,825	138,052	151,190	98,579	100,848	2,269
1603 Homebound Tutoring	0	2	0	0	0	0
1647 Coordinator Supplement	0	27,745	37,750	0	0	0
2100 Social Security - FICA	14,695,207	15,079,466	15,613,884	17,108,932	17,770,459	661,527
2210 Retirement - VRS	29,625,636	27,722,700	28,215,785	37,448,828	37,493,489	44,660
2211 Retiree Health Care Credit	1,945,238	1,991,859	2,168,790	0	0	0
2220 Retirement - PWCS	1,386,723	1,423,445	1,490,391	1,763,446	1,864,104	100,658
2221 Defined Contribution Plan	159,828	344,795	670,435	0	0	0
2300 Health Insurance - HMP	18,956,550	20,257,610	21,702,574	26,233,982	28,029,672	1,795,690
2310 Short/Long Term Disability Premium	40,716	85,389	129,500	0	0	0
2400 Life Insurance - GLI	2,243,416	2,297,901	2,630,491	2,851,993	2,970,773	118,780
2830 Admin. Assoc. Fees	17,842	23,191	24,721	37,822	41,034	3,212
2840 Conference Expense Admin	675	0	250	0	0	0
2850 Employee Recognition	110	0	0	500	400	(100)
3100 Professional Services	48,745	68,723	108,525	50,000	36,700	(13,300)
3102 Health Services	490	0	0	0	2,500	2,500
3105 Contractual Services	6,949	11,100	5,397	11,500	5,000	(6,500)
3201 Telephone	51,117	49,626	52,439	59,995	70,198	10,203
3401 Travel Reimbursement	75,693	67,699	71,457	73,295	81,569	8,274
3402 Conference Expenses	116,486	165,115	194,506	144,597	155,087	10,490
3450 Field Trips	171,233	194,620	197,302	155,219	176,500	21,281
3501 Repair/Maint. - Building	5,711	3,691	38,506	15,000	10,400	(4,600)
3502 Repair/Maint. - Equipment	37,861	15,307	41,730	20,250	17,600	(2,650)
3504 Maint. Service Contracts	74,980	76,693	79,522	65,462	68,168	2,706
3700 In-Service Expenses	83,282	73,226	34,343	72,650	77,950	5,300
3901 Laundry/Dry Cleaning	225	286	1,434	300	300	0
3902 Printing Services	282,444	292,714	293,240	361,883	255,456	(106,427)
3903 Postage	40,172	32,548	35,887	64,348	51,860	(12,488)
3904 Freight/Shipping	0	0	120	0	0	0
3905 Extra Curricular Expenses	4,223	5,038	3,266	3,250	2,000	(1,250)
3908 Parent Activity Expenses	941	149	106	0	0	0
3911 Rental Equipment	145,009	194,322	255,042	328,364	358,543	30,179
3913 Tuition - Other Divisions	40,690	6,370	0	1,100	1,100	0
3918 Permits & Fees	11,210	8,958	21,510	0	10,810	10,810
3921 Tuition - PW	2,938	17,862	29,673	6,000	0	(6,000)
3999 Other Contract Services	38,847	138,167	120,050	28,550	44,950	16,400
4001 Office Supplies	312,562	258,260	360,322	313,390	345,674	32,284
4002 Medical Supplies	42,882	38,329	48,745	59,365	68,000	8,635
4003 Custodial Supplies	944,508	974,435	1,023,822	972,076	928,322	(43,754)
4004 Repair/Maint. Supplies	38,861	49,122	70,421	25,200	32,800	7,600
4007 Wearing Apparel	13,528	18,405	26,339	20,099	29,075	8,976
4008 Reference Materials	15,678	15,025	19,797	37,000	23,100	(13,900)
4009 Extra Curricular Supplies	8,051	1,555	20,500	13,400	6,753	(6,647)
4010 Instructional Supplies	5,046,849	5,323,928	4,989,043	4,459,166	4,349,114	(110,052)
4011 Textbooks	4,611,976	1,208,389	509,240	1,001,731	875,745	(125,986)
4012 Emp. Training Supplies	6,633	32,962	28,887	39,200	40,000	800
4013 Testing Materials	66,842	32,866	53,154	79,945	63,957	(15,988)
4014 Food, Cafeteria	0	54,456	67,270	46,500	61,300	14,800
4016 Library Books	257,268	237,847	203,089	270,000	257,842	(12,158)
4017 Library Periodicals	15,618	14,574	9,181	26,450	24,600	(1,850)
4018 Library Supplies	32,892	35,818	27,961	35,300	41,150	5,850
4019 Food	100,115	95,205	108,958	122,850	124,850	2,000
4020 Printing Supplies	69,741	60,512	205,242	170,354	225,376	55,022
4150 Lease Agreement	64,917	78,095	122,788	94,178	70,678	(23,500)
4310 Tech. Supp/Equip Add'l	1,673,156	1,877,173	2,363,834	668,716	783,485	114,769
4350 Tech. Supp/Equip Repl	349,886	441,794	392,221	394,217	230,948	(163,269)
4410 Software Additional	179,837	261,040	217,276	165,087	195,950	30,863
4450 Software Replacement	78,833	151,750	217,286	100,357	161,400	61,043
4510 General Equipment - Add'l	523,941	557,057	937,149	357,637	617,495	259,858
4550 General Equipment - Repl.	54,848	182,413	288,794	231,336	168,898	(62,438)
5101 Equipment - Additional	73,975	101,310	178,112	348,815	437,885	89,070
5103 DP Equipment Add'l	2,738	9,013	6,510	10,000	10,000	0
5150 Lease/Purchase Agree.	1,992	27,877	31,926	50,686	52,000	1,314
5501 Equipment - Replacement	50,243	17,536	59,008	10,000	5,000	(5,000)
5503 DP Equipment - Repl.	25,070	12,130	12,001	0	0	0
8002 General Reserve	0	0	0	86,639	75,197	(11,442)
Totals	285,471,889	288,996,256	300,792,678	320,763,918 3,863.34	332,197,150 3,926.74	11,433,232 63.40

## Financial Section

### J. W. ALVEY ELEMENTARY SCHOOL

**School:** 322  
**Address:** 5300 Waverly Farm Dr.  
 Haymarket, VA 20169  
**Principal:** Amber Macerelli  
**Main Office:** 571.261.2556  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	139,759	145,392	151,252	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	77,044	80,149	83,379	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,522,746	2,475,094	2,535,163	2,544,000 40.00	2,625,600 40.00	81,600	0.00
1121	Librarian	71,973	74,862	77,819	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	97,752	93,240	96,206	89,040 1.40	91,896 1.40	2,856	0.00
1140	Teacher Assistant	194,105	171,741	204,566	195,840 8.00	193,920 8.00	(1,920)	0.00
1142	Cafeteria Aide	17,949	18,258	17,643	20,104 0.99	19,798 0.99	(306)	0.00
1150	Secretarial / Bookkeeper	142,687	148,442	153,618	151,560 4.00	144,360 4.00	(7,200)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	0	0 0.00	0 0.00	0	0.00
1190	Custodian	128,697	114,660	96,698	101,640 3.00	110,700 3.00	9,060	0.00
1200	Overtime	1,020	535	3,180	2,000	2,000	0	
1201	Straight Time	233	304	780	0	750	750	
1300	Temporary Employee	35,909	33,546	41,759	0	3,000	3,000	
1502	Substitute, Other	2,229	1,095	3,510	2,500	2,000	(500)	
1600	Instructional Supplement	0	0	0	2,337	2,385	48	
1602	Extra-Curr. Supplement	2,292	3,116	3,116	0	0	0	
2100	Social Security - FICA	250,276	245,208	252,878	261,475	268,510	7,035	
2210	Retirement - VRS	518,739	474,235	480,709	577,967	569,427	(8,541)	
2211	Retiree Health Care Credit	33,757	33,632	36,659	0	0	0	
2220	Retirement - PWCS	30,365	30,252	31,125	27,184	28,318	1,134	
2221	Defined Contribution Plan	2,268	3,889	6,856	0	0	0	
2300	Health Insurance - HMP	375,851	382,499	414,246	404,403	425,801	21,398	
2310	Short/Long Term Disability Premium	654	811	1,080	0	0	0	
2400	Life Insurance - GLI	39,110	38,839	44,230	43,964	45,129	1,165	
2830	Admin. Assoc. Fees	770	770	850	1,000	1,000	0	
3401	Travel Reimbursement	1,529	1,577	1,519	4,600	4,600	0	
3402	Conference Expenses	4,355	2,875	7,266	5,000	3,000	(2,000)	
3450	Field Trips	2,640	1,278	2,085	1,250	1,500	250	
3502	Repair/Maint. - Equipment	331	0	0	0	0	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	0	0	0	3,500	3,500	0	
3902	Printing Services	8,676	13,173	3,978	11,397	10,000	(1,397)	
3903	Postage	251	1,796	59	750	500	(250)	
3999	Other Contract Services	0	150	0	0	0	0	
4001	Office Supplies	3,370	1,201	3,275	5,500	5,000	(500)	
4002	Medical Supplies	653	1,437	332	2,000	2,000	0	
4003	Custodial Supplies	16,199	14,566	17,728	15,000	15,000	0	
4007	Wearing Apparel	0	190	0	450	450	0	
4010	Instructional Supplies	35,868	40,085	76,024	34,638	42,213	7,575	
4011	Textbooks	60,791	53,498	7,200	10,000	18,649	8,649	
4014	Food, Cafeteria	0	0	0	250	250	0	
4016	Library Books	1,453	3,665	3,240	4,500	3,000	(1,500)	
4017	Library Periodicals	0	0	0	750	750	0	
4018	Library Supplies	2,702	880	2,512	1,000	1,000	0	
4310	Tech. Supp/Equip - Add'l	35,266	6,605	79,372	20,000	20,000	0	
4350	Tech. Supp/Equip - Repl	0	16,289	1,028	0	0	0	
4450	Software - Replacement	460	1,010	1,018	0	0	0	
5101	Equipment - Additional	14,424	13,823	19,560	0	0	0	
8002	General Reserve	0	0	0	4,500	5,000	500	
Totals		4,917,588	4,795,194	5,046,432	4,859,060 60.39	4,984,526 60.39	125,466	0.00
School Enrollment (K-5)		709	676	685	651	653		
Positions		62.10	57.90	60.73	60.39	60.39		

## Financial Section

### ANTIETAM ELEMENTARY SCHOOL

**School:** 376  
**Address:** 12000 Antietam Rd.  
 Woodbridge, VA 22192  
**Principal:** Marcia Wieduwilt  
**Main Office:** 703.497.7619  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	105,891	108,183	97,081	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	84,189	87,580	91,110	88,560	1.00	89,640	1.00	1,080	0.00
1115	Teacher on Special Assignment	0	0	0	31,800	0.50	32,820	0.50	1,020	0.00
1120	Teacher, Classroom	2,510,397	2,501,693	2,576,709	2,734,800	43.00	2,822,520	43.00	87,720	0.00
1121	Librarian	78,848	61,954	65,503	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	85,381	94,287	105,661	89,040	1.40	91,896	1.40	2,856	0.00
1140	Teacher Assistant	227,613	234,534	231,673	244,800	10.00	266,640	11.00	21,840	1.00
1142	Cafeteria Aide	7,716	7,940	8,170	8,016	0.40	7,920	0.40	(96)	0.00
1150	Secretarial / Bookkeeper	140,704	144,781	128,718	140,760	4.00	148,320	4.00	7,560	0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	99,675	97,755	107,673	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	1,633	1,192	529	2,800		2,800		0	
1201	Straight Time	3,822	3,581	2,487	3,950		3,950		0	
1300	Temporary Employee	21,020	26,490	42,643	15,000		17,000		2,000	
1500	Substitute Teacher	48,416	51,544	54,472	52,000		52,000		0	
1502	Substitute, Other	2,516	1,800	1,946	2,600		2,600		0	
1600	Instructional Supplement	52	57	1,717	3,068		2,768		(300)	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	2,337		2,337		0	
2100	Social Security - FICA	255,368	255,118	259,997	283,553		293,533		9,979	
2210	Retirement - VRS	514,298	474,065	468,462	623,731		620,807		(2,923)	
2211	Retiree Health Care Credit	33,976	34,349	36,462	0		0		0	
2220	Retirement - PWCS	20,144	21,643	21,848	29,296		30,789		1,493	
2221	Defined Contribution Plan	5,246	9,718	16,641	0		0		0	
2300	Health Insurance - HMP	276,505	298,254	321,950	435,825		462,963		27,138	
2310	Short/Long Term Disability Premium	1,239	2,083	3,094	0		0		0	
2400	Life Insurance - GLI	39,083	39,463	44,171	47,380		49,068		1,688	
2830	Admin. Assoc. Fees	0	674	850	1,000		2,500		1,500	
3102	Health Services	490	0	0	0		2,500		2,500	
3201	Telephone	1,905	2,828	1,372	1,800		1,800		0	
3401	Travel Reimbursement	768	783	879	3,200		3,200		0	
3402	Conference Expenses	5,614	5,315	3,779	5,500		5,500		0	
3450	Field Trips	0	(88)	0	0		0		0	
3501	Repair/Maint. - Building	0	0	0	500		500		0	
3502	Repair/Maint. - Equipment	431	1,233	1,804	1,250		4,500		3,250	
3504	Maint. Service Contract	750	16,148	0	250		250		0	
3700	In-Service Expenses	6,790	12,325	4,612	6,700		6,700		0	
3902	Printing Services	679	391	354	700		700		0	
3903	Postage	982	134	407	750		750		0	
3911	Rental Equipment	0	0	0	0		15,999		15,999	
3918	Permits & Fees	0	300	9,500	0		5,800		5,800	
3999	Other Contract Services	2,134	938	766	1,000		1,000		0	
4001	Office Supplies	3,754	1,316	1,337	2,500		3,000		500	
4002	Medical Supplies	292	512	664	750		1,000		250	
4003	Custodial Supplies	15,339	13,727	16,531	17,000		17,000		0	
4009	Extra Curricular Supplies	0	0	572	400		400		0	
4010	Instructional Supplies	95,217	36,730	40,628	28,575		32,179		3,604	
4011	Textbooks	35,266	6,982	2,599	15,000		15,000		0	
4013	Testing Materials	0	416	0	500		500		0	
4014	Food, Cafeteria	0	894	1,556	1,500		1,500		0	
4016	Library Books	4,357	1,027	1,984	5,000		5,000		0	
4017	Library Periodicals	0	0	0	500		500		0	
4018	Library Supplies	524	934	680	500		1,000		500	
4019	Food	2,275	2,140	2,344	1,800		1,800		0	
4020	Printing Supplies	2,820	3,974	11,010	7,100		6,600		(500)	
4150	Lease Agreement	0	0	14,230	16,200		0		(16,200)	
4310	Tech. Supp/Equip - Add'l	66,537	49,333	18,182	10,000		10,000		0	
4350	Tech. Supp/Equip - Repl	0	20,650	510	20,000		20,000		0	
4410	Software - Additional	10,601	6,220	4,264	1,000		5,000		4,000	
4450	Software - Replacement	7,870	15,090	14,543	14,500		15,500		1,000	
4510	General Equipment - Add'l.	770	639	19,341	3,000		3,500		500	
4550	General Equipment - Repl.	4,141	37,344	58,385	49,079		44,985		(4,094)	
5101	Equipment - Additional	2,604	0	0	0		0		0	
5501	Equipment - Replacement	16,944	0	0	0		0		0	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		4,869,144	4,805,088	4,930,517	5,348,910	65.30	5,530,354	66.30	181,444	1.00
School Enrollment (K-5)		627	635	650	665		660			
Positions		61.80	61.30	62.30	65.30		66.30			

## Financial Section

### ASHLAND ELEMENTARY SCHOOL

**School:** 320  
**Address:** 15300 Bowmans Folly Dr.  
 Manassas, VA 20112  
**Principal:** Andy Jacks  
**Main Office:** 703.583.8774  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget Positions
1111	Principal	95,167	99,002	102,993	120,120	1.00	121,560	1.00	1,440 0.00
1112	Assistant Principal	72,620	75,548	78,593	88,560	1.00	89,640	1.00	1,080 0.00
1115	Teacher on Special Assignment	50,748	66,739	0	0	0.00	0	0.00	0 0.00
1120	Teacher, Classroom	3,187,793	3,213,649	2,833,638	2,951,040	46.40	3,150,720	48.00	199,680 1.60
1121	Librarian	58,931	55,046	73,575	65,280	1.00	67,320	1.00	2,040 0.00
1122	Counselor	104,602	96,828	112,742	127,200	2.00	131,280	2.00	4,080 0.00
1140	Teacher Assistant	195,659	203,156	206,490	220,320	9.00	242,400	10.00	22,080 1.00
1142	Cafeteria Aide	21,572	22,181	26,300	28,058	1.41	27,722	1.41	(336) 0.00
1150	Secretarial / Bookkeeper	176,440	185,253	191,499	174,240	5.00	169,680	5.00	(4,560) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0	0.00	0	0.00	0 0.00
1190	Custodian	136,564	140,752	141,585	125,040	4.00	133,380	4.00	8,340 0.00
1200	Overtime	2,364	1,116	578	0		0		0
1201	Straight Time	4,137	5,418	4,881	0		0		0
1300	Temporary Employee	22,927	47,960	49,963	23,500		19,500		(4,000)
1500	Substitute Teacher	63,513	53,170	46,797	40,000		40,000		0
1502	Substitute, Other	0	459	0	0		0		0
1600	Instructional Supplement	7,974	4,397	1,477	0		0		0
1602	Extra-Curr. Supplement	2,292	3,116	3,116	3,116		3,424		308
2100	Social Security - FICA	310,185	314,916	281,360	303,435		321,042		17,606
2210	Retirement - VRS	627,765	587,882	523,329	665,947		678,524		12,578
2211	Retiree Health Care Credit	41,831	42,634	40,194	0		0		0
2220	Retirement - PWCS	24,726	26,545	25,178	31,362		33,751		2,389
2221	Defined Contribution Plan	5,260	10,249	12,526	0		0		0
2300	Health Insurance - HMP	403,376	455,428	445,300	466,552		507,499		40,947
2310	Short/Long Term Disability Premium	1,320	2,302	2,306	0		0		0
2400	Life Insurance - GLI	48,198	49,187	48,901	50,721		53,788		3,068
2830	Admin. Assoc. Fees	909	1,315	2,137	2,000		1,500		(500)
3100	Professional Services	0	0	16,615	0		0		0
3201	Telephone	995	883	1,402	1,500		1,100		(400)
3401	Travel Reimbursement	5,385	379	5,196	3,500		3,000		(500)
3450	Field Trips	2,820	3,908	3,875	0		0		0
3504	Maint. Service Contract	6,724	10	0	0		0		0
3903	Postage	1,314	1,114	967	1,200		1,300		100
3911	Rental Equipment	0	15,359	15,359	15,358		14,290		(1,068)
3921	Tuition - PW	0	0	2,133	0		0		0
3999	Other Contract Services	0	523	299	0		0		0
4001	Office Supplies	3,724	2,057	2,573	2,000		2,000		0
4002	Medical Supplies	854	746	901	1,000		1,000		0
4003	Custodial Supplies	17,523	23,116	21,180	25,000		25,000		0
4004	Repair/Maint. Supplies	1,988	0	3,311	0		0		0
4007	Wearing Apparel	0	0	1,012	1,500		2,000		500
4009	Extra Curricular Supplies	0	0	154	0		0		0
4010	Instructional Supplies	156,138	148,019	97,994	275,851		86,797		(189,054)
4011	Textbooks	81,863	16,800	0	0		0		0
4012	Emp. Training Supplies	0	0	9,230	0		0		0
4014	Food, Cafeteria	0	0	543	0		0		0
4016	Library Books	747	1,643	(4)	0		0		0
4019	Food	5,098	5,328	3,026	0		0		0
4020	Printing Supplies	0	0	20,279	20,000		20,000		0
4310	Tech. Supp/Equip - Add'l	52,461	35,564	87,109	15,000		10,000		(5,000)
4350	Tech. Supp/Equip - Repl	0	0	7,957	0		0		0
4450	Software - Replacement	460	1,010	1,018	0		0		0
4510	General Equipment - Add'l.	1,109	1,517	0	0		0		0
4550	General Equipment - Repl.	44	0	20,600	0		0		0
5101	Equipment - Additional	0	23,408	13,057	0		0		0
<b>Totals</b>		<b>6,013,619</b>	<b>6,050,632</b>	<b>5,596,242</b>	<b>5,848,399</b>	<b>70.81</b>	<b>5,959,217</b>	<b>73.41</b>	<b>110,818 2.60</b>
School Enrollment (K-5)		955	969	800	790		779		
Positions		78.40	79.40	69.40	70.81		73.41		

## Financial Section

### BEL AIR ELEMENTARY SCHOOL

**School:** 367  
**Address:** 14151 Ferndale Rd.  
 Woodbridge, VA 22193  
**Principal:** Antoinette McDonald  
**Main Office:** 703.670.4050  
**Grades:** K - 5  
**Specialty:**  
**Programs:**



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	100,963	136,689	99,993	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	74,800	77,815	0	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	0	0	57,223	65,280	1.00	67,320	1.00	2,040	0.00
1120	Teacher, Classroom	2,472,326	2,570,354	2,404,601	2,130,600	33.50	2,231,760	34.00	101,160	0.50
1121	Librarian	58,931	61,245	63,652	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	78,500	81,154	77,948	63,600	1.00	65,640	1.00	2,040	0.00
1140	Teacher Assistant	142,195	121,054	101,449	146,880	6.00	169,680	7.00	22,800	1.00
1142	Cafeteria Aide	15,655	15,884	16,335	13,359	0.66	13,199	0.66	(160)	0.00
1148	Specialist	36,667	35,470	39,643	37,320	1.00	34,200	1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	152,864	148,953	134,277	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	119,933	124,581	129,479	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	5,771	6,791	1,660	2,000		1,700		(300)	
1201	Straight Time	2,195	2,888	1,877	1,895		1,300		(595)	
1300	Temporary Employee	9,277	12,825	15,203	0		0		0	
1500	Substitute Teacher	41,707	42,279	36,962	60,000		30,000		(30,000)	
1502	Substitute, Other	3,092	10,007	9,161	0		2,000		2,000	
1600	Instructional Supplement	5,716	8,543	9,704	0		0		0	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	0		3,116		3,116	
2100	Social Security - FICA	240,714	248,884	232,537	225,578		233,376		7,798	
2210	Retirement - VRS	521,271	468,570	432,758	492,927		494,829		1,902	
2211	Retiree Health Care Credit	32,839	33,283	32,777	0		0		0	
2220	Retirement - PWCS	30,290	34,394	31,031	23,259		24,654		1,395	
2221	Defined Contribution Plan	442	1,458	4,804	0		0		0	
2300	Health Insurance - HMP	357,832	404,866	395,971	346,013		370,718		24,705	
2310	Short/Long Term Disability Premium	122	426	983	0		0		0	
2400	Life Insurance - GLI	37,999	38,566	40,016	37,616		39,291		1,675	
2830	Admin. Assoc. Fees	89	474	130	0		560		560	
3100	Professional Services	5,104	0	22,438	0		0		0	
3201	Telephone	1,113	966	514	2,000		1,000		(1,000)	
3402	Conference Expenses	2,165	622	3,373	0		3,500		3,500	
3450	Field Trips	2,026	3,520	6,017	3,000		2,500		(500)	
3501	Repair/Maint. - Building	129	0	4,756	500		500		0	
3504	Maint. Service Contract	1,216	1,482	987	0		0		0	
3700	In-Service Expenses	2,349	1,171	0	0		0		0	
3902	Printing Services	5,030	5,918	7,251	7,500		6,000		(1,500)	
3903	Postage	882	1,028	810	2,500		1,000		(1,500)	
3911	Rental Equipment	1,019	1,139	1,139	3,000		600		(2,400)	
3999	Other Contract Services	0	732	32	0		0		0	
4001	Office Supplies	3,460	3,732	2,691	5,000		2,500		(2,500)	
4002	Medical Supplies	318	514	295	1,000		1,000		0	
4003	Custodial Supplies	13,223	16,827	15,577	10,000		10,000		0	
4004	Repair/Maint. Supplies	237	0	335	0		0		0	
4007	Wearing Apparel	0	180	822	300		300		0	
4008	Reference Materials	2,301	0	0	0		0		0	
4009	Extra Curricular Supplies	0	0	97	0		0		0	
4010	Instructional Supplies	46,606	36,940	37,522	12,598		26,411		13,813	
4011	Textbooks	123,736	21,073	6,754	0		0		0	
4014	Food, Cafeteria	0	2,229	0	0		1,200		1,200	
4016	Library Books	665	1,878	1,691	0		0		0	
4017	Library Periodicals	445	1,600	505	0		0		0	
4018	Library Supplies	726	340	0	0		0		0	
4019	Food	4,729	4,453	2,876	10,000		4,500		(5,500)	
4020	Printing Supplies	15,187	20,381	20,341	154		8,000		7,846	
4310	Tech. Supp/Equip - Add'l	381	7,441	6,467	0		0		0	
4350	Tech. Supp/Equip - Repl	6,305	15,162	28,551	0		0		0	
4410	Software - Additional	0	3,413	300	0		0		0	
4450	Software - Replacement	1,020	1,100	1,018	0		0		0	
4510	General Equipment - Add'l.	4,732	4,764	5,398	0		0		0	
4550	General Equipment - Repl.	171	820	4,195	0		0		0	
5501	Equipment - Replacement	0	0	12,732	0		0		0	
Totals		4,793,019	4,849,994	4,568,772	4,131,679	52.16	4,283,095	53.66	151,416	1.50
School Enrollment (K-5)		592	586	540	410		391			
Positions		59.87	59.87	54.87	52.16		53.66			

## Financial Section

### BELMONT ELEMENTARY SCHOOL

**School:** 360  
**Address:** 751 Norwood Ln.  
 Woodbridge, VA 22191  
**Principal:** Karen Giacometti  
**Main Office:** 703.494.4945  
**Grades:** K - 5  
**Specialty:** Mathematics and Science  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	103,991	114,398	142,569	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	70,505	80,149	157,459	177,120 2.00	89,640 1.00	(87,480)	(1.00)
1120	Teacher, Classroom	1,841,001	1,820,901	1,892,891	2,544,000 40.00	2,592,780 39.50	48,780	(0.50)
1121	Librarian	48,385	55,010	60,117	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	54,246	55,581	56,949	63,600 1.00	65,640 1.00	2,040	0.00
1140	Teacher Assistant	111,183	149,373	182,022	195,840 8.00	169,680 7.00	(26,160)	(1.00)
1142	Cafeteria Aide	16,913	11,849	12,193	8,016 0.40	7,920 0.40	(96)	0.00
1148	Specialist	0	25,734	25,509	37,320 1.00	34,200 1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	114,872	98,084	84,729	114,240 3.00	110,160 3.00	(4,080)	0.00
1190	Custodian	82,849	87,017	85,655	101,640 3.00	104,940 3.00	3,300	0.00
1200	Overtime	1,314	2,742	691	2,000	1,000	(1,000)	
1201	Straight Time	6,481	4,988	3,787	3,500	3,300	(200)	
1300	Temporary Employee	26,813	37,145	5,525	2,000	1,000	(1,000)	
1500	Substitute Teacher	56,575	52,305	65,281	30,000	30,000	0	
1502	Substitute, Other	28,647	3,077	6,129	1,000	1,000	0	
1600	Instructional Supplement	28,994	12,048	4,260	3,000	3,500	500	
1602	Extra-Curr. Supplement	8,518	5,047	3,830	2,337	2,000	(337)	
2100	Social Security - FICA	189,568	187,553	205,378	265,533	260,531	(5,003)	
2210	Retirement - VRS	352,881	315,172	355,069	589,045	555,020	(34,025)	
2211	Retiree Health Care Credit	23,863	23,064	27,755	0	0	0	
2220	Retirement - PWCS	10,880	8,322	7,368	27,695	27,585	(110)	
2221	Defined Contribution Plan	3,783	4,613	14,872	0	0	0	
2300	Health Insurance - HMP	247,318	284,791	242,455	412,009	414,791	2,783	
2310	Short/Long Term Disability Premium	1,072	1,527	2,944	0	0	0	
2400	Life Insurance - GLI	27,569	26,717	33,684	44,791	43,962	(829)	
2840	Conference Expense Admin	675	0	250	0	0	0	
3201	Telephone	1,105	564	0	500	200	(300)	
3401	Travel Reimbursement	0	453	645	0	400	400	
3402	Conference Expenses	4,101	578	4,395	800	1,000	200	
3450	Field Trips	6,330	4,480	2,030	0	0	0	
3504	Maint. Service Contract	550	1,089	4,181	400	400	0	
3902	Printing Services	1,863	2,104	868	1,500	2,000	500	
3903	Postage	480	99	0	1,000	300	(700)	
3913	Tuition - Other Divisions	0	0	0	1,000	1,000	0	
3921	Tuition - PW	0	0	2,484	0	0	0	
3999	Other Contract Services	4,100	3,703	59	0	0	0	
4001	Office Supplies	6,413	13,558	10,649	10,000	15,000	5,000	
4002	Medical Supplies	581	637	78	500	200	(300)	
4003	Custodial Supplies	11,379	11,892	12,929	10,000	10,000	0	
4004	Repair/Maint. Supplies	2,862	524	0	0	0	0	
4010	Instructional Supplies	68,738	42,369	102,818	34,066	107,576	73,510	
4011	Textbooks	44,710	4,301	21,142	7,000	5,000	(2,000)	
4014	Food, Cafeteria	0	0	218	0	0	0	
4016	Library Books	1,133	154	0	1,000	500	(500)	
4017	Library Periodicals	344	0	0	0	0	0	
4018	Library Supplies	344	0	0	0	0	0	
4019	Food	171	2,489	518	1,000	500	(500)	
4310	Tech. Supp/Equip - Add'l	1,382	4,600	37,906	5,000	5,000	0	
4350	Tech. Supp/Equip - Repl	2,995	2,546	0	0	0	0	
4450	Software - Replacement	460	6,281	5,302	1,000	1,000	0	
4510	General Equipment - Add'l.	430	0	1,692	1,000	1,000	0	
4550	General Equipment - Repl.	4,553	4,075	2,545	0	0	0	
5503	DP Equipment - Repl.	1,080	12,130	0	0	0	0	
<b>Totals</b>		<b>3,625,000</b>	<b>3,585,829</b>	<b>3,889,829</b>	<b>4,885,852 60.40</b>	<b>4,858,606 57.90</b>	<b>(27,246)</b>	<b>(2.50)</b>
School Enrollment (K-5)		465	448	432	513	457		
Positions		48.70	47.90	53.90	60.40	57.90		

## Financial Section

### BENNETT ELEMENTARY SCHOOL

**School:** 365  
**Address:** 8800 Old Dominion Dr.  
 Manassas, VA 20110  
**Principal:** Matthew Ritter  
**Main Office:** 703.361.8261  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	103,991	108,183	112,543	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	77,044	80,149	69,828	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	2,409,418	2,468,150	2,453,277	2,544,000	40.00	2,789,700	42.50	245,700	2.50
1121	Librarian	56,075	58,467	60,958	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	77,061	78,971	80,931	89,040	1.40	91,896	1.40	2,856	0.00
1140	Teacher Assistant	174,997	188,191	189,577	220,320	9.00	242,400	10.00	22,080	1.00
1142	Cafeteria Aide	11,209	11,393	11,804	10,687	0.53	10,559	0.53	(128)	0.00
1150	Secretarial / Bookkeeper	152,621	158,859	178,634	178,080	5.00	171,120	5.00	(6,960)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	115,397	119,930	124,468	106,920	3.00	110,700	3.00	3,780	0.00
1200	Overtime	966	3,442	478	500		500		0	
1201	Straight Time	1,224	2,540	3,985	3,850		0		(3,850)	
1300	Temporary Employee	49,643	73,998	72,971	34,156		18,845		(15,311)	
1500	Substitute Teacher	55,487	70,676	87,869	36,500		34,000		(2,500)	
1502	Substitute, Other	2,844	3,420	8,216	2,000		1,500		(500)	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	3,116		3,180		64	
2100	Social Security - FICA	239,714	251,083	253,056	267,990		287,099		19,109	
2210	Retirement - VRS	501,908	472,113	454,866	587,272		609,827		22,555	
2211	Retiree Health Care Credit	32,108	33,455	34,558	0		0		0	
2220	Retirement - PWCS	24,076	24,893	24,530	27,640		30,285		2,645	
2221	Defined Contribution Plan	2,037	4,677	6,009	0		0		0	
2300	Health Insurance - HMP	347,354	355,500	354,579	411,185		455,384		44,199	
2310	Short/Long Term Disability Premium	489	1,286	1,357	0		0		0	
2400	Life Insurance - GLI	37,133	38,689	42,092	44,701		48,265		3,563	
2830	Admin. Assoc. Fees	0	770	425	0		0		0	
3401	Travel Reimbursement	207	0	700	500		300		(200)	
3402	Conference Expenses	3,753	2,541	6,646	5,000		3,000		(2,000)	
3450	Field Trips	1,113	2,545	1,686	2,000		2,000		0	
3504	Maint. Service Contract	550	0	0	500		500		0	
3700	In-Service Expenses	0	0	0	2,500		2,500		0	
3902	Printing Services	263	9	60	750		250		(500)	
3903	Postage	0	0	0	500		500		0	
3913	Tuition - Other Divisions	3,094	0	0	0		0		0	
3999	Other Contract Services	259	268	65	300		0		(300)	
4001	Office Supplies	292	3,975	19,120	36,500		11,500		(25,000)	
4002	Medical Supplies	1,096	1,032	938	2,000		1,000		(1,000)	
4003	Custodial Supplies	15,683	10,104	18,065	10,000		8,317		(1,683)	
4007	Wearing Apparel	0	172	0	0		0		0	
4010	Instructional Supplies	74,209	38,775	54,136	84,000		27,654		(56,346)	
4011	Textbooks	117,613	24,165	0	30,000		15,000		(15,000)	
4014	Food, Cafeteria	0	0	1,057	0		0		0	
4016	Library Books	6,766	2,868	3,514	5,000		5,000		0	
4017	Library Periodicals	508	0	406	550		500		(50)	
4018	Library Supplies	289	1,097	213	500		500		0	
4019	Food	0	0	278	1,000		1,200		200	
4310	Tech. Supp/Equip - Add'l	93,247	21,666	62,494	35,000		10,000		(25,000)	
4350	Tech. Supp/Equip - Repl	0	6,575	13,397	31,838		10,000		(21,838)	
4450	Software - Replacement	460	1,010	1,018	0		1,000		1,000	
4510	General Equipment - Add'l	0	0	11,542	5,000		17,000		12,000	
4550	General Equipment - Repl.	1,477	6,983	38,500	30,000		0		(30,000)	
5101	Equipment - Additional	17,317	22,716	0	5,000		0		(5,000)	
Totals		4,816,548	4,760,953	4,863,962	5,130,355	61.93	5,301,501	65.43	171,146	3.50
School Enrollment (K-5)		674	686	685	684		666			
Positions		57.43	59.53	58.93	61.93		65.43			



## Financial Section

### BRISTOW RUN ELEMENTARY SCHOOL

**School:** 386  
**Address:** 8990 Worthington Dr.  
 Bristow, VA 20136  
**Principal:** Rhonda Jeck  
**Main Office:** 703.753.7741  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions		
1111	Principal	117,045	118,428	112,543	120,120 1.00	121,560 1.00	1,440 0.00		
1112	Assistant Principal	74,800	92,913	96,658	88,560 1.00	89,640 1.00	1,080 0.00		
1120	Teacher, Classroom	2,895,482	2,872,647	2,915,948	2,830,200 44.50	2,822,520 43.00	(7,680) (1.50)		
1121	Librarian	84,799	54,992	55,112	65,280 1.00	67,320 1.00	2,040 0.00		
1122	Counselor	101,803	105,847	110,055	101,760 1.60	91,896 1.40	(9,864) (0.20)		
1140	Teacher Assistant	205,434	218,687	226,598	220,320 9.00	169,680 7.00	(50,640) (2.00)		
1142	Cafeteria Aide	14,760	14,808	14,248	17,367 0.86	17,159 0.86	(208) 0.00		
1150	Secretarial / Bookkeeper	140,664	128,719	141,153	140,760 4.00	136,920 4.00	(3,840) 0.00		
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	5,000	0 0.00	0 0.00	0 0.00		
1190	Custodian	83,112	86,587	90,014	96,360 3.00	99,180 3.00	2,820 0.00		
1200	Overtime	1,315	1,759	366	2,000	1,500	(500)		
1201	Straight Time	105	1,937	1,133	0	500	500		
1300	Temporary Employee	36,014	62,776	41,873	0	0	0		
1500	Substitute Teacher	74,799	49,395	52,223	89,000	69,000	(20,000)		
1502	Substitute, Other	1,922	705	7,456	11,500	11,500	0		
1600	Instructional Supplement	5,880	4,797	4,510	9,200	9,200	0		
1602	Extra-Curr. Supplement	3,056	2,337	3,116	0	0	0		
2100	Social Security - FICA	283,880	280,369	284,569	290,121	283,630	(6,491)		
2210	Retirement - VRS	581,481	533,205	528,837	632,474	596,633	(35,842)		
2211	Retiree Health Care Credit	38,051	38,301	40,353	0	0	0		
2220	Retirement - PWCS	31,124	29,672	29,385	29,673	29,582	(92)		
2221	Defined Contribution Plan	2,845	5,614	7,339	0	0	0		
2300	Health Insurance - HMP	355,047	374,142	366,962	441,435	444,801	3,366		
2310	Short/Long Term Disability Premium	468	910	1,256	0	0	0		
2400	Life Insurance - GLI	43,479	43,814	48,569	47,990	47,143	(847)		
2830	Admin. Assoc. Fees	350	815	701	1,000	1,000	0		
3100	Professional Services	0	210	0	0	0	0		
3401	Travel Reimbursement	2,523	2,810	2,220	2,000	2,000	0		
3402	Conference Expenses	350	0	1,082	3,500	3,500	0		
3450	Field Trips	5,057	1,387	3,467	0	0	0		
3504	Maint. Service Contract	550	0	0	0	0	0		
3902	Printing Services	8,671	948	4,161	3,000	3,000	0		
3903	Postage	610	623	786	0	0	0		
3911	Rental Equipment	4,046	9,773	8,444	17,000	18,600	1,600		
3999	Other Contract Services	0	184	260	0	0	0		
4001	Office Supplies	12,426	3,930	4,698	5,000	1,000	(4,000)		
4002	Medical Supplies	308	595	1,116	1,000	1,000	0		
4003	Custodial Supplies	14,556	13,512	17,053	25,000	25,000	0		
4004	Repair/Maint. Supplies	5,088	291	196	0	0	0		
4007	Wearing Apparel	1,084	1,060	225	300	300	0		
4008	Reference Materials	767	27	746	0	0	0		
4009	Extra Curricular Supplies	0	0	578	0	0	0		
4010	Instructional Supplies	32,206	20,303	63,116	51,039	27,995	(23,044)		
4011	Textbooks	58,203	9,367	16,454	19,587	4,500	(15,087)		
4012	Emp. Training Supplies	0	1,950	0	0	0	0		
4014	Food, Cafeteria	0	292	0	500	500	0		
4016	Library Books	(2,500)	1,958	1,842	0	0	0		
4017	Library Periodicals	524	0	0	0	0	0		
4018	Library Supplies	0	0	796	0	0	0		
4019	Food	1,087	1,799	3,119	5,000	5,000	0		
4020	Printing Supplies	0	0	13,444	10,000	4,403	(5,597)		
4310	Tech. Supp/Equip - Add'l	3,978	576	26,857	14,807	0	(14,807)		
4350	Tech. Supp/Equip - Repl	11,490	0	3,727	0	0	0		
4410	Software - Additional	7,323	11,424	6,640	0	0	0		
4450	Software - Replacement	460	872	1,018	0	0	0		
4510	General Equipment - Add'l.	993	3,436	11,309	0	0	0		
4550	General Equipment - Repl.	0	22	21,069	20,000	10,000	(10,000)		
5150	Lease/Purchase Agree.	0	0	4,312	0	0	0		
Totals		5,352,513	5,214,023	5,404,711	5,412,853 65.96	5,217,161 62.26	(195,692) (3.70)		
School Enrollment (K-5)		685	657	676	697	636			
Positions		67.47	65.47	64.97	65.96	62.26			



## Financial Section

### BUCKLAND MILLS ELEMENTARY SCHOOL

**School:** 395  
**Address:** 10511 Wharfdale Pl.  
 Gainesville, VA 20155  
**Principal:** Connie Balkcom  
**Main Office:** 703.530.1560  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	120,555	125,415	130,469	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	68,451	81,639	96,658	88,560 1.00	89,640 1.00	1,080 0.00	
1115	Teacher on Special Assignment	15,040	18,380	19,122	19,080 0.30	19,692 0.30	612 0.00	
1120	Teacher, Classroom	2,474,060	2,460,587	2,518,475	2,461,320 38.70	2,671,548 40.70	210,228 2.00	
1121	Librarian	70,026	72,846	75,784	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	87,212	82,263	84,713	89,040 1.40	91,896 1.40	2,856 0.00	
1140	Teacher Assistant	171,997	158,066	133,259	122,400 5.00	121,200 5.00	(1,200) 0.00	
1142	Cafeteria Aide	5,221	6,254	6,301	8,016 0.40	7,920 0.40	(96) 0.00	
1150	Secretarial / Bookkeeper	125,947	123,693	129,832	144,240 4.00	139,920 4.00	(4,320) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	128,697	133,283	138,521	125,040 4.00	127,620 4.00	2,580 0.00	
1200	Overtime	5,251	8,340	6,334	7,000	11,350	4,350	
1201	Straight Time	4,854	6,768	5,719	2,000	7,100	5,100	
1300	Temporary Employee	64,046	45,275	40,534	15,100	5,100	(10,000)	
1500	Substitute Teacher	46,688	46,004	49,974	43,000	32,250	(10,750)	
1502	Substitute, Other	587	1,665	235	3,000	1,500	(1,500)	
1602	Extra-Curr. Supplement	0	2,750	3,116	3,500	3,500	0	
2100	Social Security - FICA	243,005	247,138	251,092	253,727	269,212	15,486	
2210	Retirement - VRS	515,489	471,380	467,315	554,202	568,491	14,288	
2211	Retiree Health Care Credit	33,036	33,033	35,248	0	0	0	
2220	Retirement - PWCS	26,048	28,393	33,300	26,204	28,362	2,158	
2221	Defined Contribution Plan	861	1,325	3,178	0	0	0	
2300	Health Insurance - HMP	328,792	317,178	330,236	389,827	426,469	36,642	
2310	Short/Long Term Disability Premium	248	424	684	0	0	0	
2400	Life Insurance - GLI	38,302	38,341	43,054	42,380	45,200	2,820	
2830	Admin. Assoc. Fees	0	160	1,700	0	0	0	
3401	Travel Reimbursement	0	506	0	0	0	0	
3402	Conference Expenses	3,781	18,811	24,776	10,000	5,000	(5,000)	
3450	Field Trips	288	148	0	0	0	0	
3504	Maint. Service Contract	550	150	150	350	350	0	
3700	In-Service Expenses	8,543	2,418	166	5,000	2,000	(3,000)	
3902	Printing Services	769	784	119	1,000	1,000	0	
3903	Postage	415	493	1,070	1,250	500	(750)	
3911	Rental Equipment	20,076	19,598	19,598	25,000	25,000	0	
3999	Other Contract Services	0	190	913	1,000	1,000	0	
4001	Office Supplies	405	840	351	1,000	1,000	0	
4002	Medical Supplies	490	331	573	500	500	0	
4003	Custodial Supplies	22,034	26,972	18,332	20,000	20,000	0	
4004	Repair/Maint. Supplies	1,057	441	2,396	0	0	0	
4007	Wearing Apparel	300	388	366	400	400	0	
4010	Instructional Supplies	68,963	104,185	63,479	95,345	31,984	(63,361)	
4011	Textbooks	67,661	6,898	48,375	20,000	15,000	(5,000)	
4016	Library Books	4,480	3,919	2,433	4,000	2,000	(2,000)	
4017	Library Periodicals	516	353	325	200	200	0	
4018	Library Supplies	122	107	122	500	500	0	
4019	Food	1,863	1,474	2,934	1,000	2,500	1,500	
4020	Printing Supplies	0	0	6,880	8,500	6,500	(2,000)	
4310	Tech. Supp/Equip - Add'l	85,790	1,010	75,564	5,000	5,000	0	
4350	Tech. Supp/Equip - Repl	41,904	5,446	189	10,000	10,000	0	
4410	Software - Additional	7,337	5,757	19,741	5,000	5,000	0	
4450	Software - Replacement	1,516	2,468	1,246	0	0	0	
4510	General Equipment - Add'l.	1,974	11,797	25,874	0	0	0	
<b>Totals</b>		<b>4,922,748</b>	<b>4,731,082</b>	<b>4,923,322</b>	<b>4,798,081 56.80</b>	<b>4,992,284 58.80</b>	<b>194,203 2.00</b>	
School Enrollment (K-5)		705	688	667	657	659		
Positions		62.75	58.80	57.30	56.80	58.80		

## Financial Section

### CEDAR POINT ELEMENTARY SCHOOL

**School:** 390  
**Address:** 12601 Braemar Pkwy.  
 Bristow, VA 20136  
**Principal:** Mark Marinoble  
**Main Office:** 703.365.0963  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions		
1111	Principal	110,325	114,771	119,398	120,120 1.00	121,560 1.00	1,440 0.00		
1112	Assistant Principal	89,314	92,913	67,794	88,560 1.00	89,640 1.00	1,080 0.00		
1120	Teacher, Classroom	2,550,080	2,371,684	2,426,431	2,257,800 35.50	2,363,040 36.00	105,240 0.50		
1121	Librarian	59,756	62,293	64,937	65,280 1.00	67,320 1.00	2,040 0.00		
1122	Counselor	117,764	121,907	106,466	76,320 1.20	78,768 1.20	2,448 0.00		
1140	Teacher Assistant	176,404	152,901	150,888	122,400 5.00	193,920 8.00	71,520 3.00		
1142	Cafeteria Aide	11,530	8,373	9,162	13,359 0.66	13,199 0.66	(160) 0.00		
1150	Secretarial / Bookkeeper	140,880	158,664	164,658	144,240 4.00	139,920 4.00	(4,320) 0.00		
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0 0.00	0 0.00	0 0.00		
1190	Custodian	111,064	105,463	111,415	101,640 3.00	133,380 4.00	31,740 1.00		
1200	Overtime	1,739	709	357	1,000	1,000	0		
1201	Straight Time	4,146	2,990	1,420	0	0	0		
1300	Temporary Employee	36,653	54,136	57,213	18,500	6,000	(12,500)		
1500	Substitute Teacher	48,878	57,116	45,617	40,000	20,000	(20,000)		
1502	Substitute, Other	0	314	462	1,500	1,500	0		
1600	Instructional Supplement	0	3,116	0	1,500	1,500	0		
1602	Extra-Curr. Supplement	6,112	596	1,558	3,000	3,000	0		
2100	Social Security - FICA	251,712	238,928	241,033	233,725	247,382	13,658		
2210	Retirement - VRS	523,939	460,175	453,052	511,333	523,493	12,160		
2211	Retiree Health Care Credit	34,108	32,507	34,368	0	0	0		
2220	Retirement - PWCS	31,168	32,702	35,580	24,109	26,202	2,093		
2221	Defined Contribution Plan	1,234	1,511	4,799	0	0	0		
2300	Health Insurance - HMP	379,968	375,868	351,936	358,651	393,981	35,329		
2310	Short/Long Term Disability Premium	358	396	823	0	0	0		
2400	Life Insurance - GLI	39,335	37,480	41,708	38,990	41,757	2,766		
2830	Admin. Assoc. Fees	385	385	425	500	500	0		
3401	Travel Reimbursement	1,037	1,098	805	0	0	0		
3402	Conference Expenses	1,444	3,302	3,856	2,000	0	(2,000)		
3450	Field Trips	319	0	0	500	500	0		
3502	Repair/Maint. - Equipment	125	250	2,210	1,000	1,000	0		
3504	Maint. Service Contract	550	10	0	0	0	0		
3700	In-Service Expenses	472	485	635	2,000	0	(2,000)		
3902	Printing Services	1,531	720	1,712	500	1,000	500		
3903	Postage	216	178	453	500	500	0		
3999	Other Contract Services	493	835	219	500	500	0		
4001	Office Supplies	1,812	1,153	2,337	500	700	200		
4002	Medical Supplies	1,308	2,950	1,979	1,000	1,000	0		
4003	Custodial Supplies	7,970	27,452	5,842	12,000	5,000	(7,000)		
4004	Repair/Maint. Supplies	1,655	643	79	0	0	0		
4007	Wearing Apparel	0	352	588	400	400	0		
4010	Instructional Supplies	120,306	73,210	43,700	89,243	31,557	(57,686)		
4011	Textbooks	9,843	9,330	8,298	10,000	0	(10,000)		
4012	Emp. Training Supplies	83	2,685	9,874	500	500	0		
4014	Food, Cafeteria	0	150	45	0	0	0		
4016	Library Books	400	(25)	235	500	500	0		
4017	Library Periodicals	203	258	0	500	500	0		
4018	Library Supplies	(0)	877	159	300	300	0		
4019	Food	3,147	2,084	3,530	3,000	0	(3,000)		
4150	Lease Agreement	9,290	10,135	10,076	13,500	13,500	0		
4310	Tech. Supp/Equip - Add'l	(746)	24,816	4,397	0	1,000	1,000		
4350	Tech. Supp/Equip - Repl	0	1,114	0	0	0	0		
4450	Software - Replacement	460	1,010	1,018	0	0	0		
4510	General Equipment - Add'l.	581	24,335	1,691	1,500	2,000	500		
8002	General Reserve	0	0	0	3,000	3,000	0		
<b>Totals</b>		<b>4,891,853</b>	<b>4,679,800</b>	<b>4,597,744</b>	<b>4,365,470 52.36</b>	<b>4,530,518 56.86</b>	<b>165,048 4.50</b>		
School Enrollment (K-5)		676	622	562	549	532			
Positions		60.77	55.43	53.37	52.36	56.86			

## Financial Section

### CHRIS YUNG ELEMENTARY SCHOOL

**School:** 310  
**Address:** 12612 Fog Light Way  
 Bristow, VA 20136  
**Principal:** Kathy Notyce  
**Main Office:** 571.598.3500  
**Grades:** K-5  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	124,173	129,177	134,383	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	0	93,499	96,072	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	0	2,292,756	2,566,057	2,709,360 42.60	2,796,264 42.60	86,904	0.00
1121	Librarian	0	74,846	95,236	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	0	97,559	86,943	101,760 1.60	91,896 1.40	(9,864)	(0.20)
1140	Teacher Assistant	0	111,004	151,743	171,360 7.00	121,200 5.00	(50,160)	(2.00)
1142	Cafeteria Aide	0	11,864	9,748	16,032 0.80	15,840 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	26,267	131,847	131,270	144,240 4.00	139,920 4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	1,262	118,363	122,136	130,320 4.00	133,380 4.00	3,060	0.00
1200	Overtime	0	2,655	715	4,000	2,000	(2,000)	
1201	Straight Time	0	7,318	4,820	4,100	2,100	(2,000)	
1300	Temporary Employee	160	6,810	29,413	13,000	1,500	(11,500)	
1500	Substitute Teacher	130	84,511	47,116	90,000	42,500	(47,500)	
1502	Substitute, Other	0	2,477	934	4,500	1,500	(3,000)	
1600	Instructional Supplement	0	8,652	14,084	10,000	3,000	(7,000)	
1602	Extra-Curr. Supplement	0	1,558	1,604	2,500	1,500	(1,000)	
2100	Social Security - FICA	10,966	236,550	248,718	281,147	277,781	(3,366)	
2210	Retirement - VRS	23,944	416,620	463,251	605,564	586,562	(19,002)	
2211	Retiree Health Care Credit	1,575	30,795	35,718	0	0	0	
2220	Retirement - PWCS	2,484	11,594	13,156	28,601	29,273	672	
2221	Defined Contribution Plan	176	9,173	12,803	0	0	0	
2300	Health Insurance - HMP	257	285,462	323,960	425,486	440,162	14,676	
2310	Short/Long Term Disability Premium	58	2,188	2,508	0	0	0	
2400	Life Insurance - GLI	1,780	35,685	43,417	46,256	46,651	395	
2830	Admin. Assoc. Fees	0	316	850	850	2,850	2,000	
3100	Professional Services	0	0	473	0	1,000	1,000	
3201	Telephone	925	1,122	1,526	1,500	1,500	0	
3401	Travel Reimbursement	1,616	2,255	1,863	2,500	500	(2,000)	
3402	Conference Expenses	51	0	1,170	1,000	1,500	500	
3450	Field Trips	0	2,589	2,897	5,000	500	(4,500)	
3502	Repair/Maint. - Equipment	0	0	1,345	0	0	0	
3700	In-Service Expenses	0	3,900	0	0	0	0	
3902	Printing Services	0	1,766	1,585	3,500	1,000	(2,500)	
3903	Postage	0	2,785	776	800	1,000	200	
3911	Rental Equipment	0	0	24,516	29,800	24,800	(5,000)	
3999	Other Contract Services	0	0	104	0	0	0	
4001	Office Supplies	799	3,264	11,459	9,000	10,000	1,000	
4002	Medical Supplies	0	203	2,438	2,000	1,000	(1,000)	
4003	Custodial Supplies	10,224	11,732	15,605	20,739	15,586	(5,153)	
4004	Repair/Maint. Supplies	0	10	169	1,000	500	(500)	
4007	Wearing Apparel	0	0	375	400	400	0	
4008	Reference Materials	0	110	4,515	500	500	0	
4010	Instructional Supplies	19,086	168,648	53,783	80,000	51,949	(28,051)	
4011	Textbooks	0	157,040	173	40,000	37,601	(2,399)	
4013	Testing Materials	0	0	258	5,000	0	(5,000)	
4014	Food, Cafeteria	0	2,920	1,424	0	0	0	
4016	Library Books	0	629	6,784	10,000	2,227	(7,773)	
4018	Library Supplies	77	2,118	1,117	1,000	1,000	0	
4019	Food	182	559	4,215	1,000	1,000	0	
4020	Printing Supplies	0	2,668	5,126	5,700	23,700	18,000	
4310	Tech. Supp/Equip - Add'l	318	375	0	2,000	500	(1,500)	
4350	Tech. Supp/Equip - Repl	0	0	384	0	1,000	1,000	
4410	Software - Additional	0	3,495	3,295	5,000	0	(5,000)	
4450	Software - Replacement	0	0	12,378	16,000	11,000	(5,000)	
4510	General Equipment - Add'l	0	0	30,421	2,000	3,000	1,000	
4550	General Equipment - Repl.	0	0	400	2,000	1,000	(1,000)	
8002	General Reserve	0	0	0	5,000	1,447	(3,553)	
Totals		226,510	4,576,467	4,832,230	5,315,475 63.00	5,209,609 60.80	(105,866)	(2.20)
School Enrollment (K-5)		0	660	697	726	650		
Positions		1.00	58.00	60.60	63.00	60.80		

## Financial Section

### COLES ELEMENTARY SCHOOL

**School:** 366  
**Address:** 7405 Hoadly Rd.  
 Manassas, VA 20112  
**Principal:** Kathryn Forgas  
**Main Office:** 703.791.3141  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	103,991	108,183	112,543	120,120 1.00	121,560 1.00	1,440 0.00
1115	Teacher on Special Assignment	58,931	72,741	75,610	65,280 1.00	67,320 1.00	2,040 0.00
1120	Teacher, Classroom	1,962,166	2,083,170	1,863,884	1,780,800 28.00	2,002,020 30.50	221,220 2.50
1121	Librarian	53,642	54,442	56,375	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	72,322	75,157	78,105	63,600 1.00	65,640 1.00	2,040 0.00
1140	Teacher Assistant	105,639	122,075	111,257	111,102 4.54	134,253 5.54	23,151 1.00
1142	Cafeteria Aide	8,427	9,645	10,935	13,359 0.66	13,199 0.66	(160) 0.00
1150	Secretarial / Bookkeeper	118,343	118,694	116,713	140,760 4.00	136,920 4.00	(3,840) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	10,000	7,500	0 0.00	0 0.00	0 0.00
1190	Custodian	89,172	86,280	89,673	90,624 2.80	93,492 2.80	2,868 0.00
1200	Overtime	863	746	1,825	800	0	(800)
1201	Straight Time	5,009	6,504	4,120	3,000	1,500	(1,500)
1300	Temporary Employee	40,548	46,100	33,726	5,500	8,000	2,500
1500	Substitute Teacher	54,778	47,678	47,946	32,500	26,000	(6,500)
1502	Substitute, Other	5,010	7,999	2,242	5,500	2,500	(3,000)
1600	Instructional Supplement	5,040	7,729	6,343	10,000	0	(10,000)
1602	Extra-Curr. Supplement	3,056	3,116	3,116	0	0	0
2100	Social Security - FICA	199,555	211,026	192,094	191,879	209,590	17,711
2210	Retirement - VRS	390,289	381,612	348,750	417,969	443,614	25,645
2211	Retiree Health Care Credit	25,803	27,414	26,541	0	0	0
2220	Retirement - PWCS	17,523	18,164	17,986	19,744	22,100	2,355
2221	Defined Contribution Plan	1,611	2,855	4,269	0	0	0
2300	Health Insurance - HMP	241,447	246,303	239,346	293,727	332,302	38,575
2310	Short/Long Term Disability Premium	470	875	981	0	0	0
2400	Life Insurance - GLI	29,614	31,406	32,053	31,932	35,220	3,287
2830	Admin. Assoc. Fees	658	385	0	500	250	(250)
3201	Telephone	952	738	265	1,000	750	(250)
3401	Travel Reimbursement	557	930	460	500	0	(500)
3402	Conference Expenses	4,974	4,917	6,233	4,000	500	(3,500)
3450	Field Trips	1,933	3,797	1,778	2,000	2,000	0
3502	Repair/Maint. - Equipment	7,118	4,216	9,126	4,000	0	(4,000)
3504	Maint. Service Contract	1,205	310	0	0	0	0
3902	Printing Services	2,775	1,860	2,420	1,700	5,000	3,300
3903	Postage	1,130	1,412	630	1,500	562	(938)
3905	Extra Curricular Expenses	0	0	0	250	0	(250)
3911	Rental Equipment	6,569	7,883	1,826	8,000	5,000	(3,000)
3913	Tuition - Other Divisions	2,470	0	0	0	0	0
4001	Office Supplies	5,274	9,630	11,820	6,000	1,000	(5,000)
4002	Medical Supplies	640	178	411	1,000	200	(800)
4003	Custodial Supplies	14,435	11,492	12,518	12,000	5,000	(7,000)
4004	Repair/Maint. Supplies	0	0	291	0	0	0
4007	Wearing Apparel	150	2,741	0	1,800	0	(1,800)
4008	Reference Materials	0	0	0	0	500	500
4010	Instructional Supplies	58,739	66,496	47,854	24,769	34,584	9,815
4011	Textbooks	56,929	18,250	8,153	6,000	5,000	(1,000)
4013	Testing Materials	17,009	3,863	0	3,000	0	(3,000)
4014	Food, Cafeteria	0	0	0	500	0	(500)
4016	Library Books	607	903	1,107	500	500	0
4017	Library Periodicals	126	0	0	500	250	(250)
4018	Library Supplies	1,157	2,917	0	1,000	250	(750)
4019	Food	4,803	4,159	1,570	2,100	1,000	(1,100)
4020	Printing Supplies	0	0	0	0	8,250	8,250
4310	Tech. Supp/Equip - Add'l	6,543	5,440	16,344	50,000	25,000	(25,000)
4350	Tech. Supp/Equip - Repl	10,571	15,737	16,032	56,000	25,000	(31,000)
4450	Software - Replacement	460	1,010	1,018	800	0	(800)
4510	General Equipment - Add'l.	15,840	1,937	103	52,000	0	(52,000)
5101	Equipment - Additional	11,255	0	0	0	0	0
5501	Equipment - Replacement	0	1,689	0	0	0	0
<b>Totals</b>		<b>3,840,629</b>	<b>3,952,801</b>	<b>3,623,889</b>	<b>3,704,895 44.00</b>	<b>3,903,144 47.50</b>	<b>198,249 3.50</b>
School Enrollment (K-5)		496	507	456	414	401	
Positions		49.01	52.01	46.51	44.00	47.50	

## Financial Section

### COVINGTON-HARPER ELEMENTARY SCHOOL

**School:** 309  
**Address:** 2500 River Heritage Blvd.  
 Dumfries, VA 22026  
**Principal:** Ronald Whitten  
**Main Office:** 703.670.8268  
**Grades:** K - 5  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	0	0	119,398	120,120 1.00	121,560 1.00	1,440 0.00
1112	Assistant Principal	0	0	0	88,560 1.00	89,640 1.00	1,080 0.00
1120	Teacher, Classroom	0	0	0	2,607,600 41.00	2,691,240 41.00	83,640 0.00
1121	Librarian	0	0	0	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	0	0	0	63,600 1.00	91,896 1.40	28,296 0.40
1140	Teacher Assistant	0	0	0	195,840 8.00	242,400 10.00	46,560 2.00
1142	Cafeteria Aide	0	0	0	16,032 0.80	15,840 0.80	(192) 0.00
1150	Secretarial / Bookkeeper	0	0	31,115	144,240 4.00	139,920 4.00	(4,320) 0.00
1190	Custodian	0	0	2,363	101,640 3.00	104,940 3.00	3,300 0.00
1201	Straight Time	0	0	0	0	2,000	2,000
1500	Substitute Teacher	0	0	0	38,500	40,000	1,500
1602	Extra-Curr. Supplement	0	0	0	2,337	3,180	843
2100	Social Security - FICA	0	0	11,835	263,447	276,161	12,714
2210	Retirement - VRS	0	0	22,050	583,380	587,598	4,218
2211	Retiree Health Care Credit	0	0	1,669	0	0	0
2220	Retirement - PWCS	0	0	2,738	27,434	29,172	1,738
2221	Defined Contribution Plan	0	0	65	0	0	0
2300	Health Insurance - HMP	0	0	4,068	408,119	438,646	30,527
2310	Short/Long Term Disability Premium	0	0	18	0	0	0
2400	Life Insurance - GLI	0	0	1,991	44,368	46,491	2,123
2830	Admin. Assoc. Fees	0	0	0	800	800	0
3201	Telephone	0	0	0	1,000	1,500	500
3450	Field Trips	0	0	0	2,500	5,000	2,500
3504	Maint. Service Contract	0	0	71	0	1,000	1,000
3902	Printing Services	0	0	41	500	2,500	2,000
3903	Postage	0	0	0	500	500	0
3911	Rental Equipment	0	0	0	0	19,000	19,000
4001	Office Supplies	0	0	4,944	0	31,922	31,922
4002	Medical Supplies	0	0	0	1,500	1,500	0
4003	Custodial Supplies	0	0	8,354	20,000	20,000	0
4004	Repair/Maint. Supplies	0	0	0	1,000	1,000	0
4007	Wearing Apparel	0	0	0	500	500	0
4010	Instructional Supplies	0	0	35,560	131,591	96,184	(35,407)
4011	Textbooks	0	0	0	0	40,000	40,000
4016	Library Books	0	0	0	2,000	3,000	1,000
4017	Library Periodicals	0	0	297	250	500	250
4018	Library Supplies	0	0	0	500	1,000	500
4019	Food	0	0	0	3,000	4,500	1,500
4310	Tech. Supp/Equip - Add'l	0	0	0	0	500	500
Totals		0	0	246,577	4,936,138 60.80	5,218,909 63.20	282,771 2.40
School Enrollment (K-5)		0	0	0	531	626	
Positions		0.00	0.00	1.00	60.80	63.20	

## Financial Section

### DALE CITY ELEMENTARY SCHOOL

**School:** 361  
**Address:** 14450 Brook Dr.  
 Woodbridge, VA 22193  
**Principal:** Cindy Crowe-Miller  
**Main Office:** 703.670.2208  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	120,845	125,561	130,470	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	0	67,122	69,828	88,560	1.00	89,640	1.00	1,080	0.00
1115	Teacher on Special Assignment	55,264	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,246,860	2,195,911	2,228,195	2,291,280	36.00	2,364,720	36.00	73,440	0.00
1121	Librarian	74,120	77,048	53,667	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	81,522	84,808	88,225	63,600	1.00	65,640	1.00	2,040	0.00
1140	Teacher Assistant	170,534	129,567	136,605	134,640	5.50	133,320	5.50	(1,320)	0.00
1142	Cafeteria Aide	4,773	4,859	5,000	5,345	0.27	5,875	0.30	530	0.03
1148	Specialist	35,811	37,009	38,490	37,320	1.00	34,200	1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	137,673	142,335	148,292	144,240	4.00	139,920	4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	107,395	100,095	105,379	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	8,122	5,441	8,271	9,800		7,450		(2,350)	
1201	Straight Time	8,028	7,823	10,975	14,100		11,800		(2,300)	
1300	Temporary Employee	31,380	19,906	37,258	20,000		17,500		(2,500)	
1500	Substitute Teacher	30,168	22,990	30,011	25,000		25,000		0	
1502	Substitute, Other	2,588	2,075	2,080	2,000		2,000		0	
1600	Instructional Supplement	3,818	443	6,067	15,500		18,000		2,500	
1602	Extra-Curr. Supplement	3,438	3,116	3,116	0		0		0	
2100	Social Security - FICA	232,531	223,826	229,204	240,089		245,480		5,390	
2210	Retirement - VRS	474,376	419,784	415,676	523,675		515,409		(8,265)	
2211	Retiree Health Care Credit	30,949	29,824	31,842	0		0		0	
2220	Retirement - PWCS	29,436	29,226	24,902	24,678		25,657		979	
2221	Defined Contribution Plan	1,654	2,204	8,970	0		0		0	
2300	Health Insurance - HMP	282,211	302,471	298,692	367,125		385,788		18,663	
2310	Short/Long Term Disability Premium	494	692	2,103	0		0		0	
2400	Life Insurance - GLI	35,752	34,423	38,686	39,912		40,888		977	
2830	Admin. Assoc. Fees	521	385	484	750		850		100	
2850	Employee Recognition	110	0	0	500		400		(100)	
3105	Contractual Services	0	0	0	5,000		0		(5,000)	
3201	Telephone	1,396	1,055	1,159	1,500		1,400		(100)	
3401	Travel Reimbursement	1,507	1,154	1,289	1,850		2,000		150	
3402	Conference Expenses	1,532	244	2,766	3,000		1,000		(2,000)	
3450	Field Trips	4,892	2,941	8,262	10,000		4,000		(6,000)	
3501	Repair/Maint. - Building	235	280	549	0		0		0	
3502	Repair/Maint. - Equipment	370	0	291	0		0		0	
3504	Maint. Service Contract	550	150	199	500		500		0	
3700	In-Service Expenses	649	0	89	1,500		500		(1,000)	
3902	Printing Services	4,341	4,645	6,339	7,500		2,300		(5,200)	
3903	Postage	8	100	4	500		300		(200)	
3905	Extra Curricular Expenses	4,223	3,628	2,032	3,000		2,000		(1,000)	
3913	Tuition - Other Divisions	2,002	0	0	0		0		0	
3921	Tuition - PW	0	338	0	0		0		0	
3999	Other Contract Services	1,628	2,227	1,422	750		250		(500)	
4001	Office Supplies	4,797	3,017	3,114	2,354		5,000		2,646	
4002	Medical Supplies	749	1,088	2,231	3,000		3,000		0	
4003	Custodial Supplies	22,117	17,447	26,479	20,000		20,001		1	
4007	Wearing Apparel	282	404	1,547	300		3,800		3,500	
4008	Reference Materials	567	3,233	2,789	5,500		1,900		(3,600)	
4009	Extra Curricular Supplies	7,846	1,168	11,963	10,000		2,500		(7,500)	
4010	Instructional Supplies	57,586	39,332	60,680	31,535		48,436		16,901	
4011	Textbooks	4,210	0	0	12,500		9,500		(3,000)	
4013	Testing Materials	5,215	699	1,914	1,500		1,000		(500)	
4014	Food, Cafeteria	0	494	223	500		400		(100)	
4016	Library Books	5,490	1,413	4,773	5,000		4,000		(1,000)	
4017	Library Periodicals	395	130	1,255	1,000		1,000		0	
4018	Library Supplies	600	750	1,340	500		1,000		500	
4019	Food	3,738	5,156	5,708	7,000		5,500		(1,500)	
4020	Printing Supplies	25,451	5,219	13,263	6,000		6,750		750	
4150	Lease Agreement	4,789	1,996	8,482	10,000		11,000		1,000	
4310	Tech. Supp/Equip - Add'l	73,479	14,633	89,306	40,000		20,500		(19,500)	
4350	Tech. Supp/Equip - Repl	91,137	2,278	2,303	6,736		4,000		(2,736)	
4410	Software - Additional	4,135	400	21,214	8,000		7,000		(1,000)	
4450	Software - Replacement	460	1,010	1,018	1,200		950		(250)	
4510	General Equipment - Add'l.	26,364	49,629	43,952	35,000		25,085		(9,915)	
4550	General Equipment - Repl.	2,152	3,745	17,225	8,500		6,000		(2,500)	
5101	Equipment - Additional	0	0	0	5,000		0		(5,000)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,580,261	4,243,945	4,505,167	4,596,378	53.77	4,630,928	53.80	34,550	0.03
School Enrollment (K-5)		479	440	452	440		446			
Positions		56.77	52.77	54.77	53.77		53.80			

## Financial Section

### DUMFRIES ELEMENTARY SCHOOL

**School:** 328  
**Address:** 3990 Cameron St.  
 Dumfries, VA 22026  
**Principal:** Marlene Coleman  
**Main Office:** 703.221.3101  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program (Consideration)  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	134,370	118,215	122,979	120,120 1.00	121,560 1.00	1,440 0.00
1112	Assistant Principal	77,044	80,149	83,379	88,560 1.00	89,640 1.00	1,080 0.00
1120	Teacher, Classroom	2,189,140	2,231,880	2,160,076	2,098,800 33.00	2,166,120 33.00	67,320 0.00
1121	Librarian	19,958	62,839	65,373	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	65,795	65,188	62,149	76,320 1.20	65,640 1.00	(10,680) (0.20)
1140	Teacher Assistant	115,543	124,823	121,274	124,283 5.08	96,885 4.00	(27,398) (1.08)
1142	Cafeteria Aide	6,823	8,182	6,087	0 0.00	9,241 0.47	9,241 0.47
1150	Secretarial / Bookkeeper	120,897	129,565	118,764	140,760 4.00	136,920 4.00	(3,840) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	95,281	92,186	95,674	101,640 3.00	104,940 3.00	3,300 0.00
1200	Overtime	3,289	3,152	481	4,000	3,000	(1,000)
1201	Straight Time	11,153	5,672	5,798	6,750	7,000	250
1300	Temporary Employee	15,733	38,754	36,270	16,500	16,000	(500)
1500	Substitute Teacher	76,560	34,704	36,392	43,000	41,500	(1,500)
1502	Substitute, Other	2,767	524	78	3,000	6,000	3,000
1600	Instructional Supplement	28	8,658	407	2,000	2,000	0
1602	Extra-Curr. Supplement	2,292	2,337	2,727	2,000	2,000	0
2100	Social Security - FICA	214,802	223,895	215,969	221,316	224,586	3,270
2210	Retirement - VRS	382,473	371,611	379,821	483,149	469,456	(13,693)
2211	Retiree Health Care Credit	24,817	26,771	29,315	0	0	0
2220	Retirement - PWCS	15,196	14,765	15,138	22,808	23,419	611
2221	Defined Contribution Plan	2,262	5,683	10,752	0	0	0
2300	Health Insurance - HMP	228,277	219,775	245,094	339,299	352,139	12,840
2310	Short/Long Term Disability Premium	693	1,748	2,601	0	0	0
2400	Life Insurance - GLI	28,738	30,922	35,594	36,887	37,322	436
2830	Admin. Assoc. Fees	65	770	425	800	500	(300)
3100	Professional Services	72	545	104	1,500	1,500	0
3201	Telephone	1,128	1,119	778	1,200	1,200	0
3401	Travel Reimbursement	936	936	623	1,550	1,000	(550)
3402	Conference Expenses	1,657	196	1,841	3,000	1,700	(1,300)
3450	Field Trips	339	1,584	1,305	1,000	1,500	500
3504	Maint. Service Contract	2,625	0	143	1,000	1,000	0
3700	In-Service Expenses	0	0	0	1,500	500	(1,000)
3902	Printing Services	4,309	7,211	10,470	5,200	3,000	(2,200)
3903	Postage	509	0	627	1,500	1,000	(500)
3913	Tuition - Other Divisions	702	0	0	0	0	0
3921	Tuition - PW	0	1,456	0	0	0	0
4001	Office Supplies	7,143	5,245	5,349	7,482	27,124	19,642
4002	Medical Supplies	1,003	339	525	1,000	1,000	0
4003	Custodial Supplies	11,229	13,876	14,237	9,500	10,000	500
4004	Repair/Maint. Supplies	948	2,384	655	2,000	0	(2,000)
4009	Extra Curricular Supplies	0	0	71	500	2,353	1,853
4010	Instructional Supplies	38,909	49,747	77,467	60,883	90,286	29,403
4011	Textbooks	100,749	2,265	197	10,000	5,824	(4,176)
4012	Emp. Training Supplies	0	0	0	700	0	(700)
4013	Testing Materials	0	94	0	0	0	0
4014	Food, Cafeteria	0	2,203	0	5,000	5,000	0
4016	Library Books	3,369	4,841	(6,721)	2,500	2,500	0
4017	Library Periodicals	0	2,326	0	0	0	0
4018	Library Supplies	1,788	1,050	36	0	500	500
4019	Food	3,899	2,744	2,324	4,800	4,300	(500)
4310	Tech. Supp/Equip - Add'l	51,718	32,522	61,522	4,500	8,000	3,500
4350	Tech. Supp/Equip - Repl	1,760	0	0	0	0	0
4410	Software - Additional	12,907	7,432	(152)	1,000	1,000	0
4450	Software - Replacement	460	1,010	1,018	0	0	0
4510	General Equipment - Add'l.	16,264	22,830	4,117	5,000	3,500	(1,500)
4550	General Equipment - Repl.	1,619	10,717	0	500	1,000	500
<b>Totals</b>		<b>4,102,538</b>	<b>4,079,939</b>	<b>4,031,653</b>	<b>4,130,086 49.28</b>	<b>4,217,975 48.47</b>	<b>87,889 (0.81)</b>
School Enrollment (K-5)		559	530	513	447	438	
Positions		49.74	53.74	51.28	49.28	48.47	



## Financial Section

### ELLIS ELEMENTARY SCHOOL

**School:** 327  
**Address:** 10400 Kim Graham Ln.  
 Manassas, VA 20109  
**Principal:** Salvador Rivera  
**Main Office:** 703.365.0287  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** Gifted Center, Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions	
1111	Principal	100,963	105,031	109,265	120,120      1.00	121,560      1.00	1,440	0.00
1112	Assistant Principal	70,505	80,383	108,790	88,560      1.00	89,640      1.00	1,080	0.00
1115	Teacher on Special Assignment	0	0	0	31,800      0.50	78,768      1.20	46,968	0.70
1120	Teacher, Classroom	2,429,061	2,553,416	2,547,955	2,849,280      44.80	2,842,212      43.30	(7,068)	(1.50)
1121	Librarian	86,121	89,591	73,641	65,280      1.00	67,320      1.00	2,040	0.00
1122	Counselor	89,607	93,060	98,377	76,320      1.20	78,768      1.20	2,448	0.00
1140	Teacher Assistant	106,411	147,947	118,302	159,120      6.50	121,200      5.00	(37,920)	(1.50)
1142	Cafeteria Aide	13,296	13,535	12,968	13,359      0.66	13,199      0.66	(160)	0.00
1148	Specialist	0	33,032	34,330	37,320      1.00	34,200      1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	164,603	156,171	158,892	140,760      4.00	136,920      4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0      0.00	0      0.00	0	0.00
1190	Custodian	98,938	104,370	107,481	96,360      3.00	99,180      3.00	2,820	0.00
1200	Overtime	1,059	1,605	433	500	0	(500)	
1201	Straight Time	17,144	8,593	7,329	4,500	0	(4,500)	
1300	Temporary Employee	46,688	78,528	50,233	14,000	20,000	6,000	
1500	Substitute Teacher	72,428	87,486	61,491	51,000	50,000	(1,000)	
1502	Substitute, Other	2,153	3,284	1,330	1,500	4,000	2,500	
1600	Instructional Supplement	3,066	(1,305)	7,305	0	20,000	20,000	
1602	Extra-Curr. Supplement	1,528	1,558	1,558	3,000	2,385	(615)	
2100	Social Security - FICA	236,397	256,617	254,425	287,088	289,121	2,032	
2210	Retirement - VRS	449,323	435,383	432,573	632,748	608,626	(24,122)	
2211	Retiree Health Care Credit	30,246	32,155	33,789	0	0	0	
2220	Retirement - PWCS	14,675	14,807	17,105	29,686	30,165	480	
2221	Defined Contribution Plan	4,083	11,254	17,444	0	0	0	
2300	Health Insurance - HMP	312,430	360,747	392,943	441,623	453,583	11,960	
2310	Short/Long Term Disability Premium	1,060	2,885	3,269	0	0	0	
2400	Life Insurance - GLI	34,930	37,059	40,985	48,010	48,074	63	
2830	Admin. Assoc. Fees	0	0	0	1,000	600	(400)	
3100	Professional Services	1,750	18,348	4,023	5,000	0	(5,000)	
3105	Contractual Services	0	0	0	5,000	5,000	0	
3201	Telephone	0	0	0	0	600	600	
3401	Travel Reimbursement	92	0	265	0	300	300	
3402	Conference Expenses	8,371	4,397	1,718	2,000	16,500	14,500	
3450	Field Trips	1,895	4,737	4,578	5,000	5,000	0	
3502	Repair/Maint. - Equipment	1,572	0	0	0	0	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	7,529	7,511	5,713	7,000	4,000	(3,000)	
3903	Postage	44	0	27	1,700	1,700	0	
3905	Extra Curricular Expenses	0	0	323	0	0	0	
3913	Tuition - Other Divisions	3,562	1,300	0	0	0	0	
3918	Permits and Fees	7,910	8,110	12,010	0	5,000	5,000	
3921	Tuition - PW	0	806	0	0	0	0	
3999	Other Contract Services	0	0	0	0	3,000	3,000	
4001	Office Supplies	16	320	313	1,500	6,000	4,500	
4002	Medical Supplies	0	9	508	1,000	1,000	0	
4003	Custodial Supplies	10,250	19,582	12,532	12,000	14,000	2,000	
4004	Repair/Maint. Supplies	0	0	4,998	0	0	0	
4008	Reference Materials	0	0	0	5,000	0	(5,000)	
4010	Instructional Supplies	110,915	107,543	68,222	57,607	56,336	(1,271)	
4011	Textbooks	17,772	8,435	0	5,000	8,000	3,000	
4013	Testing Materials	9,487	0	0	0	0	0	
4014	Food, Cafeteria	0	1,654	2,808	0	0	0	
4016	Library Books	17,788	0	500	20,000	24,115	4,115	
4017	Library Periodicals	0	0	0	500	1,000	500	
4018	Library Supplies	248	0	0	500	2,000	1,500	
4019	Food	23	335	655	1,500	8,000	6,500	
4020	Printing Supplies	0	0	0	0	15,000	15,000	
4150	Lease Agreement	0	0	11,536	14,000	15,200	1,200	
4310	Tech. Supp/Equip - Add'l	2,045	48,287	15,913	17,000	15,800	(1,200)	
4350	Tech. Supp/Equip - Repl	27,565	13,783	0	20,000	3,000	(17,000)	
4410	Software - Additional	5,938	2,981	3,294	6,000	20,000	14,000	
4450	Software - Replacement	460	1,010	3,768	400	475	75	
4510	General Equipment - Add'l	9,273	12,170	830	14,000	7,000	(7,000)	
4550	General Equipment - Repl.	0	20,683	0	0	0	0	
5101	Equipment - Additional	0	4,585	0	0	0	0	
Totals		4,636,769	4,998,778	4,851,747	5,394,641      64.66	5,447,547      62.36	52,906	(2.30)
School Enrollment (K-5)		579	620	588	585	571		
Positions		59.87	65.37	63.17	64.66	62.36		



## Financial Section

### ENTERPRISE ELEMENTARY SCHOOL

**School:** 312  
**Address:** 13900 Lindendale Rd.  
 Woodbridge, VA 22193  
**Principal:** Kelly Nickerson  
**Main Office:** 703.590.1558  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018	Approved	FY 2019	Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	110,912	115,228	106,082	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	91,852	95,701	0	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	0	0	71,353	65,280	1.00	67,320	1.00	2,040	0.00
1120	Teacher, Classroom	1,985,338	1,888,124	1,683,930	1,939,800	30.50	2,100,480	32.00	160,680	1.50
1121	Librarian	72,125	75,033	78,056	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	63,029	61,292	52,552	63,600	1.00	65,640	1.00	2,040	0.00
1140	Teacher Assistant	58,252	45,765	55,401	97,920	4.00	96,960	4.00	(960)	0.00
1142	Cafeteria Aide	13,027	14,374	8,028	8,016	0.40	7,920	0.40	(96)	0.00
1148	Specialist	14,586	0	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	135,449	141,725	145,990	140,760	4.00	136,920	4.00	(3,840)	0.00
1190	Custodian	92,645	96,336	93,884	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	821	1,066	196	1,750		1,500		(250)	
1201	Straight Time	19,354	8,201	2,166	3,250		4,000		750	
1300	Temporary Employee	(1,821)	4,295	11,229	0		0		0	
1500	Substitute Teacher	47,961	28,497	28,963	41,000		44,000		3,000	
1502	Substitute, Other	3,059	3,019	684	1,000		0		(1,000)	
1600	Instructional Supplement	1,482	0	177	0		0		0	
1602	Extra-Curr. Supplement	595	3,116	2,337	2,400		2,400		0	
2100	Social Security - FICA	199,049	185,490	168,296	202,864		215,804		12,940	
2210	Retirement - VRS	374,631	325,403	304,758	444,299		454,621		10,322	
2211	Retiree Health Care Credit	25,249	23,667	23,637	0		0		0	
2220	Retirement - PWCS	15,453	16,364	16,456	21,015		22,697		1,682	
2221	Defined Contribution Plan	2,519	5,555	10,647	0		0		0	
2300	Health Insurance - HMP	264,250	245,903	243,074	312,625		341,277		28,652	
2310	Short/Long Term Disability Premium	715	1,418	1,813	0		0		0	
2400	Life Insurance - GLI	29,213	27,458	28,841	33,987		36,171		2,184	
2830	Admin. Assoc. Fees	845	0	425	1,000		1,000		0	
3100	Professional Services	0	980	(59)	1,000		1,000		0	
3201	Telephone	0	0	597	1,200		1,200		0	
3401	Travel Reimbursement	(120)	0	0	0		0		0	
3402	Conference Expenses	3,433	5,450	6,283	2,847		3,000		153	
3450	Field Trips	4,746	1,510	775	2,000		3,000		1,000	
3504	Maint. Service Contract	952	205	150	1,500		0		(1,500)	
3700	In-Service Expenses	3,312	0	0	0		0		0	
3902	Printing Services	4,382	4,011	5,459	3,000		2,000		(1,000)	
3903	Postage	535	347	924	400		500		100	
3908	Parent Activity Expenses	941	149	106	0		0		0	
3911	Rental Equipment	0	0	0	0		4,070		4,070	
3913	Tuition - Other Divisions	1,846	1,248	0	0		0		0	
3921	Tuition - PW	0	4,576	0	0		0		0	
3999	Other Contract Services	1,394	2,705	0	0		0		0	
4001	Office Supplies	2,598	3,790	5,051	4,000		4,000		0	
4002	Medical Supplies	877	90	877	1,600		1,000		(600)	
4003	Custodial Supplies	10,664	9,449	14,234	13,000		15,000		2,000	
4004	Repair/Maint. Supplies	1,413	0	2,217	0		500		500	
4007	Wearing Apparel	89	206	526	400		375		(25)	
4008	Reference Materials	1,897	1,188	1,458	2,000		2,500		500	
4010	Instructional Supplies	101,163	57,055	116,587	21,588		161,959		140,371	
4011	Textbooks	0	30,188	2,887	31,000		35,000		4,000	
4014	Food, Cafeteria	0	0	1,715	3,000		2,000		(1,000)	
4016	Library Books	9,737	6,036	3,475	3,000		0		(3,000)	
4017	Library Periodicals	511	486	390	1,200		0		(1,200)	
4018	Library Supplies	576	0	0	0		0		0	
4019	Food	3,678	2,873	1,062	0		2,500		2,500	
4020	Printing Supplies	3,662	7,681	7,927	9,000		6,000		(3,000)	
4310	Tech. Supp/Equip - Add'l	27,532	11,943	46,758	3,000		2,000		(1,000)	
4350	Tech. Supp/Equip - Repl	0	745	0	0		0		0	
4410	Software - Additional	0	360	0	0		0		0	
4450	Software - Replacement	460	1,010	1,018	1,050		600		(450)	
4510	General Equipment - Add'l.	16,054	4,929	7,507	2,000		0		(2,000)	
4550	General Equipment - Repl.	48	1,669	2,805	0		3,000		3,000	
5501	Equipment - Replacement	11,780	0	0	0		0		0	
Totals		3,834,749	3,573,910	3,369,704	3,775,391	45.90	4,143,733	47.40	368,342	1.50
School Enrollment (K-5)		522	484	401	393		425			
Positions		50.10	47.00	41.90	45.90		47.40			

## Financial Section

### FEATHERSTONE ELEMENTARY SCHOOL

**School:** 345  
**Address:** 14805 Blackburn Rd.  
 Woodbridge, VA 22191  
**Principal:** Daria Groover  
**Main Office:** 703.491.1156  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** Gifted Program, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	98,022	118,215	122,979	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	0	95,701	99,558	88,560 1.00	89,640 1.00	1,080 0.00	
1115	Teacher on Special Assignment	78,513	0	0	0 0.00	67,320 1.00	67,320 1.00	
1120	Teacher, Classroom	2,379,161	2,450,331	2,592,356	2,575,800 40.50	2,756,880 42.00	181,080 1.50	
1121	Librarian	86,871	88,047	94,462	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	68,251	74,682	79,526	63,600 1.00	65,640 1.00	2,040 0.00	
1140	Teacher Assistant	77,539	97,687	142,628	122,400 5.00	121,200 5.00	(1,200) 0.00	
1142	Cafeteria Aide	11,161	12,176	12,303	12,024 0.60	11,880 0.60	(144) 0.00	
1148	Specialist	36,667	38,108	39,603	37,320 1.00	34,200 1.00	(3,120) 0.00	
1150	Secretarial / Bookkeeper	119,431	143,770	156,746	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0 0.00	0 0.00	0 0.00	
1190	Custodian	95,974	104,943	108,728	100,128 2.80	99,252 2.80	(876) 0.00	
1200	Overtime	1,392	2,648	1,797	0	1,500	1,500	
1201	Straight Time	3,139	3,316	6,543	0	1,000	1,000	
1300	Temporary Employee	9,657	11,288	28,430	0	0	0	
1500	Substitute Teacher	45,413	41,388	49,980	20,000	51,000	31,000	
1502	Substitute, Other	3,975	9,687	3,393	2,000	3,500	1,500	
1600	Instructional Supplement	10,695	8,098	11,530	0	0	0	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	2,337	2,337	0	
2100	Social Security - FICA	230,608	246,644	263,216	256,300	277,783	21,483	
2210	Retirement - VRS	467,486	446,141	473,620	570,748	590,078	19,331	
2211	Retiree Health Care Credit	30,050	32,244	37,100	0	0	0	
2220	Retirement - PWCS	17,504	17,865	19,789	26,843	29,263	2,419	
2221	Defined Contribution Plan	20	5,087	19,053	0	0	0	
2300	Health Insurance - HMP	260,518	245,897	294,826	399,333	440,007	40,674	
2310	Short/Long Term Disability Premium	5	1,214	3,455	0	0	0	
2400	Life Insurance - GLI	35,004	37,022	44,572	43,413	46,635	3,222	
2830	Admin. Assoc. Fees	438	624	1,328	1,000	1,000	0	
3100	Professional Services	0	0	2,000	0	0	0	
3105	Contractual Services	0	0	399	0	0	0	
3201	Telephone	1,583	1,241	631	700	0	(700)	
3401	Travel Reimbursement	220	0	132	1,000	1,000	0	
3402	Conference Expenses	1,027	0	2,765	1,000	1,300	300	
3450	Field Trips	1,046	1,917	4,197	1,000	2,500	1,500	
3501	Repair/Maint. - Building	0	538	0	0	0	0	
3502	Repair/Maint. - Equipment	5,577	7,347	8,214	3,000	5,000	2,000	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	10,500	3,700	0	0	8,000	8,000	
3902	Printing Services	14,938	25,759	1,875	1,000	1,000	0	
3903	Postage	117	1,186	120	500	1,000	500	
3904	Freight/Shipping	0	0	120	0	0	0	
3921	Tuition - PW	0	0	1,404	0	0	0	
3999	Other Contract Services	0	553	145	500	500	0	
4001	Office Supplies	2,380	2,175	3,630	1,000	1,500	500	
4002	Medical Supplies	480	1,245	749	1,000	1,000	0	
4003	Custodial Supplies	11,159	12,166	11,188	10,000	1,000	(9,000)	
4004	Repair/Maint. Supplies	0	83	1,393	0	0	0	
4007	Wearing Apparel	225	1,221	6,654	300	1,300	1,000	
4009	Extra Curricular Supplies	0	0	368	0	0	0	
4010	Instructional Supplies	38,473	70,691	80,228	70,707	54,500	(16,207)	
4011	Textbooks	145,766	21,550	23,859	43,100	28,556	(14,544)	
4013	Testing Materials	0	0	209	500	0	(500)	
4014	Food, Cafeteria	0	1,774	1,645	0	0	0	
4016	Library Books	4,917	9,354	4,465	5,000	5,000	0	
4018	Library Supplies	0	424	37	0	500	500	
4019	Food	1,842	1,171	540	0	100	100	
4020	Printing Supplies	0	0	13,858	10,000	20,000	10,000	
4310	Tech. Supp/Equip - Add'l	12,846	64,492	2,904	0	5,000	5,000	
4350	Tech. Supp/Equip - Repl	0	0	1,591	0	0	0	
4410	Software - Additional	1,599	9,554	14,869	0	5,000	5,000	
4450	Software - Replacement	17,106	16,191	21,717	0	12,500	12,500	
4510	General Equipment - Add'l	9,242	15,045	17,241	0	3,300	3,300	
4550	General Equipment - Repl.	5,452	11,780	842	0	10,800	10,800	
5101	Equipment - Additional	0	0	22,452	0	0	0	
<b>Totals</b>		<b>4,465,094</b>	<b>4,622,096</b>	<b>4,968,077</b>	<b>4,798,273 57.90</b>	<b>5,186,271 60.40</b>	<b>387,998 2.50</b>	
School Enrollment (K-5)		525	574	592	501	538		
Positions		53.47	56.60	62.10	57.90	60.40		

## Financial Section

### FITZGERALD ELEMENTARY SCHOOL

**School:** 337  
**Address:** 15500 Benita Fitzgerald Dr.  
 Woodbridge, VA 22191  
**Principal:** Bridget Outlaw  
**Main Office:** 703.583.4195  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	100,963	105,031	109,265	120,120 1.00	121,560 1.00	1,440 0.00
1112 Assistant Principal	67,530	71,210	78,593	88,560 1.00	89,640 1.00	1,080 0.00
1115 Teacher on Special Assignment	0	0	67,320	65,280 1.00	67,320 1.00	2,040 0.00
1120 Teacher, Classroom	3,204,114	3,215,560	3,457,558	3,796,920 59.70	3,807,120 58.00	10,200 (1.70)
1121 Librarian	64,211	63,160	20,285	65,280 1.00	67,320 1.00	2,040 0.00
1122 Counselor	124,734	127,382	131,739	127,200 2.00	131,280 2.00	4,080 0.00
1140 Teacher Assistant	143,614	159,356	168,119	161,945 6.62	160,357 6.62	(1,588) 0.00
1142 Cafeteria Aide	27,555	24,257	27,557	31,930 1.59	31,547 1.59	(382) 0.00
1148 Specialist	30,017	31,197	33,065	37,320 1.00	34,200 1.00	(3,120) 0.00
1150 Secretarial / Bookkeeper	159,265	166,933	176,267	170,760 5.00	166,680 5.00	(4,080) 0.00
1180 Natl Board Certified Teacher Incentive Bonus	2,500	5,000	5,000	0 0.00	0 0.00	0 0.00
1190 Custodian	136,338	141,698	144,222	164,280 5.00	139,140 4.00	(25,140) (1.00)
1200 Overtime	573	972	417	750	750	0
1201 Straight Time	722	1,173	3,017	1,950	1,950	0
1300 Temporary Employee	14,418	21,694	30,077	0	0	0
1500 Substitute Teacher	59,001	69,345	72,385	102,300	95,550	(6,750)
1502 Substitute, Other	8,065	8,754	5,066	6,739	6,739	0
1600 Instructional Supplement	10,100	7,316	2,188	0	0	0
1602 Extra-Curr. Supplement	0	0	1,558	0	0	0
2100 Social Security - FICA	305,882	309,500	326,512	378,011	376,468	(1,543)
2210 Retirement - VRS	612,127	562,755	585,002	824,182	792,449	(31,733)
2211 Retiree Health Care Credit	40,874	41,150	45,548	0	0	0
2220 Retirement - PWCS	21,366	19,989	22,631	38,861	39,329	468
2221 Defined Contribution Plan	9,321	14,077	21,760	0	0	0
2300 Health Insurance - HMP	421,111	451,784	511,460	578,119	591,378	13,260
2310 Short/Long Term Disability Premium	1,706	3,076	4,243	0	0	0
2400 Life Insurance - GLI	47,172	47,534	55,285	62,849	62,678	(171)
2830 Admin. Assoc. Fees	385	513	425	850	850	0
3105 Contractual Services	0	3,700	0	0	0	0
3201 Telephone	1,001	677	1,738	1,232	2,000	768
3401 Travel Reimbursement	766	2,175	1,920	2,100	2,100	0
3402 Conference Expenses	200	1,950	616	2,500	2,500	0
3450 Field Trips	3,319	3,707	4,996	3,500	3,500	0
3501 Repair/Maint. - Building	0	298	0	0	0	0
3504 Maint. Service Contract	3,906	4,100	4,686	4,686	4,696	10
3903 Postage	1,249	711	1,188	1,048	1,048	0
3921 Tuition - PW	0	1,300	9,045	5,000	0	(5,000)
3999 Other Contract Services	697	671	283	500	500	0
4001 Office Supplies	2,795	2,262	4,995	3,500	4,000	500
4002 Medical Supplies	1,363	896	1,132	1,250	1,250	0
4003 Custodial Supplies	22,142	20,610	32,505	22,000	22,000	0
4004 Repair/Maint. Supplies	274	441	0	0	0	0
4007 Wearing Apparel	300	356	907	500	500	0
4008 Reference Materials	0	1,777	0	1,500	1,500	0
4010 Instructional Supplies	42,382	73,013	62,708	48,550	125,383	76,833
4011 Textbooks	16,023	18,234	9,026	10,000	10,000	0
4012 Emp. Training Supplies	0	0	250	0	0	0
4013 Testing Materials	10,839	18,886	2,600	0	6,000	6,000
4014 Food, Cafeteria	0	5,432	6,245	6,000	6,000	0
4016 Library Books	1,925	7,710	19,208	25,000	25,000	0
4017 Library Periodicals	176	0	0	1,100	1,100	0
4018 Library Supplies	556	704	3,167	4,000	4,000	0
4019 Food	96	275	527	750	750	0
4310 Tech. Supp/Equip - Add'l	3,330	30,882	16,843	0	15,000	15,000
4350 Tech. Supp/Equip - Repl	30,367	98,526	79,029	40,854	15,000	(25,854)
4410 Software - Additional	0	750	0	0	0	0
4450 Software - Replacement	460	1,160	1,168	1,018	1,100	82
4510 General Equipment - Add'l.	2,447	1,875	2,525	7,684	7,684	0
4550 General Equipment - Repl.	525	1,148	634	9,000	12,050	3,050
5101 Equipment - Additional	0	0	30,225	0	0	0
5501 Equipment - Replacement	0	9,911	0	0	0	0
8002 General Reserve	0	0	0	5,000	0	(5,000)
<b>Totals</b>	<b>5,760,801</b>	<b>5,984,553</b>	<b>6,404,731</b>	<b>7,032,478 84.91</b>	<b>7,058,968 82.21</b>	<b>26,490 (2.70)</b>
<b>School Enrollment (K-5)</b>	<b>818</b>	<b>837</b>	<b>872</b>	<b>877</b>	<b>828</b>	
<b>Positions</b>	<b>79.30</b>	<b>77.77</b>	<b>78.85</b>	<b>84.91</b>	<b>82.21</b>	

## Financial Section

### GLENKIRK ELEMENTARY SCHOOL

**School:** 334  
**Address:** 8584 Sedge Wren Dr.  
 Gainesville, VA 20155  
**Principal:** Marisa Miranda  
**Main Office:** 703.753.1702  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	139,759	145,392	151,252	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	86,713	92,913	96,658	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	3,386,642	2,993,483	3,159,337	2,925,600 46.00	3,052,260 46.50	126,660	0.50
1121	Librarian	83,171	86,464	89,887	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	122,923	126,991	132,048	127,200 2.00	131,280 2.00	4,080	0.00
1140	Teacher Assistant	231,282	215,691	249,588	293,760 12.00	315,120 13.00	21,360	1.00
1142	Cafeteria Aide	23,069	20,104	24,145	24,048 1.20	15,840 0.80	(8,208)	(0.40)
1150	Secretarial / Bookkeeper	142,428	123,656	139,262	151,560 4.00	110,160 3.00	(41,400)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	129,824	138,025	143,447	130,320 4.00	133,380 4.00	3,060	0.00
1200	Overtime	1,396	4,856	1,430	3,000	1,000	(2,000)	
1201	Straight Time	10	3,823	5,566	4,000	900	(3,100)	
1300	Temporary Employee	131,766	71,601	89,060	55,500	20,500	(35,000)	
1500	Substitute Teacher	59,211	61,076	72,825	85,500	45,500	(40,000)	
1502	Substitute, Other	4,898	8,433	9,376	4,000	2,000	(2,000)	
1600	Instructional Supplement	1,170	1,722	1,896	5,000	4,250	(750)	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	3,500	3,600	100	
2100	Social Security - FICA	330,231	294,418	313,033	312,652	314,745	2,093	
2210	Retirement - VRS	666,099	543,652	577,655	670,745	664,132	(6,612)	
2211	Retiree Health Care Credit	43,241	38,312	43,611	0	0	0	
2220	Retirement - PWCS	33,794	33,449	36,280	31,609	33,050	1,441	
2221	Defined Contribution Plan	846	757	3,463	0	0	0	
2300	Health Insurance - HMP	412,767	409,804	486,097	470,239	496,961	26,721	
2310	Short/Long Term Disability Premium	233	267	676	0	0	0	
2400	Life Insurance - GLI	49,756	44,311	52,974	51,121	52,671	1,550	
2830	Admin. Assoc. Fees	385	0	0	1,000	1,000	0	
3100	Professional Services	0	0	0	500	200	(300)	
3401	Travel Reimbursement	1,424	2,821	2,123	2,500	5,000	2,500	
3402	Conference Expenses	1,156	1,836	150	1,000	2,000	1,000	
3450	Field Trips	3,615	1,721	1,471	500	0	(500)	
3501	Repair/Maint. - Building	2,904	232	484	3,000	500	(2,500)	
3502	Repair/Maint. - Equipment	0	0	2,330	2,500	2,500	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	0	0	0	1,000	1,000	0	
3902	Printing Services	24,834	8,613	19,035	45,353	20,000	(25,353)	
3903	Postage	1,461	398	597	1,000	2,000	1,000	
3999	Other Contract Services	156	0	0	0	0	0	
4001	Office Supplies	3,810	4,355	1,715	10,500	5,400	(5,100)	
4002	Medical Supplies	1,444	241	1,145	0	1,000	1,000	
4003	Custodial Supplies	22,212	20,578	22,230	25,000	20,000	(5,000)	
4004	Repair/Maint. Supplies	0	172	0	0	0	0	
4008	Reference Materials	126	0	0	1,000	1,000	0	
4010	Instructional Supplies	54,879	90,200	88,643	82,418	34,325	(48,093)	
4011	Textbooks	106,892	28,403	4,905	15,000	15,000	0	
4012	Emp. Training Supplies	0	0	0	1,000	1,000	0	
4013	Testing Materials	0	0	25,585	25,000	8,000	(17,000)	
4014	Food, Cafeteria	0	0	0	0	2,000	2,000	
4016	Library Books	1,668	2,302	3	4,000	1,000	(3,000)	
4017	Library Periodicals	308	0	0	0	0	0	
4018	Library Supplies	123	371	0	0	0	0	
4019	Food	154	27	0	1,000	2,000	1,000	
4310	Tech. Supp/Equip - Add'l	648	29,457	16,993	20,000	10,000	(10,000)	
4350	Tech. Supp/Equip - Repl	0	0	5,884	20,000	10,000	(10,000)	
4410	Software - Additional	1,091	0	0	1,059	1,000	(59)	
4450	Software - Replacement	1,459	8,360	1,208	1,000	1,000	0	
4510	General Equipment - Add'l.	8,444	10,235	4,140	4,000	7,000	3,000	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		6,331,526	5,677,637	6,086,320	5,897,645 72.20	5,834,795 72.30	(62,850)	0.10
School Enrollment (K-5)		936	745	760	773	757		
Positions		79.20	69.00	72.00	72.20	72.30		

## Financial Section

### GRAVELY ELEMENTARY SCHOOL

**School:** 336  
**Address:** 4670 Waverly Farm Dr.  
 Haymarket, VA 20169  
**Principal:** Michael Kelchlin  
**Main Office:** 571.248.4930  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	117,045	121,761	112,543	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	70,505	78,179	78,593	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,551,585	2,577,189	2,562,955	2,544,000 40.00	2,789,700 42.50	245,700	2.50
1121	Librarian	88,116	91,605	73,641	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	86,544	87,135	91,803	101,760 1.60	105,024 1.60	3,264	0.00
1140	Teacher Assistant	157,551	147,603	130,754	174,185 7.12	184,597 7.62	10,412	0.50
1142	Cafeteria Aide	10,235	9,406	10,988	13,359 0.66	13,199 0.66	(160)	0.00
1150	Secretarial / Bookkeeper	130,492	135,635	137,527	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	12,500	10,000	0 0.00	0 0.00	0	0.00
1190	Custodian	128,440	133,543	133,739	130,320 4.00	133,380 4.00	3,060	0.00
1200	Overtime	494	1,974	86	1,500	1,500	0	
1201	Straight Time	1,855	575	2,073	0	0	0	
1300	Temporary Employee	37,821	47,090	36,664	17,000	22,500	5,500	
1500	Substitute Teacher	61,043	53,375	49,587	33,500	40,500	7,000	
1502	Substitute, Other	1,103	2,318	7,471	1,000	1,000	0	
1600	Instructional Supplement	8,762	(2,175)	5,228	5,000	5,000	0	
1602	Extra-Curr. Supplement	1,528	1,558	1,558	0	0	0	
1603	Homebound Tutoring	0	2	0	0	0	0	
2100	Social Security - FICA	253,596	257,365	249,631	262,881	283,956	21,075	
2210	Retirement - VRS	525,465	478,710	466,993	576,428	597,865	21,437	
2211	Retiree Health Care Credit	34,116	33,987	35,585	0	0	0	
2220	Retirement - PWCS	12,680	15,291	17,731	27,256	29,823	2,567	
2221	Defined Contribution Plan	1,306	4,107	7,867	0	0	0	
2300	Health Insurance - HMP	327,841	367,315	395,705	405,481	448,438	42,957	
2310	Short/Long Term Disability Premium	389	1,078	1,464	0	0	0	
2400	Life Insurance - GLI	39,512	39,413	43,424	44,081	47,528	3,447	
2830	Admin. Assoc. Fees	554	59	366	850	850	0	
3100	Professional Services	591	446	516	0	0	0	
3201	Telephone	1,047	1,087	6,013	1,045	1,500	455	
3401	Travel Reimbursement	892	1,706	1,499	959	959	0	
3402	Conference Expenses	166	236	1,204	600	600	0	
3450	Field Trips	0	1,000	(2,154)	1,000	1,000	0	
3504	Maint. Service Contract	710	0	0	0	0	0	
3902	Printing Services	9,095	8,021	8,662	6,800	10,000	3,200	
3903	Postage	988	1,138	1,397	1,200	1,200	0	
3911	Rental Equipment	27,307	24,575	25,395	25,000	25,000	0	
4001	Office Supplies	6,244	2,828	2,961	1,500	2,000	500	
4002	Medical Supplies	888	464	551	500	500	0	
4003	Custodial Supplies	16,120	15,000	16,854	15,000	12,000	(3,000)	
4007	Wearing Apparel	225	569	360	400	400	0	
4010	Instructional Supplies	60,237	40,716	50,413	26,000	33,700	7,700	
4011	Textbooks	90,512	17,873	26,987	13,000	20,000	7,000	
4012	Emp. Training Supplies	0	0	0	2,000	2,000	0	
4014	Food, Cafeteria	0	0	1,037	0	0	0	
4016	Library Books	(149)	840	619	0	0	0	
4017	Library Periodicals	1,489	0	0	0	0	0	
4019	Food	3,638	2,509	3,465	2,500	2,500	0	
4020	Printing Supplies	0	0	4,955	4,400	0	(4,400)	
4310	Tech. Supp/Equip - Add'l	53,600	39,249	3,728	8,202	25,040	16,838	
4350	Tech. Supp/Equip - Repl	0	0	0	8,000	0	(8,000)	
4410	Software - Additional	7,164	16,579	17,312	16,000	15,000	(1,000)	
4450	Software - Replacement	460	1,010	1,768	750	750	0	
4510	General Equipment - Add'l.	4,363	20,074	6,509	2,500	3,500	1,000	
8002	General Reserve	0	0	0	3,991	0	(3,991)	
<b>Totals</b>		<b>4,944,167</b>	<b>4,892,520</b>	<b>4,844,026</b>	<b>4,894,668 60.38</b>	<b>5,277,950 63.38</b>	<b>383,282</b>	<b>3.00</b>
School Enrollment (K-5)		780	764	759	724	771		
Positions		63.88	61.88	60.88	60.38	63.38		

## Financial Section

### HAYMARKET ELEMENTARY SCHOOL

**School:** 308  
**Address:** 15500 Learning Lane  
 Haymarket, VA 20169  
**Principal:** Jewell Moore  
**Main Office:** 703.468.2800  
**Grades:** K-5  
**Specialty:** Robotics  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	124,173	129,177	134,383	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	86,713	82,770	71,923	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,021,717	2,315,420	2,588,730	2,963,760 46.60	3,321,384 50.60	357,624 4.00	
1121	Librarian	64,084	66,666	69,353	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	93,429	108,041	112,363	114,480 1.80	118,152 1.80	3,672 0.00	
1140	Teacher Assistant	128,712	136,879	186,291	244,800 10.00	242,400 10.00	(2,400) 0.00	
1142	Cafeteria Aide	10,076	10,415	13,019	16,032 0.80	15,840 0.80	(192) 0.00	
1150	Secretarial / Bookkeeper	134,322	118,698	123,792	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	100,279	105,383	102,078	125,040 4.00	127,620 4.00	2,580 0.00	
1200	Overtime	2,232	3,236	451	5,000	3,000	(2,000)	
1201	Straight Time	1,822	2,549	6,257	3,000	0	(3,000)	
1300	Temporary Employee	24,175	34,148	61,654	11,500	4,000	(7,500)	
1500	Substitute Teacher	39,719	45,400	64,359	80,500	74,000	(6,500)	
1502	Substitute, Other	3,194	3,600	1,435	0	0	0	
1602	Extra-Curr. Supplement	0	(492)	1,745	0	0	0	
2100	Social Security - FICA	214,395	233,413	259,223	304,380	330,620	26,240	
2210	Retirement - VRS	419,594	420,553	464,199	664,367	699,243	34,876	
2211	Retiree Health Care Credit	28,247	30,616	35,828	0	0	0	
2220	Retirement - PWCS	13,591	16,875	17,801	31,289	34,729	3,441	
2221	Defined Contribution Plan	3,016	6,006	12,625	0	0	0	
2300	Health Insurance - HMP	216,168	297,626	330,957	465,467	522,209	56,742	
2310	Short/Long Term Disability Premium	835	1,792	2,854	0	0	0	
2400	Life Insurance - GLI	32,666	35,354	43,337	50,603	55,347	4,745	
2830	Admin. Assoc. Fees	444	444	0	552	500	(52)	
3401	Travel Reimbursement	1,218	575	1,499	3,000	1,500	(1,500)	
3402	Conference Expenses	3,383	2,363	4,054	12,000	5,600	(6,400)	
3450	Field Trips	1,169	1,111	1,740	3,000	2,000	(1,000)	
3504	Maint. Service Contract	2,427	11,945	15,764	10,500	4,500	(6,000)	
3902	Printing Services	637	1,190	1,809	10,500	4,000	(6,500)	
3903	Postage	307	0	30	1,000	500	(500)	
3999	Other Contract Services	90	473	1,216	0	0	0	
4001	Office Supplies	30,035	28,768	16,143	15,000	5,000	(10,000)	
4002	Medical Supplies	1,900	1,225	887	1,200	500	(700)	
4003	Custodial Supplies	22,064	14,888	20,336	12,000	6,000	(6,000)	
4004	Repair/Maint. Supplies	915	0	0	0	0	0	
4007	Wearing Apparel	0	200	0	0	0	0	
4010	Instructional Supplies	119,655	87,959	176,085	79,129	61,996	(17,133)	
4011	Textbooks	213,554	15,831	0	10,000	3,000	(7,000)	
4014	Food, Cafeteria	0	951	908	0	0	0	
4016	Library Books	0	3,840	11,152	7,000	5,000	(2,000)	
4017	Library Periodicals	0	0	0	1,000	0	(1,000)	
4018	Library Supplies	246	499	0	1,000	500	(500)	
4019	Food	0	1,316	2,059	4,000	0	(4,000)	
4310	Tech. Supp/Equip - Add'l	0	0	12,173	13,000	0	(13,000)	
4410	Software - Additional	2,293	1,202	4,781	10,000	3,000	(7,000)	
4450	Software - Replacement	460	460	1,910	1,000	0	(1,000)	
4510	General Equipment - Add'l.	11,365	11,557	93,510	51,416	5,000	(46,416)	
4550	General Equipment - Repl.	0	0	5,580	50,000	0	(50,000)	
5150	Lease/Purchase Agree.	0	0	0	15,000	5,000	(10,000)	
Totals		4,175,320	4,393,422	5,078,794	5,806,235 70.20	6,077,581 74.20	271,346 4.00	
School Enrollment (K-5)		618	686	770	829	818		
Positions		54.07	58.57	63.60	70.20	74.20		

## Financial Section

### HENDERSON ELEMENTARY SCHOOL

**School:** 333  
**Address:** 3799 Waterway Dr.  
 Dumfries, VA 22025  
**Principal:** Suzanne Bevans  
**Main Office:** 703.670.2885  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Program



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	113,635	118,215	122,979	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	74,800	77,815	80,951	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	2,188,986	2,083,941	2,221,712	3,021,000	47.50	3,216,360	49.00	195,360	1.50
1121	Librarian	62,216	64,725	67,332	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	64,342	47,361	66,329	127,200	2.00	131,280	2.00	4,080	0.00
1140	Teacher Assistant	137,330	111,312	95,560	146,880	6.00	145,440	6.00	(1,440)	0.00
1142	Cafeteria Aide	12,294	10,844	14,040	24,048	1.20	23,760	1.20	(288)	0.00
1150	Secretarial / Bookkeeper	127,783	127,927	134,865	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	116,750	121,325	107,019	130,320	4.00	133,380	4.00	3,060	0.00
1200	Overtime	2,603	4,496	4,110	5,250		4,250		(1,000)	
1201	Straight Time	3,381	7,360	4,609	5,450		5,850		400	
1300	Temporary Employee	32,789	37,204	85,141	11,000		11,318		318	
1500	Substitute Teacher	45,989	43,083	52,231	47,500		44,000		(3,500)	
1502	Substitute, Other	3,164	5,572	1,332	3,000		3,000		0	
1600	Instructional Supplement	0	1,478	0	0		500		500	
1602	Extra-Curr. Supplement	3,056	2,337	2,337	2,337		2,385		48	
2100	Social Security - FICA	221,048	212,545	227,946	301,309		316,478		15,169	
2210	Retirement - VRS	448,199	388,961	399,791	659,814		667,708		7,893	
2211	Retiree Health Care Credit	28,883	27,811	31,077	0		0		0	
2220	Retirement - PWCS	26,070	23,422	22,848	31,105		33,224		2,119	
2221	Defined Contribution Plan	2,733	6,350	14,307	0		0		0	
2300	Health Insurance - HMP	266,949	280,079	283,356	462,735		499,579		36,844	
2310	Short/Long Term Disability Premium	629	1,640	2,867	0		0		0	
2400	Life Insurance - GLI	33,525	32,365	37,744	50,306		52,949		2,643	
2830	Admin. Assoc. Fees	380	604	346	600		400		(200)	
3100	Professional Services	22,886	23,394	22,040	25,000		13,000		(12,000)	
3105	Contractual Services	0	0	4,998	0		0		0	
3201	Telephone	336	686	768	800		850		50	
3401	Travel Reimbursement	56	0	16	100		50		(50)	
3402	Conference Expenses	4,725	3,231	5,442	2,000		500		(1,500)	
3450	Field Trips	1,797	2,103	2,605	2,000		500		(1,500)	
3501	Repair/Maint. - Building	114	0	0	0		0		0	
3504	Maint. Service Contract	1,098	1,205	1,132	1,376		1,454		78	
3902	Printing Services	8,990	15,129	19,067	16,400		5,656		(10,744)	
3903	Postage	1,023	503	553	800		900		100	
3999	Other Contract Services	372	12,885	1,564	500		300		(200)	
4001	Office Supplies	1,994	3,333	2,366	2,000		1,250		(750)	
4002	Medical Supplies	692	605	1,389	1,000		800		(200)	
4003	Custodial Supplies	10,717	10,625	13,894	18,000		14,000		(4,000)	
4007	Wearing Apparel	225	96	1,274	1,400		1,400		0	
4008	Reference Materials	0	341	0	0		0		0	
4010	Instructional Supplies	30,094	52,022	36,842	30,374		5,601		(24,773)	
4011	Textbooks	44,407	56,273	24,465	15,000		1,000		(14,000)	
4012	Emp. Training Supplies	0	1,400	0	0		0		0	
4014	Food, Cafeteria	0	0	114	250		250		0	
4016	Library Books	0	0	0	500		500		0	
4018	Library Supplies	0	295	272	300		300		0	
4019	Food	1,664	1,874	1,255	1,500		1,000		(500)	
4020	Printing Supplies	9,000	12,042	13,488	12,000		8,000		(4,000)	
4150	Lease Agreement	0	1,323	10,128	10,978		10,978		0	
4310	Tech. Supp/Equip - Add'l	18,985	36,216	47,381	500		500		0	
4350	Tech. Supp/Equip - Repl	2	3,313	2,327	750		500		(250)	
4410	Software - Additional	1,077	1,652	1,627	1,600		1,000		(600)	
4450	Software - Replacement	460	1,010	1,018	1,020		750		(270)	
4510	General Equipment - Add'l.	7,157	12,716	1,809	0		0		0	
4550	General Equipment - Repl.	1,620	13,911	15,724	0		0		0	
5501	Equipment - Replacement	1,519	0	0	0		0		0	
Totals		4,193,545	4,111,954	4,319,388	5,590,721	67.70	5,778,339	69.20	187,618	1.50
School Enrollment (K-5)		559	596	628	806		831			
Positions		52.47	49.47	52.00	67.70		69.20			



## Financial Section

### KERRYDALE ELEMENTARY SCHOOL

**School:** 307  
**Address:** 13199 Kerrydale Rd.  
 Woodbridge, VA 22193  
**Principal:** Kimberly Gudinas  
**Main Office:** 703.590.1262  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	99,442	99,002	102,993	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	100,523	104,575	78,593	88,560 1.00	0 0.00	(88,560) (1.00)	
1115	Teacher on Special Assignment	0	0	0	0 0.00	67,320 1.00	67,320 1.00	
1120	Teacher, Classroom	2,250,854	2,441,301	2,461,909	2,544,000 40.00	2,363,040 36.00	(180,960) (4.00)	
1121	Librarian	74,483	77,616	80,878	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	51,516	52,824	53,341	63,600 1.00	65,640 1.00	2,040 0.00	
1140	Teacher Assistant	150,293	140,573	125,276	146,880 6.00	121,200 5.00	(25,680) (1.00)	
1142	Cafeteria Aide	13,193	13,520	14,072	14,695 0.73	14,519 0.73	(176) 0.00	
1150	Secretarial / Bookkeeper	140,818	135,863	144,518	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	0	0	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	122,918	106,781	110,966	101,640 3.00	104,940 3.00	3,300 0.00	
1200	Overtime	588	1,514	576	2,000	1,500	(500)	
1201	Straight Time	145	559	731	900	700	(200)	
1300	Temporary Employee	20,153	26,719	26,407	14,500	18,000	3,500	
1500	Substitute Teacher	59,209	45,421	55,592	36,578	60,000	23,422	
1600	Instructional Supplement	288	3,674	654	0	1,000	1,000	
1602	Extra-Curr. Supplement	0	2,727	2,727	0	0	0	
2100	Social Security - FICA	219,507	233,708	235,368	255,473	240,490	(14,984)	
2210	Retirement - VRS	448,944	443,732	432,272	563,015	503,033	(59,982)	
2211	Retiree Health Care Credit	29,868	31,738	33,298	0	0	0	
2220	Retirement - PWCS	22,238	23,816	23,826	26,494	25,054	(1,440)	
2221	Defined Contribution Plan	3,957	6,902	11,480	0	0	0	
2300	Health Insurance - HMP	342,240	360,672	394,659	394,136	376,725	(17,411)	
2310	Short/Long Term Disability Premium	1,127	2,135	2,589	0	0	0	
2400	Life Insurance - GLI	33,952	36,612	40,463	42,848	39,928	(2,920)	
2830	Admin. Assoc. Fees	0	1,049	45	1,200	1,200	0	
3100	Professional Services	2,100	3,700	0	0	0	0	
3201	Telephone	1,415	1,154	834	1,700	1,700	0	
3401	Travel Reimbursement	2,025	896	943	2,000	1,700	(300)	
3402	Conference Expenses	0	0	2,265	1,000	500	(500)	
3450	Field Trips	2,445	5,248	1,996	10,000	5,000	(5,000)	
3501	Repair/Maint. - Building	0	0	28,263	3,000	1,000	(2,000)	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	980	689	717	1,000	1,000	0	
3913	Tuition - Other Divisions	1,612	0	0	0	0	0	
3921	Tuition - PW	0	0	1,404	0	0	0	
3999	Other Contract Services	1,015	677	78	500	500	0	
4001	Office Supplies	5,678	2,605	9,945	7,000	13,080	6,080	
4002	Medical Supplies	0	458	935	1,000	1,000	0	
4003	Custodial Supplies	14,102	12,116	11,110	10,000	10,000	0	
4007	Wearing Apparel	225	0	196	0	300	300	
4008	Reference Materials	0	0	0	0	200	200	
4010	Instructional Supplies	74,236	63,541	53,314	34,150	32,738	(1,412)	
4011	Textbooks	33,519	27,016	395	21,183	36,575	15,392	
4013	Testing Materials	0	0	0	1,000	0	(1,000)	
4014	Food, Cafeteria	0	1,127	1,808	500	500	0	
4016	Library Books	0	1,460	0	1,500	5,000	3,500	
4019	Food	0	0	2,676	2,000	1,500	(500)	
4020	Printing Supplies	0	7,097	5,526	6,000	5,000	(1,000)	
4310	Tech. Supp/Equip - Add'l	19,900	3,809	4,787	5,000	5,000	0	
4350	Tech. Supp/Equip - Repl	5,639	3,768	652	0	1,000	1,000	
4450	Software - Replacement	460	1,280	13,203	6,000	10,500	4,500	
4510	General Equipment - Add'l	937	999	18,839	6,500	3,500	(3,000)	
4550	General Equipment - Repl.	0	0	0	5,000	5,000	0	
Totals		4,353,091	4,530,668	4,595,618	4,748,712 57.73	4,472,382 52.73	(276,330) (5.00)	
School Enrollment (K-5)		495	508	511	503	447		
Positions		53.73	57.73	55.73	57.73	52.73		



## Financial Section

### KILBY ELEMENTARY SCHOOL

**School:** 344  
**Address:** 1800 Horner Rd.  
 Woodbridge, VA 22191  
**Principal:** Amy Jordan  
**Main Office:** 703.494.6677  
**Grades:** K - 5  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	124,173	129,177	134,383	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	67,027	73,346	76,303	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	0	0	0	0 0.00	67,320 1.00	67,320	1.00
1120	Teacher, Classroom	2,083,573	2,084,573	2,163,186	3,485,280 54.80	3,793,992 57.80	308,712	3.00
1121	Librarian	94,175	98,143	75,043	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	54,692	55,924	58,328	89,040 1.40	105,024 1.60	15,984	0.20
1140	Teacher Assistant	138,450	141,316	150,719	220,320 9.00	290,880 12.00	70,560	3.00
1142	Cafeteria Aide	3,987	4,144	5,037	13,293 0.66	13,199 0.66	(94)	0.00
1148	Specialist	0	0	0	37,320 1.00	34,200 1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	142,731	140,621	154,125	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	104,955	92,331	95,979	130,320 4.00	133,380 4.00	3,060	0.00
1200	Overtime	740	2,731	9,836	1,500	5,000	3,500	
1201	Straight Time	3,691	6,350	18,857	8,600	11,500	2,900	
1300	Temporary Employee	10,210	24,735	55,677	19,400	27,000	7,600	
1500	Substitute Teacher	41,376	44,721	27,575	50,250	54,800	4,550	
1502	Substitute, Other	3,452	1,514	15,474	1,000	1,500	500	
1600	Instructional Supplement	2,520	57,178	57,718	3,000	2,000	(1,000)	
1602	Extra-Curr. Supplement	1,528	1,558	1,558	1,558	1,500	(58)	
1647	Coordinator Supplement	0	27,745	37,750	0	0	0	
2100	Social Security - FICA	211,920	218,854	227,704	342,382	379,190	36,808	
2210	Retirement - VRS	423,797	385,104	377,963	754,037	802,467	48,430	
2211	Retiree Health Care Credit	27,792	27,669	29,118	0	0	0	
2220	Retirement - PWCS	21,314	21,783	22,009	35,453	39,786	4,333	
2221	Defined Contribution Plan	1,933	4,876	9,448	0	0	0	
2300	Health Insurance - HMP	270,410	236,800	260,023	527,428	598,253	70,824	
2310	Short/Long Term Disability Premium	538	1,421	1,923	0	0	0	
2400	Life Insurance - GLI	32,059	31,781	35,196	57,338	63,407	6,068	
2830	Admin. Assoc. Fees	634	859	89	1,000	1,000	0	
3401	Travel Reimbursement	3,946	4,622	3,756	3,250	5,350	2,100	
3402	Conference Expenses	270	4,202	1,495	1,750	1,750	0	
3450	Field Trips	3,431	3,671	9,935	8,000	10,000	2,000	
3501	Repair/Maint. - Building	0	0	0	500	600	100	
3502	Repair/Maint. - Equipment	0	450	0	500	600	100	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	0	0	0	1,000	1,000	0	
3902	Printing Services	6,970	5,291	15,425	13,500	21,800	8,300	
3903	Postage	377	597	582	600	800	200	
3999	Other Contract Services	0	65,825	42,304	900	1,000	100	
4001	Office Supplies	2,256	4,655	3,299	4,000	4,500	500	
4002	Medical Supplies	1,159	751	1,080	1,400	2,000	600	
4003	Custodial Supplies	9,857	10,039	17,105	12,000	15,000	3,000	
4004	Repair/Maint. Supplies	153	116	44	500	600	100	
4007	Wearing Apparel	0	1,282	109	1,000	1,000	0	
4008	Reference Materials	0	0	60	0	0	0	
4009	Extra Curricular Supplies	0	0	24	0	0	0	
4010	Instructional Supplies	118,497	123,028	121,901	108,464	115,384	6,920	
4011	Textbooks	46,771	20,640	0	77,953	75,000	(2,953)	
4012	Emp. Training Supplies	0	0	2,503	2,000	3,500	1,500	
4013	Testing Materials	0	0	178	0	0	0	
4014	Food, Cafeteria	0	3,368	2,587	3,500	3,500	0	
4016	Library Books	2,190	17,142	4,746	5,000	8,000	3,000	
4017	Library Periodicals	0	0	134	0	0	0	
4018	Library Supplies	42	556	784	600	1,500	900	
4019	Food	0	897	3,206	1,650	4,500	2,850	
4020	Printing Supplies	916	0	0	1,000	7,000	6,000	
4310	Tech. Supp/Equip - Add'l	2,822	25,123	25,255	30,000	20,000	(10,000)	
4350	Tech. Supp/Equip - Repl	682	2,452	1,052	6,000	6,000	0	
4410	Software - Additional	0	14,658	10,575	8,500	31,000	22,500	
4450	Software - Replacement	460	1,010	1,018	6,300	6,300	0	
4510	General Equipment - Add'l.	4,249	6,298	13,109	6,000	11,600	5,600	
4550	General Equipment - Repl.	801	3,128	1,071	2,500	3,500	1,000	
5150	Lease/Purchase Agreee.	0	5,110	9,184	15,686	17,000	1,314	
Totals		4,076,576	4,242,665	4,396,041	6,517,293 77.86	7,220,622 85.06	703,329	7.20
School Enrollment (K-5)		403	412	436	688	727		
Positions		52.97	52.42	53.48	77.86	85.06		

## Financial Section

### KING ELEMENTARY SCHOOL

**School:** 316  
**Address:** 13224 Nickleson Dr.  
 Woodbridge, VA 22193  
**Principal:** Amy Larsen  
**Main Office:** 703.590.1616  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	107,112	111,428	115,919	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	81,736	85,031	0	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	0	0	69,367	65,280	1.00	67,320	1.00	2,040	0.00
1120	Teacher, Classroom	1,858,267	1,983,703	1,593,461	1,717,200	27.00	1,805,100	27.50	87,900	0.50
1121	Librarian	59,756	62,293	64,937	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	66,286	68,958	71,736	63,600	1.00	65,640	1.00	2,040	0.00
1140	Teacher Assistant	69,334	72,360	75,161	73,440	3.00	96,960	4.00	23,520	1.00
1142	Cafeteria Aide	9,638	9,654	6,616	6,679	0.33	6,599	0.33	(80)	0.00
1150	Secretarial / Bookkeeper	138,375	143,548	134,480	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	97,974	102,245	105,805	106,920	3.00	110,700	3.00	3,780	0.00
1200	Overtime	1,537	1,711	1,247	750		750		0	
1201	Straight Time	1,964	1,250	1,166	1,500		1,700		200	
1300	Temporary Employee	10,545	19,551	21,569	0		0		0	
1500	Substitute Teacher	46,166	46,047	41,539	30,000		30,000		0	
1502	Substitute, Other	4,143	7,053	1,724	2,000		2,000		0	
1600	Instructional Supplement	3,600	4,961	4,155	0		14,100		14,100	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	3,117		3,424		307	
2100	Social Security - FICA	189,152	201,259	167,703	183,343		193,552		10,209	
2210	Retirement - VRS	368,009	367,163	309,143	401,291		405,104		3,813	
2211	Retiree Health Care Credit	24,187	26,409	23,724	0		0		0	
2220	Retirement - PWCS	19,362	18,712	18,243	19,056		20,316		1,260	
2221	Defined Contribution Plan	2,694	4,914	7,979	0		0		0	
2300	Health Insurance - HMP	225,458	264,804	250,636	283,488		305,480		21,992	
2310	Short/Long Term Disability Premium	578	1,032	1,394	0		0		0	
2400	Life Insurance - GLI	28,078	30,607	29,110	30,819		32,377		1,558	
2830	Admin. Assoc. Fees	444	(149)	0	552		564		12	
3401	Travel Reimbursement	6,349	2,810	4,086	4,000		4,000		0	
3402	Conference Expenses	451	1,549	828	3,500		3,500		0	
3450	Field Trips	1,430	4,771	4,769	2,500		1,500		(1,000)	
3504	Maint. Service Contract	750	230	3,707	5,000		5,000		0	
3700	In-Service Expenses	0	4,648	1,850	5,000		4,000		(1,000)	
3901	Laundry/Dry Cleaning	225	286	198	300		300		0	
3902	Printing Services	606	707	1,603	2,000		2,000		0	
3903	Postage	538	1,235	124	1,000		1,000		0	
3921	Tuition - PW	0	1,274	2,079	0		0		0	
3999	Other Contract Services	425	1,089	655	2,000		2,000		0	
4001	Office Supplies	1,197	295	919	1,500		1,500		0	
4002	Medical Supplies	803	572	748	750		650		(100)	
4003	Custodial Supplies	9,693	11,699	4,009	8,000		8,000		0	
4004	Repair/Maint. Supplies	3,707	4,688	0	0		0		0	
4008	Reference Materials	0	36	0	0		0		0	
4010	Instructional Supplies	55,193	121,238	97,419	110,300		72,258		(38,042)	
4011	Textbooks	94,343	13,537	0	65,000		38,953		(26,047)	
4012	Emp. Training Supplies	30	0	0	0		0		0	
4013	Testing Materials	0	495	0	500		0		(500)	
4014	Food, Cafeteria	0	0	147	0		0		0	
4016	Library Books	6,940	10,883	4,992	9,000		9,000		0	
4017	Library Periodicals	657	326	0	500		500		0	
4018	Library Supplies	106	255	395	500		500		0	
4019	Food	1,369	2,665	1,017	2,500		2,500		0	
4310	Tech. Supp/Equip - Add'l	59,034	20,260	0	0		0		0	
4350	Tech. Supp/Equip - Repl	0	1,742	4,694	68,489		13,227		(55,262)	
4410	Software - Additional	10,242	4,248	0	0		0		0	
4450	Software - Replacement	460	6,435	1,018	0		1,500		1,500	
5101	Equipment - Additional	0	0	0	56,142		11,085		(45,057)	
5501	Equipment - Replacement	0	5,667	0	0		0		0	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		3,672,001	3,863,799	3,255,190	3,668,677	41.33	3,670,459	42.83	1,782	1.50
School Enrollment (K-5)		500	509	410	407		389			
Positions		46.17	48.57	41.33	41.33		42.83			

## Financial Section

### LAKE RIDGE ELEMENTARY SCHOOL

**School:** 318  
**Address:** 11970 Hedges Run Dr.  
 Woodbridge, VA 22192  
**Principal:** Stefanie Sanders  
**Main Office:** 703.494.9153  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Gifted Center, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	103,991	108,183	112,543	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	77,044	77,815	80,951	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	2,183,871	2,268,595	2,075,531	2,334,120	36.70	2,395,860	36.50	61,740	(0.20)
1121	Librarian	57,258	58,523	60,106	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	86,203	89,173	92,867	76,320	1.20	78,768	1.20	2,448	0.00
1140	Teacher Assistant	111,902	110,628	108,278	122,400	5.00	121,200	5.00	(1,200)	0.00
1142	Cafeteria Aide	10,994	16,741	15,257	16,032	0.80	15,840	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	164,739	171,050	179,820	140,760	4.00	136,920	4.00	(3,840)	0.00
1190	Custodian	84,834	89,703	99,904	96,360	3.00	99,180	3.00	2,820	0.00
1200	Overtime	2,955	4,278	1,203	1,500		1,500		0	
1201	Straight Time	5,436	5,162	3,226	2,700		5,100		2,400	
1300	Temporary Employee	0	0	32,741	0		0		0	
1500	Substitute Teacher	81,341	66,985	72,615	40,500		31,500		(9,000)	
1502	Substitute, Other	13,993	5,308	9,315	3,700		8,400		4,700	
1602	Extra-Curr. Supplement	2,292	1,948	3,116	3,116		3,180		64	
2100	Social Security - FICA	219,189	225,932	216,009	238,028		242,962		4,934	
2210	Retirement - VRS	440,094	420,191	391,003	523,763		514,213		(9,549)	
2211	Retiree Health Care Credit	29,333	30,329	30,037	0		0		0	
2220	Retirement - PWCS	20,897	22,929	22,305	24,656		25,568		912	
2221	Defined Contribution Plan	2,436	4,683	9,376	0		0		0	
2300	Health Insurance - HMP	312,578	317,804	288,354	366,792		384,451		17,659	
2310	Short/Long Term Disability Premium	703	1,461	2,079	0		0		0	
2400	Life Insurance - GLI	33,694	34,857	36,526	39,875		40,747		871	
3201	Telephone	320	9	0	0		0		0	
3401	Travel Reimbursement	1,211	508	35	1,000		1,500		500	
3402	Conference Expenses	1,244	675	4,473	5,500		3,500		(2,000)	
3450	Field Trips	5,669	2,004	3,893	1,500		3,000		1,500	
3501	Repair/Maint. - Building	0	0	790	0		0		0	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	318	0	0	1,000		500		(500)	
3902	Printing Services	1,097	587	1,312	1,733		2,000		267	
3903	Postage	1,082	(14)	1,285	1,000		2,000		1,000	
3921	Tuition - PW	0	0	972	0		0		0	
3999	Other Contract Services	0	0	2,921	1,500		1,500		0	
4001	Office Supplies	15,264	10,401	4,970	3,000		1,927		(1,073)	
4002	Medical Supplies	942	629	813	1,035		1,000		(35)	
4003	Custodial Supplies	14,875	15,615	13,190	12,000		15,000		3,000	
4007	Wearing Apparel	0	424	287	300		300		0	
4010	Instructional Supplies	48,337	72,919	58,971	94,963		70,653		(24,310)	
4011	Textbooks	56,499	38,305	0	23,500		21,000		(2,500)	
4014	Food, Cafeteria	0	14	2	0		0		0	
4016	Library Books	1,444	0	5,696	2,500		1,500		(1,000)	
4017	Library Periodicals	0	206	103	500		500		0	
4018	Library Supplies	5,617	250	95	1,000		1,000		0	
4019	Food	1,314	1,858	1,896	1,500		1,000		(500)	
4310	Tech. Supp/Equip - Add'l	1,955	4,929	16,239	12,500		13,000		500	
4350	Tech. Supp/Equip - Repl	0	0	0	0		5,000		5,000	
4410	Software - Additional	0	0	0	2,500		5,000		2,500	
4450	Software - Replacement	460	1,010	1,018	0		1,000		1,000	
4510	General Equipment - Add'l.	6,373	4,174	0	3,000		1,000		(2,000)	
4550	General Equipment - Repl.	7,692	11,447	17,391	0		7,000		7,000	
5103	DP Equipment - Additional	0	0	0	5,000		10,000		5,000	
5501	Equipment - Replacement	0	0	0	5,000		0		(5,000)	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		4,218,036	4,298,228	4,079,513	4,486,113	53.70	4,558,789	53.50	72,676	(0.20)
School Enrollment (K-5)		628	605	589	580		589			
Positions		52.70	54.70	51.70	53.70		53.50			

## Financial Section

### LEESYLVANIA ELEMENTARY SCHOOL

**School:** 383  
**Address:** 15800 Neabsco Rd.  
 Woodbridge, VA 22191  
**Principal:** Margaret MacGregor  
**Main Office:** 703.670.8268  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	114,125	114,771	112,543	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	89,314	92,913	65,760	88,560	1.00	89,640	1.00	1,080	0.00
1115	Teacher on Special Assignment	0	71,025	7,957	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,233,050	3,302,655	3,375,550	3,498,000	55.00	3,610,200	55.00	112,200	0.00
1121	Librarian	75,517	78,732	82,080	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	101,583	125,340	133,966	127,200	2.00	131,280	2.00	4,080	0.00
1140	Teacher Assistant	302,993	282,674	286,546	318,240	13.00	315,120	13.00	(3,120)	0.00
1142	Cafeteria Aide	16,213	15,590	14,192	18,705	0.94	18,481	0.94	(224)	0.00
1150	Secretarial / Bookkeeper	153,150	158,578	152,186	144,240	4.00	139,920	4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	142,503	143,707	136,424	135,600	4.00	139,140	4.00	3,540	0.00
1200	Overtime	1,079	1,693	417	1,500		1,500		0	
1201	Straight Time	641	2,394	3,338	3,500		3,500		0	
1300	Temporary Employee	58,402	80,060	81,230	35,000		35,000		0	
1500	Substitute Teacher	63,852	54,009	63,104	70,000		70,000		0	
1502	Substitute, Other	2,001	2,663	0	2,500		2,500		0	
1600	Instructional Supplement	5,697	3,916	4,690	10,000		10,000		0	
1602	Extra-Curr. Supplement	3,056	3,116	4,132	3,116		3,116		0	
2100	Social Security - FICA	322,650	334,832	331,312	355,079		364,008		8,929	
2210	Retirement - VRS	658,163	629,290	616,931	774,567		763,679		(10,887)	
2211	Retiree Health Care Credit	43,146	44,736	46,866	0		0		0	
2220	Retirement - PWCS	29,020	28,045	28,283	36,428		37,928		1,501	
2221	Defined Contribution Plan	1,435	2,632	6,922	0		0		0	
2300	Health Insurance - HMP	372,693	399,046	450,581	541,917		570,312		28,395	
2310	Short/Long Term Disability Premium	394	806	1,591	0		0		0	
2400	Life Insurance - GLI	49,779	51,593	56,742	58,914		60,445		1,532	
2830	Admin. Assoc. Fees	0	0	0	1,000		1,000		0	
3201	Telephone	1,673	1,400	1,655	1,000		1,000		0	
3401	Travel Reimbursement	3,139	3,293	1,005	850		850		0	
3402	Conference Expenses	180	170	0	2,000		2,000		0	
3450	Field Trips	3,081	4,854	3,105	5,000		5,000		0	
3501	Repair/Maint. - Building	0	0	1,176	1,000		1,000		0	
3502	Repair/Maint. - Equipment	94	75	3,280	0		0		0	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	0	0	0	1,000		1,000		0	
3902	Printing Services	8,201	8,714	12,091	15,750		15,750		0	
3903	Postage	318	3	210	500		500		0	
3911	Rental Equipment	16,407	15,185	13,506	16,800		16,800		0	
3918	Permits & Fees	3,300	548	0	0		0		0	
3999	Other Contract Services	3,139	3,140	3,669	0		0		0	
4001	Office Supplies	2,236	628	2,356	2,500		2,500		0	
4002	Medical Supplies	1,101	749	634	1,500		1,500		0	
4003	Custodial Supplies	16,893	17,862	19,581	20,000		20,000		0	
4004	Repair/Maint. Supplies	383	2,493	2,791	1,000		1,000		0	
4008	Reference Materials	0	0	0	1,000		1,000		0	
4009	Extra Curricular Supplies	0	0	336	0		0		0	
4010	Instructional Supplies	89,109	96,391	95,502	123,919		87,548		(36,371)	
4011	Textbooks	138,818	12,806	0	4,500		4,500		0	
4013	Testing Materials	0	172	0	0		0		0	
4014	Food, Cafeteria	0	3,156	4,005	3,000		3,000		0	
4016	Library Books	2,945	2,919	922	3,000		3,000		0	
4017	Library Periodicals	0	0	34	150		150		0	
4018	Library Supplies	245	0	0	500		500		0	
4019	Food	3,719	0	3,396	4,500		4,500		0	
4020	Printing Supplies	2,680	0	0	5,000		5,000		0	
4310	Tech. Supp/Equip - Add'l	2,297	0	95,387	6,000		6,000		0	
4350	Tech. Supp/Equip - Repl	980	250	57,850	1,000		1,000		0	
4410	Software - Additional	1,047	1,000	0	0		0		0	
4450	Software - Replacement	460	1,010	1,018	500		500		0	
4510	General Equipment - Add'l.	5,048	10,478	4,740	3,500		3,500		0	
4550	General Equipment - Repl.	0	0	739	0		0		0	
5101	Equipment - Additional	0	0	26,346	0		0		0	
8002	General Reserve	0	0	0	3,000		3,000		0	
Totals		6,150,999	6,217,111	6,421,176	6,637,935	81.94	6,747,749	81.94	109,814	0.00
School Enrollment (K-5)		756	783	771	771		776			
Positions		79.53	79.93	80.93	81.94		81.94			

## Financial Section

### LOCH LOMOND ELEMENTARY SCHOOL

**School:** 346  
**Address:** 7900 Augusta Rd.  
 Manassas, VA 20111  
**Principal:** Kimberly Werle  
**Main Office:** 703.368.4128  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	107,112	111,428	115,919	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	94,754	98,571	102,544	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,397,524	2,520,805	2,763,198	2,957,400 46.50	3,091,644 47.10	134,244	0.60
1121	Librarian	78,513	81,185	81,568	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	106,793	115,186	119,664	76,320 1.20	78,768 1.20	2,448	0.00
1140	Teacher Assistant	119,150	114,912	137,136	122,400 5.00	121,200 5.00	(1,200)	0.00
1142	Cafeteria Aide	9,999	12,268	12,689	13,359 0.66	13,199 0.66	(160)	0.00
1148	Specialist	0	0	16,709	37,320 1.00	22,230 0.65	(15,090)	(0.35)
1150	Secretarial / Bookkeeper	129,592	126,648	127,761	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	7,500	7,500	0 0.00	0 0.00	0	0.00
1190	Custodian	90,523	93,249	97,513	101,640 3.00	110,700 3.00	9,060	0.00
1200	Overtime	3,863	2,505	984	1,200	1,000	(200)	
1201	Straight Time	3,255	2,480	3,828	0	0	0	
1300	Temporary Employee	65,532	56,948	53,904	13,000	12,500	(500)	
1500	Substitute Teacher	53,823	37,896	57,279	46,000	46,000	0	
1502	Substitute, Other	9,504	7,976	13,539	6,500	7,000	500	
1600	Instructional Supplement	8,810	1,081	1,235	8,000	5,000	(3,000)	
1602	Extra-Curr. Supplement	2,844	2,337	2,337	2,000	2,000	0	
2100	Social Security - FICA	242,502	249,253	271,534	290,695	300,391	9,697	
2210	Retirement - VRS	484,592	467,149	497,067	640,052	636,100	(3,952)	
2211	Retiree Health Care Credit	31,818	33,680	38,567	0	0	0	
2220	Retirement - PWCS	19,731	20,839	23,770	30,049	31,565	1,515	
2221	Defined Contribution Plan	3,681	7,414	15,779	0	0	0	
2300	Health Insurance - HMP	314,996	330,838	387,359	447,031	474,622	27,591	
2310	Short/Long Term Disability Premium	942	1,915	3,153	0	0	0	
2400	Life Insurance - GLI	36,554	38,683	46,539	48,598	50,304	1,705	
2830	Admin. Assoc. Fees	440	0	0	0	850	850	
3100	Professional Services	600	1,308	0	0	0	0	
3201	Telephone	861	281	238	500	0	(500)	
3401	Travel Reimbursement	227	15	12	0	0	0	
3402	Conference Expenses	1,069	7,527	4,163	5,000	2,000	(3,000)	
3450	Field Trips	3,260	4,401	6,313	3,500	3,500	0	
3501	Repair/Maint. - Building	141	0	0	0	0	0	
3502	Repair/Maint. - Equipment	363	0	324	0	0	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	0	250	0	1,000	1,000	0	
3902	Printing Services	3,129	3,284	4,479	4,000	5,000	1,000	
3903	Postage	1,045	856	822	1,000	1,000	0	
3999	Other Contract Services	588	2,444	3,057	3,500	3,000	(500)	
4001	Office Supplies	3,185	5,883	1,891	4,200	3,200	(1,000)	
4002	Medical Supplies	1,171	1,138	1,185	1,200	1,500	300	
4003	Custodial Supplies	11,554	14,421	15,153	14,000	14,000	0	
4004	Repair/Maint. Supplies	250	0	925	0	0	0	
4009	Extra Curricular Supplies	0	0	1,897	1,500	1,500	0	
4010	Instructional Supplies	93,692	96,742	77,985	156,838	103,188	(53,650)	
4011	Textbooks	64,848	42,041	4,282	10,000	10,000	0	
4012	Emp. Training Supplies	410	0	2,050	0	1,000	1,000	
4014	Food, Cafeteria	0	614	439	500	500	0	
4016	Library Books	4,290	18,252	4,547	5,000	5,000	0	
4017	Library Periodicals	210	0	0	500	500	0	
4018	Library Supplies	1,668	581	761	750	750	0	
4019	Food	2,246	3,009	2,001	2,500	4,500	2,000	
4310	Tech. Supp/Equip - Add'l	6,022	2,595	8,766	10,000	15,000	5,000	
4350	Tech. Supp/Equip - Repl	11,431	13,481	22,838	12,000	10,000	(2,000)	
4410	Software - Additional	13,198	16,526	18,033	10,000	10,000	0	
4450	Software - Replacement	460	1,235	1,117	0	0	0	
4510	General Equipment - Add'l.	15,677	8,438	20,350	6,000	9,500	3,500	
4550	General Equipment - Repl.	1,492	0	24	0	0	0	
Totals		4,672,983	4,788,067	5,202,729	5,509,772 64.36	5,626,150 64.61	116,378	0.25
School Enrollment (K-5)		523	531	556	562	545		
Positions		55.87	60.37	65.37	64.36	64.61		

## Financial Section

### MARSHALL ELEMENTARY SCHOOL

**School:** 379  
**Address:** 12505 Kahns Rd.  
 Manassas, VA 20112  
**Principal:** Kristin Waldrop  
**Main Office:** 703.791.2099  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	92,394	111,007	122,979	120,120 1.00	121,560 1.00	1,440 0.00
1112	Assistant Principal	70,505	73,346	76,303	88,560 1.00	89,640 1.00	1,080 0.00
1120	Teacher, Classroom	1,943,366	2,023,513	2,105,352	2,305,500 36.25	2,527,140 38.50	221,640 2.25
1121	Librarian	47,983	49,276	51,960	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	68,686	70,590	72,554	76,320 1.20	91,896 1.40	15,576 0.20
1140	Teacher Assistant	78,259	87,229	160,837	171,360 7.00	218,160 9.00	46,800 2.00
1142	Cafeteria Aide	10,101	9,440	6,383	6,679 0.33	0 0.00	(6,679) (0.33)
1150	Secretarial / Bookkeeper	149,334	138,095	141,481	144,240 4.00	139,920 4.00	(4,320) 0.00
1190	Custodian	104,110	78,799	82,886	101,640 3.00	110,700 3.00	9,060 0.00
1200	Overtime	3,406	1,634	4,069	1,100	1,500	400
1201	Straight Time	17,092	17,888	5,321	1,252	2,000	748
1300	Temporary Employee	39,450	33,194	47,116	1,500	16,000	14,500
1500	Substitute Teacher	41,029	47,114	42,732	31,900	26,000	(5,900)
1502	Substitute, Other	2,308	308	6,508	0	0	0
1600	Instructional Supplement	0	0	1,775	0	1,500	1,500
1602	Extra-Curr. Supplement	2,292	3,116	3,116	0	1,500	1,500
2100	Social Security - FICA	197,505	205,580	219,854	238,332	261,235	22,903
2210	Retirement - VRS	389,810	363,687	395,324	528,297	556,149	27,852
2211	Retiree Health Care Credit	25,502	26,374	30,395	0	0	0
2220	Retirement - PWCS	19,080	19,051	19,441	24,891	27,671	2,780
2221	Defined Contribution Plan	1,085	5,614	9,747	0	0	0
2300	Health Insurance - HMP	220,089	209,581	229,049	370,299	416,079	45,780
2310	Short/Long Term Disability Premium	306	1,416	2,079	0	0	0
2400	Life Insurance - GLI	29,575	30,351	36,739	40,257	44,099	3,842
2830	Admin. Assoc. Fees	0	385	0	500	500	0
3201	Telephone	949	1,003	1,001	1,000	1,200	200
3401	Travel Reimbursement	126	557	1,375	200	1,000	800
3402	Conference Expenses	85	20	0	0	0	0
3450	Field Trips	2,319	793	1,527	1,000	2,000	1,000
3504	Maint. Service Contract	5,027	3,840	4,150	500	1,500	1,000
3700	In-Service Expenses	2,106	560	500	1,000	0	(1,000)
3902	Printing Services	539	289	403	0	0	0
3903	Postage	694	504	424	500	500	0
3905	Extra Curricular Expenses	0	755	0	0	0	0
3913	Tuition - Other Divisions	1,092	0	0	0	0	0
3921	Tuition - PW	0	0	3,429	0	0	0
3999	Other Contract Services	13	297	97	100	500	400
4001	Office Supplies	968	2,739	2,477	2,000	2,000	0
4002	Medical Supplies	614	851	659	500	500	0
4003	Custodial Supplies	8,681	13,930	22,542	9,000	8,000	(1,000)
4004	Repair/Maint. Supplies	385	0	125	0	0	0
4007	Wearing Apparel	75	496	60	300	300	0
4008	Reference Materials	0	288	0	0	0	0
4009	Extra Curricular Supplies	0	57	0	0	0	0
4010	Instructional Supplies	64,227	75,691	193,308	55,972	87,157	31,185
4011	Textbooks	109,831	5,696	4,681	2,000	0	(2,000)
4014	Food, Cafeteria	0	0	114	0	0	0
4016	Library Books	1,825	3,257	14,142	7,000	7,000	0
4017	Library Periodicals	209	1,522	293	500	500	0
4018	Library Supplies	0	231	335	500	500	0
4019	Food	0	652	98	0	0	0
4310	Tech. Supp/Equip - Add'l	36,450	13,396	31,972	0	49,500	49,500
4350	Tech. Supp/Equip - Repl	0	981	0	0	0	0
4410	Software - Additional	2,664	21,140	300	0	0	0
4450	Software - Replacement	13,576	1,010	1,333	0	0	0
4510	General Equipment - Add'l.	6,725	18,732	6,896	0	1,000	1,000
Totals		3,812,446	3,775,877	4,166,241	4,400,100 54.78	4,883,726 58.90	483,626 4.12
School Enrollment (K-5)		603	615	652	626	655	
Positions		49.37	49.37	53.53	54.78	58.90	

## Financial Section

### MARUMSCO HILLS ELEMENTARY SCHOOL

**School:** 357  
**Address:** 14100 Page St.  
 Woodbridge, VA 22191  
**Principal:** Meisram Hernandez  
**Main Office:** 703.494.3252  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved	FY 2019 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	117,045	90,600	94,252	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	74,800	80,149	83,379	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	3,131,654	3,255,090	3,326,765	3,052,800 48.00	3,282,000 50.00	229,200	2.00
1121	Librarian	88,704	92,140	95,997	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	88,025	90,800	93,057	89,040 1.40	91,896 1.40	2,856	0.00
1140	Teacher Assistant	288,379	299,354	254,310	244,800 10.00	218,160 9.00	(26,640)	(1.00)
1142	Cafeteria Aide	14,635	15,126	20,267	25,385 1.27	25,081 1.27	(304)	0.00
1148	Specialist	0	0	34,697	0 0.00	0 0.00	0	0.00
1150	Secretarial / Bookkeeper	154,200	160,261	166,558	140,760 4.00	163,680 5.00	22,920	1.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	15,000	10,000	0 0.00	0 0.00	0	0.00
1190	Custodian	176,943	162,184	168,414	130,320 4.00	127,620 4.00	(2,700)	0.00
1200	Overtime	1,202	3,795	6,107	5,000	1,000	(4,000)	
1201	Straight Time	3,884	3,442	3,633	7,000	7,000	0	
1300	Temporary Employee	7,841	14,840	25,218	3,000	0	(3,000)	
1500	Substitute Teacher	54,672	77,808	79,975	40,000	35,000	(5,000)	
1502	Substitute, Other	1,809	4,074	1,562	5,000	5,000	0	
1600	Instructional Supplement	0	0	1,014	0	0	0	
1602	Extra-Curr. Supplement	0	1,558	1,558	0	0	0	
2100	Social Security - FICA	308,594	317,527	323,518	307,307	323,974	16,667	
2210	Retirement - VRS	642,303	601,979	589,229	675,883	688,588	12,705	
2211	Retiree Health Care Credit	41,873	42,947	44,941	0	0	0	
2220	Retirement - PWCS	33,090	31,845	31,558	31,847	34,211	2,364	
2221	Defined Contribution Plan	1,049	3,333	10,363	0	0	0	
2300	Health Insurance - HMP	425,127	424,673	409,830	473,767	514,408	40,640	
2310	Short/Long Term Disability Premium	291	991	2,133	0	0	0	
2400	Life Insurance - GLI	48,689	49,725	54,807	51,505	54,520	3,015	
3402	Conference Expenses	6,963	4,443	7,163	3,000	1,000	(2,000)	
3450	Field Trips	4,066	4,114	4,519	2,000	4,000	2,000	
3504	Maint. Service Contract	550	150	0	200	200	0	
3700	In-Service Expenses	39	0	(51)	3,000	1,000	(2,000)	
3902	Printing Services	902	952	709	1,000	1,000	0	
3903	Postage	0	0	0	3,000	1,000	(2,000)	
3911	Rental Equipment	0	0	0	15,000	15,400	400	
4001	Office Supplies	32,653	17,604	42,600	5,000	5,000	0	
4002	Medical Supplies	679	345	1,300	2,000	500	(1,500)	
4003	Custodial Supplies	17,418	21,794	26,441	17,388	15,000	(2,388)	
4010	Instructional Supplies	97,571	87,572	72,449	41,309	37,376	(3,933)	
4011	Textbooks	92,187	385	0	0	0	0	
4014	Food, Cafeteria	0	4,115	5,468	3,000	2,000	(1,000)	
4016	Library Books	9,970	5,503	7,603	5,000	5,000	0	
4017	Library Periodicals	464	459	857	800	500	(300)	
4018	Library Supplies	1,156	652	941	1,000	500	(500)	
4019	Food	0	0	0	3,000	5,000	2,000	
4020	Printing Supplies	0	0	0	5,000	5,000	0	
4310	Tech. Supp/Equip - Add'l	28,513	13,475	43,624	10,000	5,000	(5,000)	
4350	Tech. Supp/Equip - Repl	0	21,166	11,645	0	0	0	
4450	Software - Replacement	460	1,010	14,561	6,000	7,000	1,000	
4510	General Equipment - Add'l.	0	0	70,496	0	0	0	
5501	Equipment - Replacement	0	0	6,010	0	0	0	
Totals		6,010,902	6,022,980	6,249,475	5,684,071 71.67	5,962,134 73.67	278,063	2.00
School Enrollment (K-5)		755	767	828	634	637		
Positions		77.47	78.97	79.37	71.67	73.67		



## Financial Section

### McAULIFFE ELEMENTARY SCHOOL

**School:** 373  
**Address:** 13540 Prinedale Dr.  
 Woodbridge, VA 22193  
**Principal:** Janice Herritt  
**Main Office:** 703.680.7270  
**Grades:** K - 5  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	139,759	131,488	130,469	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	72,620	75,548	0	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	0	0	59,257	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	2,018,484	2,050,068	2,079,445	2,035,200 32.00	2,231,760 34.00	196,560	2.00
1121	Librarian	51,070	54,859	57,203	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	52,301	52,675	52,552	63,600 1.00	65,640 1.00	2,040	0.00
1140	Teacher Assistant	174,249	188,310	129,087	146,880 6.00	133,320 5.50	(13,560)	(0.50)
1142	Cafeteria Aide	0	0	4,794	6,679 0.33	6,599 0.33	(80)	0.00
1150	Secretarial / Bookkeeper	134,281	129,475	135,807	140,760 4.00	136,920 4.00	(3,840)	0.00
1190	Custodian	98,406	102,130	106,127	101,640 3.00	104,940 3.00	3,300	0.00
1200	Overtime	1,665	1,993	2,142	2,000	1,000	(1,000)	
1201	Straight Time	2,366	1,007	797	2,000	2,000	0	
1300	Temporary Employee	48,689	43,860	48,788	10,000	39,249	29,249	
1500	Substitute Teacher	32,727	48,536	53,890	45,000	40,000	(5,000)	
1502	Substitute, Other	4,444	3,605	3,188	3,000	3,000	0	
1600	Instructional Supplement	0	0	262	0	200	200	
1602	Extra-Curr. Supplement	1,910	2,337	2,337	3,565	2,385	(1,180)	
2100	Social Security - FICA	208,381	212,141	213,835	216,823	232,982	16,159	
2210	Retirement - VRS	428,533	397,123	378,614	473,720	486,686	12,966	
2211	Retiree Health Care Credit	28,118	28,320	29,077	0	0	0	
2220	Retirement - PWCS	17,260	18,910	18,598	22,373	24,258	1,885	
2221	Defined Contribution Plan	2,902	4,198	9,242	0	0	0	
2300	Health Insurance - HMP	223,750	253,405	242,531	332,826	364,756	31,930	
2310	Short/Long Term Disability Premium	714	1,116	1,786	0	0	0	
2400	Life Insurance - GLI	32,495	32,754	35,431	36,183	38,659	2,477	
2830	Admin. Assoc. Fees	385	0	425	500	500	0	
3100	Professional Services	4,293	3,780	0	0	0	0	
3201	Telephone	2,105	2,342	2,155	3,000	3,000	0	
3401	Travel Reimbursement	417	293	1,591	500	1,500	1,000	
3402	Conference Expenses	0	0	311	1,000	5,000	4,000	
3450	Field Trips	458	635	113	300	250	(50)	
3504	Maint. Service Contract	550	0	150	650	650	0	
3700	In-Service Expenses	0	185	525	6,750	5,000	(1,750)	
3902	Printing Services	293	439	2,402	2,000	500	(1,500)	
3903	Postage	975	993	293	1,000	1,000	0	
3913	Tuition - Other Divisions	1,768	0	0	0	0	0	
3999	Other Contract Services	0	0	18	1,000	1,000	0	
4001	Office Supplies	2,328	2,844	3,439	16,784	19,000	2,216	
4002	Medical Supplies	844	953	683	1,030	1,000	(30)	
4003	Custodial Supplies	13,528	9,718	9,966	10,000	8,000	(2,000)	
4007	Wearing Apparel	0	300	295	300	300	0	
4008	Reference Materials	0	0	1,413	4,000	2,000	(2,000)	
4010	Instructional Supplies	33,033	57,159	45,862	38,900	51,900	13,000	
4011	Textbooks	53,482	50,901	9,604	60,000	42,730	(17,270)	
4013	Testing Materials	0	0	0	7,445	11,500	4,055	
4014	Food, Cafeteria	0	920	0	1,000	500	(500)	
4016	Library Books	843	2,471	761	2,000	2,000	0	
4017	Library Periodicals	697	750	0	500	1,650	1,150	
4018	Library Supplies	475	1,096	1,198	100	200	100	
4019	Food	0	0	169	1,000	2,000	1,000	
4310	Tech. Supp/Equip - Add'l	1,107	5,725	28,512	4,500	20,000	15,500	
4350	Tech. Supp/Equip - Repl	1,632	10,999	0	2,000	1,000	(1,000)	
4450	Software - Replacement	460	1,010	1,018	100	100	0	
4510	General Equipment - Add'l.	0	2,454	2,040	4,500	6,866	2,366	
5101	Equipment - Additional	4,805	5,286	5,286	35,700	10,000	(25,700)	
8002	General Reserve	0	0	0	3,648	4,000	352	
<b>Totals</b>		<b>3,899,600</b>	<b>3,995,108</b>	<b>3,913,488</b>	<b>4,126,416 49.33</b>	<b>4,396,021 50.83</b>	<b>269,605</b>	<b>1.50</b>
School Enrollment (K-5)		470	461	448	441	428		
Positions		51.50	52.00	49.33	49.33	50.83		



## Financial Section

### MINNIEVILLE ELEMENTARY SCHOOL

**School:** 303  
**Address:** 13639 Greenwood Dr.  
 Woodbridge, VA 22193  
**Principal:** Nathaniel Provencio  
**Main Office:** 703.670.6106  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	92,394	96,119	99,993	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	89,314	92,913	96,658	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	2,637,256	2,541,272	2,355,575	2,353,200	37.00	2,494,320	38.00	141,120	1.00
1121	Librarian	53,642	54,992	56,053	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	78,412	93,099	75,039	76,320	1.20	91,896	1.40	15,576	0.20
1140	Teacher Assistant	155,235	155,974	120,560	171,360	7.00	218,160	9.00	46,800	2.00
1142	Cafeteria Aide	6,601	12,024	11,165	14,028	0.70	13,860	0.70	(168)	0.00
1150	Secretarial / Bookkeeper	148,835	151,625	151,194	144,240	4.00	139,920	4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	12,500	0	0.00	0	0.00	0	0.00
1190	Custodian	96,120	94,980	89,563	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	12,528	16,985	14,926	16,000		8,000		(8,000)	
1201	Straight Time	14,830	17,063	17,460	10,500		7,500		(3,000)	
1300	Temporary Employee	34,852	39,559	32,420	13,000		500		(12,500)	
1500	Substitute Teacher	45,966	41,195	39,062	30,000		30,000		0	
1502	Substitute, Other	2,295	2,351	2,798	2,000		2,000		0	
1600	Instructional Supplement	17,106	7,380	10,164	16,000		15,000		(1,000)	
1602	Extra-Curr. Supplement	2,368	2,337	1,558	1,568		1,568		0	
2100	Social Security - FICA	255,491	252,758	229,042	246,621		260,573		13,952	
2210	Retirement - VRS	508,701	458,182	414,149	536,668		550,266		13,597	
2211	Retiree Health Care Credit	33,511	32,710	31,668	0		0		0	
2220	Retirement - PWCS	31,433	29,419	29,101	25,278		27,354		2,076	
2221	Defined Contribution Plan	2,514	6,791	7,221	0		0		0	
2300	Health Insurance - HMP	374,087	378,798	409,819	376,047		411,310		35,264	
2310	Short/Long Term Disability Premium	698	1,505	1,385	0		0		0	
2400	Life Insurance - GLI	38,158	37,858	38,289	40,881		43,593		2,712	
3201	Telephone	0	0	0	1,600		0		(1,600)	
3402	Conference Expenses	3,455	5,274	3,022	0		2,000		2,000	
3450	Field Trips	3,462	2,893	2,528	1,000		0		(1,000)	
3504	Maint. Service Contract	550	0	0	500		0		(500)	
3902	Printing Services	5,852	5,253	14,120	5,000		0		(5,000)	
3903	Postage	0	0	0	500		0		(500)	
4001	Office Supplies	1,808	289	3,283	2,000		2,000		0	
4002	Medical Supplies	0	0	231	1,500		1,500		0	
4003	Custodial Supplies	17,085	18,588	21,112	15,000		15,000		0	
4004	Repair/Maint. Supplies	1,019	2,817	364	0		0		0	
4007	Wearing Apparel	0	0	0	500		0		(500)	
4010	Instructional Supplies	46,790	52,624	91,851	26,266		55,627		29,361	
4011	Textbooks	56,270	17,553	9,062	0		9,500		9,500	
4014	Food, Cafeteria	0	0	911	2,500		2,500		0	
4016	Library Books	1,309	73	1,325	2,500		0		(2,500)	
4019	Food	378	0	2,288	0		0		0	
4150	Lease Agreement	8,349	7,080	9,440	9,500		0		(9,500)	
4310	Tech. Supp/Equip - Add'l	25,968	13,847	32,858	0		0		0	
4350	Tech. Supp/Equip - Repl	0	0	2,010	5,000		0		(5,000)	
4410	Software - Additional	6,980	7,304	0	0		0		0	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l.	15,157	769	13,594	5,500		2,000		(3,500)	
5101	Equipment - Additional	0	5,734	9,691	0		416,800		416,800	
Totals		4,934,739	4,766,499	4,566,071	4,528,177	55.90	5,206,208	59.10	678,031	3.20
School Enrollment (K-5)		629	626	516	508		513			
Positions		60.83	61.30	53.90	55.90		59.10			

## Financial Section

### MONTCLAIR ELEMENTARY SCHOOL

**School:** 380  
**Address:** 4920 Tallowood Dr.  
Montclair, VA 22025  
**Principal:** Amanda Parks  
**Main Office:** 703.730.1072  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Multiple Intelligences, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	127,898	133,052	142,215	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	89,314	70,715	76,303	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,297,677	2,338,520	2,385,699	2,512,200 39.50	2,953,800 45.00	441,600 5.50	
1121	Librarian	65,772	71,666	77,610	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	92,378	76,686	64,146	76,320 1.20	91,896 1.40	15,576 0.20	
1140	Teacher Assistant	130,950	139,364	165,027	195,840 8.00	242,400 10.00	46,560 2.00	
1142	Cafeteria Aide	14,654	14,161	14,820	16,032 0.80	15,840 0.80	(192) 0.00	
1150	Secretarial / Bookkeeper	142,595	148,425	154,542	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	5,000	12,500	17,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	123,759	134,314	135,278	122,215 3.53	129,755 3.67	7,540 0.14	
1200	Overtime	8,234	9,768	3,535	3,500	3,500	0	
1201	Straight Time	10,730	20,121	14,514	13,850	13,864	14	
1300	Temporary Employee	57,748	58,482	74,275	3,500	3,500	0	
1500	Substitute Teacher	52,138	36,815	38,967	38,250	54,250	16,000	
1502	Substitute, Other	8,123	6,820	4,437	4,500	4,500	0	
1602	Extra-Curr. Supplement	0	2,337	1,948	1,875	2,000	125	
2100	Social Security - FICA	237,893	240,694	247,341	260,315	300,702	40,387	
2210	Retirement - VRS	456,943	426,768	436,709	569,639	632,920	63,251	
2211	Retiree Health Care Credit	30,161	30,967	33,323	0	0	0	
2220	Retirement - PWCS	19,675	17,324	19,903	26,903	31,509	4,607	
2221	Defined Contribution Plan	2,470	6,042	7,782	0	0	0	
2300	Health Insurance - HMP	232,725	287,764	304,985	400,216	473,794	73,578	
2310	Short/Long Term Disability Premium	581	1,810	1,926	0	0	0	
2400	Life Insurance - GLI	34,893	35,873	40,611	43,509	50,216	6,707	
2830	Admin. Assoc. Fees	859	385	514	550	550	0	
3100	Professional Services	5,805	5,778	5,481	6,000	6,000	0	
3201	Telephone	1,420	1,407	1,572	1,500	1,500	0	
3401	Travel Reimbursement	0	844	318	700	700	0	
3402	Conference Expenses	994	4,329	4,427	2,000	2,000	0	
3450	Field Trips	2,300	4,739	1,152	5,000	5,000	0	
3504	Maint. Service Contract	550	0	0	500	500	0	
3700	In-Service Expenses	1,167	0	0	1,000	8,000	7,000	
3902	Printing Services	36,723	28,606	28,534	31,200	1,200	(30,000)	
3903	Postage	1,324	1,260	1,449	1,500	1,500	0	
3913	Tuition - Other Divisions	2,522	0	0	0	0	0	
3999	Other Contract Services	1,540	5,960	9,942	1,000	1,000	0	
4001	Office Supplies	5,230	3,739	7,427	5,319	5,319	0	
4002	Medical Supplies	1,147	716	600	1,000	1,000	0	
4003	Custodial Supplies	18,585	15,024	18,468	28,000	5,000	(23,000)	
4004	Repair/Maint. Supplies	250	2,794	(400)	0	0	0	
4007	Wearing Apparel	3,902	2,600	2,821	2,100	2,100	0	
4008	Reference Materials	4,118	2,493	2,365	1,000	2,000	1,000	
4010	Instructional Supplies	69,393	67,226	76,196	73,181	104,459	31,278	
4011	Textbooks	59,599	7,024	4,696	25,000	0	(25,000)	
4014	Food, Cafeteria	0	0	39	0	0	0	
4016	Library Books	1,023	337	535	500	500	0	
4017	Library Periodicals	314	328	293	300	500	200	
4018	Library Supplies	148	726	594	500	1,500	1,000	
4019	Food	503	2,060	1,317	2,000	2,000	0	
4020	Printing Supplies	0	0	4,940	0	2,000	2,000	
4310	Tech. Supp/Equip - Add'l	50,171	36,230	23,642	30,000	2,239	(27,761)	
4350	Tech. Supp/Equip - Repl	0	0	6,508	0	0	0	
4410	Software - Additional	349	0	0	0	0	0	
4450	Software - Replacement	460	1,010	1,018	0	1,000	1,000	
4510	General Equipment - Add'l.	4,732	1,957	19,248	0	0	0	
<b>Totals</b>		<b>4,517,437</b>	<b>4,518,563</b>	<b>4,687,090</b>	<b>4,923,234 60.03</b>	<b>5,577,424 67.87</b>	<b>654,190 7.84</b>	
School Enrollment (K-5)		639	603	581	569	639		
Positions		56.87	58.37	58.53	60.03	67.87		

## Financial Section

### MOUNTAIN VIEW ELEMENTARY SCHOOL

**School:** 381  
**Address:** 5600 Mcleod Way  
 Haymarket, VA 20169  
**Principal:** Adriane Harrison  
**Main Office:** 703.754.4161  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	103,991	108,183	112,543	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	69,316	64,853	0	0	0.00	89,640	1.00	89,640	1.00
1115	Teacher on Special Assignment	0	64,853	67,407	65,280	1.00	0	0.00	(65,280)	(1.00)
1120	Teacher, Classroom	2,301,503	2,259,012	2,422,461	2,194,200	34.50	2,166,120	33.00	(28,080)	(1.50)
1121	Librarian	56,442	57,831	59,257	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	121,494	115,633	119,664	76,320	1.20	78,768	1.20	2,448	0.00
1140	Teacher Assistant	104,630	96,549	83,349	97,920	4.00	96,960	4.00	(960)	0.00
1142	Cafeteria Aide	13,839	14,829	13,092	16,032	0.80	15,840	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	145,572	135,249	133,917	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	108,030	97,648	101,089	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	1,351	1,109	453	0		0		0	
1201	Straight Time	636	654	843	0		0		0	
1300	Temporary Employee	66,431	71,052	44,333	9,660		37,684		28,024	
1500	Substitute Teacher	61,480	55,468	52,188	30,000		30,000		0	
1502	Substitute, Other	10,117	4,615	4,339	0		0		0	
1600	Instructional Supplement	4,680	5,726	5,278	0		0		0	
1602	Extra-Curr. Supplement	3,056	2,337	2,337	2,337		2,337		0	
2100	Social Security - FICA	232,318	224,849	235,260	223,347		225,529		2,182	
2210	Retirement - VRS	468,714	424,130	433,586	491,179		471,685		(19,494)	
2211	Retiree Health Care Credit	29,981	29,878	32,909	0		0		0	
2220	Retirement - PWCS	32,791	34,621	37,031	23,178		23,528		349	
2221	Defined Contribution Plan	1,090	2,932	4,636	0		0		0	
2300	Health Insurance - HMP	316,364	322,605	342,060	344,813		353,771		8,958	
2310	Short/Long Term Disability Premium	302	500	709	0		0		0	
2400	Life Insurance - GLI	34,672	34,443	39,887	37,486		37,495		9	
2830	Admin. Assoc. Fees	0	464	514	0		0		0	
3201	Telephone	1,636	965	770	1,000		1,000		0	
3401	Travel Reimbursement	1,112	402	180	0		0		0	
3402	Conference Expenses	2,096	1,188	4,711	0		0		0	
3450	Field Trips	213	0	0	0		0		0	
3504	Maint. Service Contract	550	0	0	0		0		0	
3902	Printing Services	239	522	749	0		0		0	
3903	Postage	470	606	350	0		0		0	
3911	Rental Equipment	19,611	15,689	19,241	19,200		19,200		0	
3999	Other Contract Services	15	167	105	0		0		0	
4001	Office Supplies	4,289	2,297	4,755	0		0		0	
4002	Medical Supplies	524	106	241	0		0		0	
4003	Custodial Supplies	13,364	19,448	16,719	1,000		5,127		4,127	
4004	Repair/Maint. Supplies	721	727	415	0		0		0	
4007	Wearing Apparel	75	256	325	0		0		0	
4008	Reference Materials	0	0	216	0		0		0	
4010	Instructional Supplies	80,439	57,569	46,864	28,971		28,983		12	
4011	Textbooks	49,759	12,238	0	0		0		0	
4014	Food, Cafeteria	0	295	0	0		0		0	
4016	Library Books	1,862	6,031	937	0		0		0	
4017	Library Periodicals	222	200	0	0		0		0	
4018	Library Supplies	360	70	0	0		0		0	
4019	Food	2,295	1,868	1,905	0		0		0	
4310	Tech. Supp/Equip - Add'l	12,200	30,779	33,648	0		0		0	
4350	Tech. Supp/Equip - Repl	0	34,929	0	0		0		0	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l.	625	7,741	31,867	0		0		0	
4550	General Equipment - Repl.	0	225	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,484,442	4,361,540	4,514,158	4,094,723	50.50	4,119,406	49.00	24,683	(1.50)
School Enrollment (K-5)		620	573	578	551		546			
Positions		53.30	51.10	51.50	50.50		49.00			

## Financial Section

### MULLEN ELEMENTARY SCHOOL

**School:** 377  
**Address:** 8000 Rodes Dr.  
 Manassas, VA 20109  
**Principal:** Rhonda Ellington  
**Main Office:** 703.330.0427  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved	FY 2019 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	103,991	111,983	112,543	120,120	1.00	121,560	1.00
1112	Assistant Principal	72,620	75,548	88,456	88,560	1.00	89,640	1.00
1115	Teacher on Special Assignment	0	0	0	0	0.00	65,640	1.00
1120	Teacher, Classroom	3,207,984	3,284,028	3,442,711	3,688,800	58.00	4,004,040	61.00
1121	Librarian	53,642	54,992	56,375	65,280	1.00	67,320	1.00
1122	Counselor	107,533	98,276	103,078	101,760	1.60	105,024	1.60
1140	Teacher Assistant	175,617	164,258	160,954	171,360	7.00	169,680	7.00
1142	Cafeteria Aide	16,783	17,685	16,462	18,771	0.94	18,481	0.94
1148	Specialist	30,707	17,182	11,177	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	140,638	167,978	175,746	197,280	6.00	193,440	6.00
1190	Custodian	139,392	133,811	139,258	135,600	4.00	139,140	4.00
1200	Overtime	773	4,232	3,022	1,100		2,900	
1201	Straight Time	3,045	2,396	5,873	5,200		7,700	
1300	Temporary Employee	29,123	18,048	47,113	7,500		16,900	
1500	Substitute Teacher	41,978	41,592	43,191	45,000		43,400	
1502	Substitute, Other	5,614	6,901	4,378	8,000		4,500	
1600	Instructional Supplement	0	5,872	11,651	0		0	
1602	Extra-Curr. Supplement	764	779	779	0		0	
2100	Social Security - FICA	303,427	308,359	323,927	356,057		386,277	
2210	Retirement - VRS	631,855	583,782	596,343	787,118		821,292	
2211	Retiree Health Care Credit	41,139	41,817	45,813	0		0	
2220	Retirement - PWCS	29,290	29,437	31,984	37,007		40,734	
2221	Defined Contribution Plan	4,054	8,118	13,745	0		0	
2300	Health Insurance - HMP	411,495	436,186	454,264	550,536		612,497	
2310	Short/Long Term Disability Premium	916	1,558	2,389	0		0	
2400	Life Insurance - GLI	47,481	48,203	55,535	59,851		64,917	
2830	Admin. Assoc. Fees	0	1,672	1,503	600		1,000	
3201	Telephone	0	261	361	0		0	
3401	Travel Reimbursement	2,075	1,980	1,852	3,100		2,400	
3402	Conference Expenses	0	179	1,157	700		700	
3450	Field Trips	3,229	808	1,533	1,000		500	
3501	Repair/Maint. - Building	32	10	30	1,000		1,000	
3502	Repair/Maint. - Equipment	13,383	0	887	5,500		1,500	
3902	Printing Services	1,841	1,873	3,089	1,000		1,000	
3903	Postage	1,638	1,984	274	1,000		1,000	
3913	Tuition - Other Divisions	572	3,068	0	100		100	
3921	Tuition - PW	0	1,794	0	0		0	
3999	Other Contract Services	325	2,495	1,302	500		1,200	
4001	Office Supplies	2,469	2,821	4,372	1,000		6,000	
4002	Medical Supplies	0	832	445	2,000		3,000	
4003	Custodial Supplies	20,645	17,921	20,622	20,000		30,000	
4004	Repair/Maint. Supplies	1,506	1,728	0	2,000		500	
4007	Wearing Apparel	285	401	163	299		400	
4009	Extra Curricular Supplies	0	0	150	0		0	
4010	Instructional Supplies	29,560	72,186	40,317	128,900		46,325	
4011	Textbooks	142,066	8,083	7,408	69,001		39,000	
4013	Testing Materials	0	0	990	0		0	
4014	Food, Cafeteria	0	1,800	5,328	0		0	
4016	Library Books	(8)	2,447	6,020	500		6,000	
4017	Library Periodicals	0	75	75	500		100	
4018	Library Supplies	0	0	86	500		500	
4019	Food	3,773	4,079	2,955	2,000		3,000	
4310	Tech. Supp/Equip - Add'l	21,460	10,937	35,010	4,000		32,000	
4350	Tech. Supp/Equip - Repl	26,440	34,320	16,231	17,600		16,000	
4410	Software - Additional	0	2,500	899	700		700	
4450	Software - Replacement	8,290	5,600	19,913	10,709		7,500	
4510	General Equipment - Add'l.	40,729	27,851	187,106	15,187		6,500	
4550	General Equipment - Repl.	0	92	0	1,000		3,000	
<b>Totals</b>		<b>5,920,174</b>	<b>5,872,817</b>	<b>6,306,846</b>	<b>6,735,296</b>	<b>80.54</b>	<b>7,186,007</b>	<b>84.54</b>
School Enrollment (K-5)		712	704	730	760		789	
Positions		73.83	73.03	75.57	80.54		84.54	

## Financial Section

### NEABSCO ELEMENTARY SCHOOL

**School:** 370  
**Address:** 3800 Cordell Ave.  
 Woodbridge, VA 22193  
**Principal:** Hubert Carmichael  
**Main Office:** 703.670.2147  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	109,012	113,328	115,919	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	77,044	80,149	74,540	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,609,642	2,456,621	2,604,316	4,038,600 63.50	3,347,640 51.00	(690,960)	(12.50)
1121	Librarian	76,305	85,396	89,887	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	63,077	64,794	62,189	114,480 1.80	91,896 1.40	(22,584)	(0.40)
1140	Teacher Assistant	87,039	142,278	131,906	208,080 8.50	193,920 8.00	(14,160)	(0.50)
1142	Cafeteria Aide	6,453	2,321	7,352	15,900 0.80	15,840 0.80	(60)	0.00
1148	Specialist	0	0	0	37,320 1.00	34,200 1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	115,503	122,240	122,203	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	0	0 0.00	0 0.00	0	0.00
1190	Custodian	98,177	102,042	106,052	135,600 4.00	110,700 3.00	(24,900)	(1.00)
1200	Overtime	7,759	6,150	4,087	4,500	5,000	500	
1201	Straight Time	1,874	3,215	6,161	5,900	995	(4,905)	
1300	Temporary Employee	42,557	36,902	33,918	9,680	0	(9,680)	
1500	Substitute Teacher	68,601	40,510	69,482	70,019	98,000	27,981	
1502	Substitute, Other	2,998	1,646	1,574	2,000	2,000	0	
1600	Instructional Supplement	5,320	0	21,527	7,000	0	(7,000)	
1602	Extra-Curr. Supplement	764	1,558	2,336	2,500	1,800	(700)	
2100	Social Security - FICA	248,640	239,234	256,984	387,573	330,283	(57,290)	
2210	Retirement - VRS	491,347	434,865	460,730	853,816	695,824	(157,992)	
2211	Retiree Health Care Credit	32,590	31,594	35,385	0	0	0	
2220	Retirement - PWCS	19,778	18,882	21,126	40,085	34,473	(5,612)	
2221	Defined Contribution Plan	1,388	6,588	10,400	0	0	0	
2300	Health Insurance - HMP	370,518	323,606	345,624	596,331	518,353	(77,978)	
2310	Short/Long Term Disability Premium	378	1,714	2,088	0	0	0	
2400	Life Insurance - GLI	37,512	36,430	42,872	64,829	54,938	(9,891)	
2830	Admin. Assoc. Fees	221	442	321	850	850	0	
3100	Professional Services	40	0	492	500	1,000	500	
3201	Telephone	832	321	578	770	1,500	730	
3401	Travel Reimbursement	627	15	11	100	100	0	
3402	Conference Expenses	0	1,827	2,550	3,000	1,000	(2,000)	
3450	Field Trips	2,405	4,091	4,574	2,000	10,000	8,000	
3501	Repair/Maint. - Building	1,052	0	879	3,000	3,000	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	3,441	3,972	7,754	8,000	10,000	2,000	
3903	Postage	705	768	1,185	2,000	2,000	0	
3911	Rental Equipment	660	360	6,678	8,000	4,000	(4,000)	
3921	Tuition - PW	0	286	1,134	0	0	0	
3999	Other Contract Services	14	2,004	(11)	0	0	0	
4001	Office Supplies	4,028	732	9,579	10,000	5,752	(4,248)	
4002	Medical Supplies	364	205	620	1,000	1,500	500	
4003	Custodial Supplies	11,238	6,936	18,230	10,000	10,000	0	
4004	Repair/Maint. Supplies	1,365	0	0	0	0	0	
4007	Wearing Apparel	391	0	100	300	400	100	
4008	Reference Materials	0	0	133	2,000	1,000	(1,000)	
4010	Instructional Supplies	85,812	55,493	57,785	91,085	77,358	(13,727)	
4011	Textbooks	68,095	8,660	10,659	8,000	15,000	7,000	
4014	Food, Cafeteria	0	678	0	3,000	3,000	0	
4016	Library Books	0	178	3,772	5,000	5,000	0	
4017	Library Periodicals	0	0	184	200	1,000	800	
4018	Library Supplies	113	0	266	500	500	0	
4019	Food	581	752	2,119	2,000	3,000	1,000	
4020	Printing Supplies	10,024	944	12,493	12,000	6,673	(5,327)	
4310	Tech. Supp/Equip - Add'l	13,287	8,354	23,290	12,000	12,000	0	
4350	Tech. Supp/Equip - Repl	0	1,246	4,886	2,000	2,000	0	
4410	Software - Additional	0	0	0	2,000	2,000	0	
4450	Software - Replacement	460	1,010	4,343	2,600	2,600	0	
4510	General Equipment - Add'l	3,773	0	7,858	10,000	2,000	(8,000)	
4550	General Equipment - Repl.	0	0	13,935	15,000	8,000	(7,000)	
5101	Equipment - Additional	0	0	0	5,000	0	(5,000)	
5501	Equipment - Replacement	0	0	0	5,000	5,000	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
<b>Totals</b>		<b>4,786,854</b>	<b>4,453,837</b>	<b>4,825,055</b>	<b>7,240,837 86.60</b>	<b>6,153,535 72.20</b>	<b>(1,087,302)</b>	<b>(14.40)</b>
School Enrollment (K-5)		578	570	590	873	659		
Positions		59.77	57.97	60.23	86.60	72.20		

## Financial Section

### OCOCOQUAN ELEMENTARY SCHOOL

**School:** 326  
**Address:** 12915 Occoquan Rd.  
 Woodbridge, VA 22192  
**Principal:** Michael "Buddy" Lint  
**Main Office:** 703.494.2195  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved	FY 2019 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	92,394	96,119	99,993	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	100,523	104,575	108,790	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,479,462	2,551,776	2,623,926	2,862,000 45.00	3,019,440 46.00	157,440	1.00
1121	Librarian	79,284	82,610	86,072	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	113,973	115,592	124,736	76,320 1.20	91,896 1.40	15,576	0.20
1140	Teacher Assistant	120,079	124,670	124,438	122,400 5.00	145,440 6.00	23,040	1.00
1142	Cafeteria Aide	7,632	11,779	13,817	13,359 0.66	15,971 0.80	2,612	0.14
1150	Secretarial / Bookkeeper	161,682	168,478	174,896	144,240 4.00	139,920 4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	109,678	113,656	118,123	101,640 3.00	110,700 3.00	9,060	0.00
1200	Overtime	1,268	1,418	2,683	4,500	1,400	(3,100)	
1201	Straight Time	3,843	4,380	6,263	6,500	1,400	(5,100)	
1300	Temporary Employee	53,392	95,369	112,873	78,500	38,870	(39,630)	
1500	Substitute Teacher	25,350	62,066	54,991	55,000	50,000	(5,000)	
1600	Instructional Supplement	7,612	59,943	68,979	25,000	50,000	25,000	
1602	Extra-Curr. Supplement	2,292	2,337	2,337	2,337	2,500	163	
2100	Social Security - FICA	249,144	257,747	271,225	288,081	301,874	13,793	
2210	Retirement - VRS	505,180	455,184	459,003	617,371	626,974	9,604	
2211	Retiree Health Care Credit	33,119	32,686	35,365	0	0	0	
2220	Retirement - PWCS	24,221	25,803	28,053	29,003	31,120	2,118	
2221	Defined Contribution Plan	2,992	6,625	12,290	0	0	0	
2300	Health Insurance - HMP	314,941	323,871	321,330	431,457	467,939	36,481	
2310	Short/Long Term Disability Premium	871	1,346	1,907	0	0	0	
2400	Life Insurance - GLI	38,219	37,765	42,976	46,905	49,595	2,690	
2830	Admin. Assoc. Fees	0	0	0	1,000	1,000	0	
3201	Telephone	1,162	1,785	1,174	1,500	1,000	(500)	
3401	Travel Reimbursement	1,117	248	0	2,000	1,500	(500)	
3402	Conference Expenses	11,353	12,507	8,818	10,000	15,000	5,000	
3450	Field Trips	3,663	6,449	12,807	5,000	10,000	5,000	
3502	Repair/Maint. - Equipment	0	0	0	2,000	2,000	0	
3504	Maint. Service Contract	880	0	493	1,000	1,000	0	
3700	In-Service Expenses	0	0	0	1,000	250	(750)	
3902	Printing Services	0	0	148	2,500	2,000	(500)	
3903	Postage	0	0	0	1,000	1,000	0	
3911	Rental Equipment	6,845	6,852	2,324	5,500	6,000	500	
3921	Tuition - PW	0	234	0	0	0	0	
3999	Other Contract Services	0	0	0	500	0	(500)	
4001	Office Supplies	1,026	0	633	1,000	1,000	0	
4003	Custodial Supplies	17,399	15,421	20,039	20,000	20,000	0	
4004	Repair/Maint. Supplies	150	3,172	0	1,000	1,000	0	
4007	Wearing Apparel	0	0	1,146	0	0	0	
4008	Reference Materials	0	0	0	2,500	500	(2,000)	
4010	Instructional Supplies	119,792	282,852	203,548	131,334	45,466	(85,868)	
4011	Textbooks	94,335	15,547	15,622	15,000	500	(14,500)	
4014	Food, Cafeteria	0	0	3,834	0	0	0	
4016	Library Books	554	4,360	5,927	5,000	2,000	(3,000)	
4019	Food	276	35	(85)	1,000	2,000	1,000	
4310	Tech. Supp/Equip - Add'l	930	41,075	27,933	4,000	1,000	(3,000)	
4350	Tech. Supp/Equip - Repl	0	0	0	3,500	2,000	(1,500)	
4450	Software - Replacement	460	1,010	1,018	500	500	0	
4510	General Equipment - Add'l.	359	0	1,912	2,000	2,000	0	
Totals		4,792,455	5,129,841	5,204,858	5,398,406 61.86	5,542,275 64.20	143,869	2.34
School Enrollment (K-5)		577	633	612	640	655		
Positions		57.53	59.87	57.87	61.86	64.20		

## Financial Section

### OLD BRIDGE ELEMENTARY SCHOOL

**School:** 382  
**Address:** 3051 Old Bridge Rd.  
 Woodbridge, VA 22192  
**Principal:** Anita Flemons  
**Main Office:** 703.491.5614  
**Grades:** K - 5  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	110,546	114,771	119,398	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	97,596	101,528	83,563	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	2,846,147	2,924,556	2,989,915	2,798,400	44.00	3,019,440	46.00	221,040	2.00
1121	Librarian	76,518	79,599	82,808	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	98,524	102,127	105,862	101,760	1.60	105,024	1.60	3,264	0.00
1140	Teacher Assistant	167,882	176,963	170,092	195,840	8.00	169,680	7.00	(26,160)	(1.00)
1142	Cafeteria Aide	10,053	8,753	9,005	9,353	0.47	9,241	0.47	(112)	0.00
1148	Specialist	30,017	31,426	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	151,853	154,941	152,511	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	7,500	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	115,330	117,820	116,288	130,320	4.00	144,900	4.00	14,580	0.00
1200	Overtime	508	1,362	727	2,000		4,000		2,000	
1201	Straight Time	7,055	2,859	3,039	0		3,000		3,000	
1300	Temporary Employee	40,405	52,003	49,404	18,500		18,000		(500)	
1500	Substitute Teacher	41,367	94,953	82,276	75,000		55,000		(20,000)	
1502	Substitute, Other	1,304	549	314	3,000		0		(3,000)	
1602	Extra-Curr. Supplement	3,056	3,116	8,446	0		0		0	
2100	Social Security - FICA	283,346	296,315	295,678	286,790		301,695		14,905	
2210	Retirement - VRS	582,095	537,557	522,189	624,876		634,814		9,938	
2211	Retiree Health Care Credit	37,856	38,368	40,153	0		0		0	
2220	Retirement - PWCS	37,220	37,513	38,199	29,492		31,684		2,192	
2221	Defined Contribution Plan	1,579	5,513	12,324	0		0		0	
2300	Health Insurance - HMP	280,836	315,089	334,700	438,745		476,414		37,669	
2310	Short/Long Term Disability Premium	434	1,458	2,199	0		0		0	
2400	Life Insurance - GLI	43,593	44,191	48,621	47,698		50,494		2,796	
2830	Admin. Assoc. Fees	0	0	0	500		0		(500)	
3201	Telephone	1,537	1,165	857	2,000		1,500		(500)	
3401	Travel Reimbursement	935	1,555	1,037	1,500		3,500		2,000	
3402	Conference Expenses	5,582	8,005	6,924	3,000		4,500		1,500	
3450	Field Trips	5,970	4,143	2,834	7,500		7,500		0	
3502	Repair/Maint. - Equipment	966	0	4,798	0		0		0	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	11,750	8,553	3,700	3,700		0		(3,700)	
3902	Printing Services	92	113	379	500		0		(500)	
3903	Postage	92	0	0	1,500		1,000		(500)	
3905	Extra Curricular Expenses	0	0	737	0		0		0	
3911	Rental Equipment	0	21,945	24,819	20,000		25,000		5,000	
3913	Tuition - Other Divisions	832	0	0	0		0		0	
3921	Tuition - PW	260	0	0	0		0		0	
3999	Other Contract Services	0	2,999	14,956	0		0		0	
4001	Office Supplies	8,939	3,520	2,507	1,000		3,000		2,000	
4002	Medical Supplies	150	477	91	500		3,500		3,000	
4003	Custodial Supplies	18,648	22,952	25,317	10,000		15,000		5,000	
4010	Instructional Supplies	151,521	181,544	145,324	111,800		161,643		49,843	
4011	Textbooks	21,039	10,714	35,976	15,000		0		(15,000)	
4012	Emp. Training Supplies	556	0	0	0		0		0	
4013	Testing Materials	1,175	49	0	0		0		0	
4017	Library Periodicals	468	0	0	500		500		0	
4018	Library Supplies	114	15	0	250		250		0	
4019	Food	811	1,526	909	4,000		4,500		500	
4310	Tech. Supp/Equip - Add'l	1,782	141,787	20,606	16,000		10,000		(6,000)	
4350	Tech. Supp/Equip - Repl	0	2,398	2,093	0		0		0	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l.	0	5,427	5,702	0		275,747		275,747	
5101	Equipment - Additional	0	25,758	0	241,973		0		(241,973)	
Totals		5,301,846	5,696,485	5,573,296	5,617,717	65.07	5,955,965	66.07	338,248	1.00
School Enrollment (K-5)		693	733	720	709		727			
Positions		66.33	65.57	64.57	65.07		66.07			



## Financial Section

### PATTIE ELEMENTARY SCHOOL

**School:** 313  
**Address:** 16125 Dumfries Rd.  
 Dumfries, VA 22025  
**Principal:** Robert Lucciotti  
**Main Office:** 703.670.3173  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Program, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	113,578	132,882	138,415	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	81,736	85,031	88,456	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,505,734	2,519,093	2,705,392	2,734,800 43.00	2,756,880 42.00	22,080 (1.00)	
1121	Librarian	96,928	100,833	104,898	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	87,932	84,994	87,134	101,760 1.60	131,280 2.00	29,520 0.40	
1140	Teacher Assistant	103,420	100,733	86,758	97,920 4.00	145,440 6.00	47,520 2.00	
1142	Cafeteria Aide	14,597	15,235	15,671	13,359 0.66	13,199 0.66	(160) 0.00	
1150	Secretarial / Bookkeeper	177,422	181,890	186,663	171,960 5.00	139,920 4.00	(32,040) (1.00)	
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	122,038	130,274	131,105	115,980 3.50	99,180 3.00	(16,800) (0.50)	
1200	Overtime	3,325	2,373	407	4,000	4,000	0	
1201	Straight Time	7,809	4,400	6,349	3,500	3,500	0	
1300	Temporary Employee	27,393	27,689	27,412	2,500	2,500	0	
1500	Substitute Teacher	37,843	69,053	39,950	40,000	40,000	0	
1502	Substitute, Other	0	0	83	0	0	0	
1600	Instructional Supplement	0	7,451	0	0	0	0	
1602	Extra-Curr. Supplement	2,292	2,337	3,116	3,356	3,356	0	
2100	Social Security - FICA	249,529	257,483	260,522	272,577	276,760	4,183	
2210	Retirement - VRS	505,066	470,594	479,613	601,042	588,616	(12,427)	
2211	Retiree Health Care Credit	33,089	33,724	36,867	0	0	0	
2220	Retirement - PWCS	31,957	34,704	36,943	28,321	29,191	870	
2221	Defined Contribution Plan	2,859	5,867	11,308	0	0	0	
2300	Health Insurance - HMP	283,689	253,948	251,292	421,314	438,930	17,617	
2310	Short/Long Term Disability Premium	645	1,038	1,781	0	0	0	
2400	Life Insurance - GLI	38,136	38,920	44,686	45,803	46,521	718	
2830	Admin. Assoc. Fees	0	0	425	444	444	0	
3201	Telephone	0	1,001	1,031	1,500	1,500	0	
3401	Travel Reimbursement	255	2,192	58	1,000	1,000	0	
3402	Conference Expenses	450	506	0	0	0	0	
3450	Field Trips	874	1,000	1,372	0	0	0	
3502	Repair/Maint. - Equipment	0	0	436	0	0	0	
3504	Maint. Service Contract	700	0	0	0	0	0	
3700	In-Service Expenses	3,264	5,926	438	5,000	5,000	0	
3902	Printing Services	3,621	7,919	25,259	1,000	1,000	0	
3903	Postage	1,043	564	1,238	1,000	1,000	0	
3999	Other Contract Services	0	772	1,176	0	0	0	
4001	Office Supplies	1,741	2,127	2,821	5,000	5,000	0	
4002	Medical Supplies	2,158	2,719	2,717	2,000	2,000	0	
4003	Custodial Supplies	16,782	18,276	18,538	20,000	20,000	0	
4004	Repair/Maint. Supplies	0	0	322	0	0	0	
4010	Instructional Supplies	109,549	140,358	115,978	121,996	216,863	94,867	
4011	Textbooks	160,943	13,698	21	10,000	30,000	20,000	
4013	Testing Materials	634	1,292	338	0	0	0	
4014	Food, Cafeteria	0	1,282	4,642	0	0	0	
4016	Library Books	8,135	8,148	668	0	0	0	
4018	Library Supplies	408	1,900	2,294	0	0	0	
4019	Food	2,414	907	1,516	1,000	1,000	0	
4150	Lease Agreement	8,814	21,356	22,749	20,000	20,000	0	
4310	Tech. Supp/Equip - Add'l	4,798	89,040	200,813	20,000	70,900	50,900	
4350	Tech. Supp/Equip - Repl	0	3,182	0	0	0	0	
4410	Software - Additional	25,607	22,149	31,053	20,000	20,000	0	
4450	Software - Replacement	920	1,470	1,487	0	0	0	
4510	General Equipment - Add'l.	4,588	34,487	25,585	5,000	5,000	0	
5101	Equipment - Additional	0	0	14,995	0	0	0	
<b>Totals</b>		<b>4,887,213</b>	<b>4,945,318</b>	<b>5,225,287</b>	<b>5,167,091 60.76</b>	<b>5,398,499 60.66</b>	<b>231,408 (0.10)</b>	
School Enrollment (K-5)		714	709	698	695	695		
Positions		60.77	58.77	60.77	60.76	60.66		



## Financial Section

### PENN ELEMENTARY SCHOOL

**School:** 385  
**Address:** 12980 Queen Chapel Rd.  
 Woodbridge, VA 22193  
**Principal:** Elliot Bolles  
**Main Office:** 703.590.0344  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	110,325	114,771	119,398	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	109,845	114,271	118,878	88,560	1.00	89,640	1.00	1,080	0.00
1115	Teacher on Special Assignment	0	62,839	65,373	0	0.00	67,320	1.00	67,320	1.00
1120	Teacher, Classroom	2,982,378	3,189,200	3,336,276	3,370,800	53.00	3,741,480	57.00	370,680	4.00
1121	Librarian	68,000	70,680	106,898	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	132,721	136,325	138,199	127,200	2.00	131,280	2.00	4,080	0.00
1140	Teacher Assistant	291,087	300,348	296,077	293,760	12.00	315,120	13.00	21,360	1.00
1142	Cafeteria Aide	14,680	14,110	12,683	16,032	0.80	15,840	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	144,219	149,884	155,772	148,200	4.00	174,120	5.00	25,920	1.00
1180	Natl Board Certified Teacher Incentive Bonus	0	0	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	130,727	143,094	143,945	140,880	4.00	144,900	4.00	4,020	0.00
1200	Overtime	3,649	5,513	2,243	2,771		2,771		0	
1201	Straight Time	13,845	20,136	9,439	8,777		11,084		2,307	
1300	Temporary Employee	110,317	104,389	101,624	45,077		31,202		(13,875)	
1500	Substitute Teacher	73,495	52,503	75,607	53,562		67,415		13,853	
1502	Substitute, Other	12,088	11,783	6,939	12,006		10,819		(1,187)	
1600	Instructional Supplement	4,728	3,128	7,585	6,465		7,388		923	
1602	Extra-Curr. Supplement	3,056	3,116	3,116	3,099		3,180		81	
2100	Social Security - FICA	309,268	327,481	342,174	344,450		382,688		38,238	
2210	Retirement - VRS	616,299	619,491	635,732	748,996		803,320		54,324	
2211	Retiree Health Care Credit	40,579	44,131	48,410	0		0		0	
2220	Retirement - PWCS	32,440	37,579	41,304	35,274		39,889		4,615	
2221	Defined Contribution Plan	2,352	3,858	9,136	0		0		0	
2300	Health Insurance - HMP	433,776	516,966	537,197	524,753		599,798		75,045	
2310	Short/Long Term Disability Premium	660	873	1,626	0		0		0	
2400	Life Insurance - GLI	46,787	50,878	58,651	57,048		63,571		6,523	
2830	Admin. Assoc. Fees	444	825	2,128	666		1,200		534	
3201	Telephone	995	1,092	1,071	1,200		1,200		0	
3401	Travel Reimbursement	1,091	1,454	402	1,200		1,000		(200)	
3402	Conference Expenses	165	11,593	1,075	0		0		0	
3450	Field Trips	2,450	3,730	3,649	3,800		4,750		950	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	0	5,650	0	0		0		0	
3902	Printing Services	751	1,777	2,429	2,000		3,000		1,000	
3903	Postage	1,665	1,814	1,759	5,000		2,000		(3,000)	
4001	Office Supplies	12,138	2,503	256	2,000		2,000		0	
4002	Medical Supplies	278	305	613	500		500		0	
4003	Custodial Supplies	14,997	14,636	19,278	19,000		21,000		2,000	
4004	Repair/Maint. Supplies	3,030	784	1,713	1,000		1,000		0	
4010	Instructional Supplies	152,642	107,658	111,260	83,620		129,139		45,519	
4011	Textbooks	31,321	19,890	15,485	15,000		15,000		0	
4013	Testing Materials	35	4,039	14,381	30,000		30,000		0	
4014	Food, Cafeteria	0	2,808	1,887	3,000		3,000		0	
4016	Library Books	575	0	1,884	1,500		1,500		0	
4017	Library Periodicals	177	0	247	300		300		0	
4018	Library Supplies	0	0	61	500		500		0	
4019	Food	2,421	2,489	1,841	3,000		3,000		0	
4020	Printing Supplies	0	0	0	19,000		22,000		3,000	
4310	Tech. Supp/Equip - Add'l	50,326	52,478	17,787	23,000		35,000		12,000	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l	56,286	6,179	0	0		0		0	
4550	General Equipment - Repl.	1,738	0	17,190	3,000		3,000		0	
Totals		6,021,853	6,340,062	6,594,195	6,431,396	78.80	7,171,794	85.80	740,398	7.00
School Enrollment (K-5)		814	801	823	851		878			
Positions		74.80	74.10	75.60	78.80		85.80			

## Financial Section

### PINEY BRANCH ELEMENTARY SCHOOL

**School:** 311  
**Address:** 8301 Linton Hall Rd.  
 Bristow, VA 20136  
**Principal:** Damon Cerrone  
**Main Office:** 571.261.5300  
**Grades:** K - 5  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	120,555	133,509	142,569	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	64,464	67,122	65,583	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,511,445	2,641,781	2,737,619	3,154,560 49.60	3,249,180 49.50	94,620	(0.10)
1121	Librarian	72,125	75,033	78,056	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	87,287	81,477	95,583	114,480 1.80	118,152 1.80	3,672	0.00
1140	Teacher Assistant	50,824	65,067	153,292	171,360 7.00	193,920 8.00	22,560	1.00
1142	Cafeteria Aide	10,233	10,842	11,716	16,032 0.80	15,840 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	129,405	118,546	136,273	170,760 5.00	163,680 5.00	(7,080)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	132,477	140,157	145,128	125,040 4.00	144,900 4.00	19,860	0.00
1200	Overtime	1,580	1,789	844	0	1,000	1,000	
1201	Straight Time	503	(1,008)	101	0	1,000	1,000	
1300	Temporary Employee	44,372	59,047	19,635	0	0	0	
1500	Substitute Teacher	82,561	91,758	77,251	89,726	80,500	(9,226)	
1502	Substitute, Other	16,898	18,878	13,487	6,500	9,500	3,000	
1600	Instructional Supplement	7,185	8,178	2,108	8,000	8,000	0	
1602	Extra-Curr. Supplement	2,292	2,337	5,051	1,500	0	(1,500)	
2100	Social Security - FICA	244,500	258,157	268,698	316,092	326,211	10,119	
2210	Retirement - VRS	483,818	457,460	483,750	690,229	684,419	(5,810)	
2211	Retiree Health Care Credit	31,770	33,259	37,327	0	0	0	
2220	Retirement - PWCS	21,901	18,422	21,456	32,482	34,099	1,617	
2221	Defined Contribution Plan	2,143	7,866	14,437	0	0	0	
2300	Health Insurance - HMP	284,803	318,624	399,909	483,224	512,736	29,512	
2310	Short/Long Term Disability Premium	629	2,066	2,705	0	0	0	
2400	Life Insurance - GLI	36,869	38,655	45,579	52,533	54,343	1,810	
2830	Admin. Assoc. Fees	0	770	45	1,000	0	(1,000)	
3201	Telephone	2,214	1,299	188	0	0	0	
3401	Travel Reimbursement	5,173	4,206	3,323	5,000	1,900	(3,100)	
3402	Conference Expenses	1,346	1,437	304	5,000	1,500	(3,500)	
3450	Field Trips	1,798	560	1,026	0	1,000	1,000	
3504	Maint. Service Contract	774	(222)	0	0	0	0	
3700	In-Service Expenses	1,608	0	0	0	0	0	
3902	Printing Services	26,863	6,390	2,344	5,000	10,000	5,000	
3903	Postage	153	0	0	0	0	0	
3911	Rental Equipment	21,445	24,306	28,514	32,000	10,000	(22,000)	
3999	Other Contract Services	351	23	1,255	0	0	0	
4001	Office Supplies	4,638	0	217	0	5,000	5,000	
4002	Medical Supplies	560	92	0	0	1,000	1,000	
4003	Custodial Supplies	17,336	21,364	1,418	19,373	10,000	(9,373)	
4004	Repair/Maint. Supplies	0	0	0	0	5,000	5,000	
4007	Wearing Apparel	300	157	143	300	300	0	
4008	Reference Materials	1,370	0	0	0	0	0	
4010	Instructional Supplies	120,065	147,122	164,978	109,059	18,858	(90,201)	
4011	Textbooks	96,622	205	0	0	5,000	5,000	
4016	Library Books	13,297	(3,040)	0	2,000	0	(2,000)	
4017	Library Periodicals	275	0	0	0	0	0	
4018	Library Supplies	2,161	0	58	0	0	0	
4019	Food	2,829	238	11	1,000	1,000	0	
4310	Tech. Supp/Equip - Add'l	7,219	963	140,806	30,000	0	(30,000)	
4350	Tech. Supp/Equip - Repl	6,518	0	0	0	0	0	
4450	Software - Replacement	460	1,010	9,928	0	0	0	
4510	General Equipment - Add'l.	2,485	15,761	0	0	0	0	
4550	General Equipment - Repl.	0	329	0	0	0	0	
8002	General Reserve	0	0	0	5,000	0	(5,000)	
<b>Totals</b>		<b>4,783,497</b>	<b>4,876,989</b>	<b>5,317,712</b>	<b>5,921,210 71.20</b>	<b>5,946,558 72.10</b>	<b>25,348</b>	<b>0.90</b>
School Enrollment (K-5)		722	757	809	807	803		
Positions		57.93	60.13	66.20	71.20	72.10		

## Financial Section

### POTOMAC VIEW ELEMENTARY SCHOOL

**School:** 355  
**Address:** 14601 Lamar Rd.  
 Woodbridge, VA 22191  
**Principal:** Latiesa Green  
**Main Office:** 703.491.1126  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	139,759	145,392	112,543	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	74,800	77,815	80,951	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	0	86,502	89,887	65,280 1.00	0 0.00	(65,280)	(1.00)
1120	Teacher, Classroom	3,413,725	3,312,224	3,620,654	3,561,600 56.00	3,675,840 56.00	114,240	0.00
1121	Librarian	85,607	51,048	54,721	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	100,597	107,612	97,773	127,200 2.00	131,280 2.00	4,080	0.00
1140	Teacher Assistant	151,383	149,042	160,711	122,400 5.00	24,240 1.00	(98,160)	(4.00)
1142	Cafeteria Aide	25,764	27,208	22,480	24,048 1.20	23,760 1.20	(288)	0.00
1148	Specialist	80,367	81,070	83,176	37,320 1.00	34,200 1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	126,157	131,635	136,734	140,760 4.00	136,920 4.00	(3,840)	0.00
1190	Custodian	132,666	142,233	165,200	164,280 5.00	139,140 4.00	(25,140)	(1.00)
1200	Overtime	5,360	5,285	961	5,000	5,000	0	
1201	Straight Time	1,895	3,778	1,233	0	500	500	
1300	Temporary Employee	9,295	4,729	25,788	0	1,500	1,500	
1500	Substitute Teacher	87,630	103,543	100,627	70,000	75,000	5,000	
1502	Substitute, Other	3,383	3,292	784	2,000	0	(2,000)	
1600	Instructional Supplement	(2,250)	27,822	(4,910)	2,000	2,000	0	
1602	Extra-Curr. Supplement	1,528	1,558	1,558	0	0	0	
2100	Social Security - FICA	326,157	323,798	345,277	351,583	346,384	(5,198)	
2210	Retirement - VRS	643,279	570,822	607,354	770,678	730,925	(39,753)	
2211	Retiree Health Care Credit	42,795	42,077	47,820	0	0	0	
2220	Retirement - PWCS	31,581	30,124	30,046	36,392	36,333	(58)	
2221	Defined Contribution Plan	9,060	19,442	29,937	0	0	0	
2300	Health Insurance - HMP	421,493	445,937	497,077	541,382	546,329	4,947	
2310	Short/Long Term Disability Premium	2,020	3,578	5,280	0	0	0	
2400	Life Insurance - GLI	49,284	48,494	58,112	58,856	57,904	(952)	
2830	Admin. Assoc. Fees	903	1,036	850	1,050	1,050	0	
3201	Telephone	989	795	1,018	1,200	1,200	0	
3401	Travel Reimbursement	0	0	0	1,000	1,000	0	
3402	Conference Expenses	658	735	1,123	0	2,500	2,500	
3450	Field Trips	4,361	18,127	9,332	5,000	5,000	0	
3502	Repair/Maint. - Equipment	0	0	436	0	0	0	
3504	Maint. Service Contract	647	524	343	2,000	2,000	0	
3902	Printing Services	471	1,723	1,674	4,000	7,000	3,000	
3903	Postage	1,356	90	2,586	3,000	0	(3,000)	
3911	Rental Equipment	0	0	0	0	33,484	33,484	
3999	Other Contract Services	215	890	1,001	2,000	2,000	0	
4001	Office Supplies	2,063	3,176	1,443	2,500	3,500	1,000	
4002	Medical Supplies	894	1,610	628	1,000	1,000	0	
4003	Custodial Supplies	28,492	34,330	28,782	40,000	40,000	0	
4004	Repair/Maint. Supplies	264	0	0	0	0	0	
4010	Instructional Supplies	171,408	187,833	96,804	67,689	68,698	1,009	
4011	Textbooks	50,510	74,590	0	13,137	35,000	21,863	
4013	Testing Materials	82	0	0	1,500	0	(1,500)	
4014	Food, Cafeteria	0	4,136	2,160	0	0	0	
4016	Library Books	16,893	9,451	4,648	5,000	12,500	7,500	
4017	Library Periodicals	46	160	85	500	0	(500)	
4018	Library Supplies	819	3,551	826	1,000	1,000	0	
4019	Food	3,712	3,422	1,905	3,000	500	(2,500)	
4150	Lease Agreement	33,675	36,056	35,996	0	0	0	
4310	Tech. Supp/Equip - Add'l	43,815	119,679	99,752	5,000	5,000	0	
4350	Tech. Supp/Equip - Repl	0	0	0	0	45,721	45,721	
4410	Software - Additional	0	6,961	3,824	0	0	0	
4450	Software - Replacement	460	1,160	1,168	0	0	0	
4510	General Equipment - Add'l.	10,984	17,012	41,527	10,000	20,000	10,000	
<b>Totals</b>		<b>6,337,049</b>	<b>6,473,107</b>	<b>6,709,685</b>	<b>6,524,315 78.20</b>	<b>6,533,929 72.20</b>	<b>9,614</b>	<b>(6.00)</b>
School Enrollment (K-5)		808	836	843	717	706		
Positions		83.40	80.80	86.50	78.20	72.20		

## Financial Section

### "PW PARKWAY" ELEMENTARY SCHOOL

School: 319

Address:

Principal:

Main Office:

Grades: K - 5

Specialty:

Programs:



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	0	0	0	0 0.00	121,560 1.00	121,560 1.00
1150 Secretarial / Bookkeeper	0	0	0	0 0.00	19,080 0.50	19,080 0.50
2100 Social Security - FICA	0	0	0	0	10,759	10,759
2210 Retirement - VRS	0	0	0	0	23,740	23,740
2220 Retirement - PWCS	0	0	0	0	1,156	1,156
2300 Health Insurance - HMP	0	0	0	0	17,383	17,383
2400 Life Insurance - GLI	0	0	0	0	1,842	1,842
4010 Instructional Supplies	0	0	0	0	247,480	247,480
Totals	0	0	0	0 0.00	443,000 1.50	443,000 1.50
School Enrollment (K-5) Positions	0 0.00	0 0.00	0 0.00	0 0.00	0 1.50	

## Financial Section

### RIVER OAKS ELEMENTARY SCHOOL

**School:** 375  
**Address:** 16950 Meguffeys Trl.  
 Woodbridge, VA 22191  
**Principal:** Aerica Williams  
**Main Office:** 703.441.0050  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	124,173	129,177	134,383	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	89,314	73,346	76,303	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,756,514	2,997,305	3,070,405	3,052,800 48.00	3,203,232 48.80	150,432	0.80
1121	Librarian	64,216	66,725	69,332	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	98,101	101,611	103,375	101,760 1.60	105,024 1.60	3,264	0.00
1140	Teacher Assistant	75,634	62,609	27,721	36,720 1.50	36,360 1.50	(360)	0.00
1142	Cafeteria Aide	20,205	18,901	20,641	24,048 1.20	23,760 1.20	(288)	0.00
1150	Secretarial / Bookkeeper	115,493	118,102	122,305	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	138,784	113,941	110,182	115,980 3.50	133,380 4.00	17,400	0.50
1200	Overtime	3,204	8,481	13,556	6,800	10,000	3,200	
1201	Straight Time	4,884	16,744	18,568	8,000	12,000	4,000	
1300	Temporary Employee	74,848	87,965	80,093	12,500	71,000	58,500	
1500	Substitute Teacher	67,395	74,072	84,103	56,000	66,000	10,000	
1502	Substitute, Other	682	0	0	0	0	0	
1600	Instructional Supplement	5,628	30,840	21,365	5,000	40,000	35,000	
1602	Extra-Curr. Supplement	3,056	1,741	3,116	3,200	3,180	(20)	
2100	Social Security - FICA	263,663	269,144	271,502	293,570	315,133	21,563	
2210	Retirement - VRS	517,457	463,820	445,449	640,635	642,647	2,012	
2211	Retiree Health Care Credit	34,057	33,290	34,278	0	0	0	
2220	Retirement - PWCS	20,885	20,728	17,503	30,148	32,004	1,856	
2221	Defined Contribution Plan	2,542	6,138	10,367	0	0	0	
2300	Health Insurance - HMP	277,730	255,826	275,299	448,499	481,228	32,730	
2310	Short/Long Term Disability Premium	727	1,467	2,365	0	0	0	
2400	Life Insurance - GLI	39,474	38,401	41,503	48,758	51,004	2,246	
2830	Admin. Assoc. Fees	0	0	0	500	1,000	500	
3100	Professional Services	3,500	3,700	0	0	0	0	
3201	Telephone	0	0	0	2,000	15,000	13,000	
3401	Travel Reimbursement	1,910	1,526	532	1,500	2,660	1,160	
3402	Conference Expenses	(4,913)	4,449	2,787	2,000	4,000	2,000	
3450	Field Trips	5,996	10,878	8,521	5,000	8,000	3,000	
3502	Repair/Maint. - Equipment	0	0	291	0	0	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	119	11,868	1,271	1,000	1,500	500	
3903	Postage	0	0	0	2,000	3,000	1,000	
3913	Tuition - Other Divisions	3,510	0	0	0	0	0	
3921	Tuition - PW	0	3,302	0	0	0	0	
3999	Other Contract Services	738	610	0	3,000	3,000	0	
4001	Office Supplies	8,476	6,155	4,189	10,000	10,000	0	
4002	Medical Supplies	0	80	0	500	3,000	2,500	
4003	Custodial Supplies	16,717	25,743	18,596	26,000	41,000	15,000	
4010	Instructional Supplies	64,108	150,455	84,010	63,635	137,000	73,365	
4011	Textbooks	116,744	18,089	9,355	13,000	40,000	27,000	
4012	Emp. Training Supplies	3,500	8,334	0	15,000	15,000	0	
4013	Testing Materials	3,342	0	0	1,000	1,500	500	
4014	Food, Cafeteria	0	0	0	2,000	8,000	6,000	
4016	Library Books	1,500	0	0	6,000	6,000	0	
4017	Library Periodicals	0	0	0	1,000	2,000	1,000	
4018	Library Supplies	87	444	0	2,000	2,000	0	
4019	Food	842	60	8,788	6,500	9,500	3,000	
4310	Tech. Supp/Equip - Add'l	22,449	56,256	38,527	27,346	157,927	130,581	
4450	Software - Replacement	460	1,010	1,768	1,000	20,000	19,000	
4510	General Equipment - Add'l.	8,692	12,292	17,964	12,000	45,000	33,000	
Totals		5,064,492	5,310,625	5,255,311	5,503,119 62.80	6,177,479 64.10	674,360	1.30
School Enrollment (K-5)		705	768	737	699	721		
Positions		62.80	62.80	64.80	62.80	64.10		

## Financial Section

### ROCKLEDGE ELEMENTARY SCHOOL

**School:** 304  
**Address:** 2300 Mariner Ln.  
 Woodbridge, VA 22192  
**Principal:** Amy Schott  
**Main Office:** 703.491.2108  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	95,167	99,002	102,993	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	0	0	71,923	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	58,931	61,245	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	2,291,753	2,432,259	2,403,482	2,671,200 42.00	2,953,800 45.00	282,600	3.00
1121	Librarian	78,513	81,614	84,844	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	79,498	80,877	85,348	89,040 1.40	91,896 1.40	2,856	0.00
1140	Teacher Assistant	62,901	65,155	66,349	73,440 3.00	72,720 3.00	(720)	0.00
1142	Cafeteria Aide	6,072	6,249	6,409	6,679 0.33	7,985 0.40	1,306	0.07
1150	Secretarial / Bookkeeper	131,343	135,612	140,939	140,040 4.00	135,960 4.00	(4,080)	0.00
1190	Custodian	111,657	116,044	120,604	106,920 3.00	110,700 3.00	3,780	0.00
1200	Overtime	16,047	3,754	1,851	3,500	2,000	(1,500)	
1201	Straight Time	1,944	10,674	1,171	250	1,000	750	
1300	Temporary Employee	106,247	110,115	122,517	98,500	123,500	25,050	
1500	Substitute Teacher	52,798	65,324	52,568	60,000	50,000	(10,000)	
1502	Substitute, Other	0	2,127	0	4,000	2,000	(2,000)	
1602	Extra-Curr. Supplement	0	0	779	779	795	16	
2100	Social Security - FICA	228,303	239,799	238,221	269,916	293,067	23,151	
2210	Retirement - VRS	449,742	437,218	424,463	577,142	602,951	25,809	
2211	Retiree Health Care Credit	29,912	31,681	33,031	0	0	0	
2220	Retirement - PWCS	19,530	19,514	21,432	27,172	29,950	2,778	
2221	Defined Contribution Plan	4,427	8,418	16,105	0	0	0	
2300	Health Insurance - HMP	299,912	358,228	370,058	404,229	450,348	46,119	
2310	Short/Long Term Disability Premium	1,168	1,961	3,249	0	0	0	
2400	Life Insurance - GLI	34,634	36,660	40,248	43,945	47,731	3,786	
2830	Admin. Assoc. Fees	0	395	425	400	850	450	
3201	Telephone	57	1,226	783	1,200	1,200	0	
3401	Travel Reimbursement	729	964	854	500	500	0	
3402	Conference Expenses	1,308	1,271	10	500	1,000	500	
3450	Field Trips	3,891	1,728	2,539	1,000	1,000	0	
3504	Maint. Service Contract	550	150	150	700	700	0	
3700	In-Service Expenses	7,098	3,739	88	500	1,000	500	
3902	Printing Services	8,961	9,808	11,198	11,000	21,000	10,000	
3903	Postage	176	765	481	700	700	0	
3913	Tuition - Other Divisions	3,250	0	0	0	0	0	
3999	Other Contract Services	142	85	109	500	500	0	
4001	Office Supplies	478	505	792	500	500	0	
4002	Medical Supplies	654	680	400	500	1,000	500	
4003	Custodial Supplies	19,632	12,988	13,233	10,000	11,000	1,000	
4004	Repair/Maint. Supplies	984	1,385	2,076	1,900	3,500	1,600	
4007	Wearing Apparel	0	385	234	300	300	0	
4010	Instructional Supplies	154,840	114,672	83,171	61,610	28,171	(33,439)	
4011	Textbooks	101,076	0	0	20,000	0	(20,000)	
4013	Testing Materials	8,063	1,550	384	0	0	0	
4014	Food, Cafeteria	0	0	0	0	700	700	
4016	Library Books	26,213	9,888	21,220	10,000	10,000	0	
4017	Library Periodicals	533	569	502	600	600	0	
4018	Library Supplies	2,785	0	135	500	500	0	
4019	Food	1,136	714	2,569	2,000	1,000	(1,000)	
4310	Tech. Supp/Equip - Add'l	57,868	59,104	24,880	12,000	0	(12,000)	
4350	Tech. Supp/Equip - Repl	0	12,795	0	0	0	0	
4410	Software - Additional	400	92	50	0	0	0	
4450	Software - Replacement	460	1,010	1,018	460	475	15	
4510	General Equipment - Add'l.	2,289	1,080	16,710	0	1,120	1,120	
5101	Equipment - Additional	0	0	10,833	0	0	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
<b>Totals</b>		<b>4,564,071</b>	<b>4,641,077</b>	<b>4,603,426</b>	<b>4,993,083 56.73</b>	<b>5,347,289 59.80</b>	<b>354,206</b>	<b>3.07</b>
School Enrollment (K-5)		627	632	625	632	663		
Positions		55.23	57.23	56.23	56.73	59.80		

## Financial Section

### ROSA PARKS ELEMENTARY SCHOOL

**School:** 394  
**Address:** 13446 Prinedale Dr.  
 Woodbridge, VA. 22193  
**Principal:** Susan Danielson  
**Main Office:** 703.580.9665  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	135,687	141,157	146,846	120,120 1.00	121,560 1.00	1,440 0.00
1112	Assistant Principal	79,355	82,553	85,882	88,560 1.00	89,640 1.00	1,080 0.00
1120	Teacher, Classroom	2,861,027	2,987,763	2,924,611	3,084,600 48.50	3,085,080 47.00	480 (1.50)
1121	Librarian	56,936	59,231	61,617	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	114,377	118,984	110,168	89,040 1.40	91,896 1.40	2,856 0.00
1140	Teacher Assistant	231,457	212,094	187,943	195,840 8.00	218,160 9.00	22,320 1.00
1142	Cafeteria Aide	12,991	13,368	13,756	13,359 0.66	13,199 0.66	(160) 0.00
1150	Secretarial / Bookkeeper	143,720	149,366	155,233	144,240 4.00	139,920 4.00	(4,320) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	125,650	133,330	125,416	96,360 3.00	99,180 3.00	2,820 0.00
1200	Overtime	3,778	3,570	3,044	2,000	3,000	1,000
1201	Straight Time	10,845	4,491	5,514	2,000	2,000	0
1300	Temporary Employee	114,177	75,583	76,150	5,000	8,000	3,000
1500	Substitute Teacher	84,461	66,659	64,933	30,000	50,000	20,000
1502	Substitute, Other	2,400	2,879	4,467	0	3,000	3,000
1600	Instructional Supplement	0	550	0	0	0	0
1602	Extra-Curr. Supplement	0	3,116	2,095	1,000	1,000	0
2100	Social Security - FICA	289,767	296,449	286,667	301,211	305,462	4,250
2210	Retirement - VRS	575,925	544,000	532,015	671,204	649,643	(21,561)
2211	Retiree Health Care Credit	38,255	39,390	40,990	0	0	0
2220	Retirement - PWCS	22,910	24,283	29,253	31,461	32,163	702
2221	Defined Contribution Plan	2,678	7,731	13,908	0	0	0
2300	Health Insurance - HMP	390,901	401,846	453,727	468,027	483,616	15,590
2310	Short/Long Term Disability Premium	772	1,987	2,915	0	0	0
2400	Life Insurance - GLI	43,991	45,476	49,680	50,881	51,257	376
3201	Telephone	1,614	1,683	1,966	1,000	1,500	500
3401	Travel Reimbursement	4,652	4,470	4,473	636	1,000	364
3402	Conference Expenses	11,094	9,529	13,613	2,000	2,000	0
3450	Field Trips	4,985	4,162	4,561	2,000	2,000	0
3504	Maint. Service Contract	1,450	11,082	11,321	0	5,000	5,000
3700	In-Service Expenses	7,023	0	2,730	1,000	1,000	0
3902	Printing Services	6,503	6,748	3,441	1,000	1,000	0
3903	Postage	4,805	1,073	2,776	2,000	3,000	1,000
3999	Other Contract Services	3,303	1,643	3,689	0	2,000	2,000
4001	Office Supplies	33,979	27,987	26,809	25,000	35,000	10,000
4002	Medical Supplies	265	307	355	0	500	500
4003	Custodial Supplies	17,921	10,693	15,905	5,000	10,000	5,000
4004	Repair/Maint. Supplies	462	1,687	2,242	0	0	0
4007	Wearing Apparel	819	668	442	300	300	0
4008	Reference Materials	449	2,161	156	1,000	0	(1,000)
4010	Instructional Supplies	128,461	94,094	97,523	54,510	52,754	(1,756)
4011	Textbooks	56,470	598	0	1,000	5,857	4,857
4013	Testing Materials	1,350	0	3,748	0	2,957	2,957
4014	Food, Cafeteria	0	1,532	930	0	0	0
4016	Library Books	7,781	0	2,001	4,000	5,000	1,000
4017	Library Periodicals	0	322	0	1,000	1,000	0
4018	Library Supplies	257	90	168	1,000	2,000	1,000
4019	Food	5,093	4,435	1,841	1,000	1,000	0
4310	Tech. Supp/Equip - Add'l	67,628	9,373	21,104	2,000	9,000	7,000
4350	Tech. Supp/Equip - Repl	0	2,235	1,370	0	0	0
4450	Software - Replacement	460	1,010	1,018	0	0	0
4510	General Equipment - Add'l.	31,843	1,890	2,681	2,000	4,000	2,000
8002	General Reserve	0	0	0	1,000	5,000	4,000
Totals		5,748,226	5,620,326	5,608,693	5,568,628 68.56	5,667,963 68.06	99,335 (0.50)
School Enrollment (K-5)		811	792	748	724	682	
Positions		72.57	70.77	67.57	68.56	68.06	

## Financial Section

### SIGNAL HILL ELEMENTARY SCHOOL

**School:** 397  
**Address:** 9553 Birmingham Dr.  
 Manassas, VA 20111  
**Principal:** Carrie Webb  
**Main Office:** 703.530.7541  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	113,635	118,215	122,979	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	68,924	73,346	62,516	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,412,075	2,912,725	3,022,416	3,243,600 51.00	3,413,280 52.00	169,680	1.00
1121	Librarian	67,986	61,245	63,652	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	75,826	89,497	94,256	89,040 1.40	118,152 1.80	29,112	0.40
1140	Teacher Assistant	170,542	194,582	197,156	232,560 9.50	254,520 10.50	21,960	1.00
1142	Cafeteria Aide	7,169	7,149	10,314	14,697 0.74	14,521 0.74	(176)	0.00
1150	Secretarial / Bookkeeper	123,882	133,777	122,253	114,240 3.00	139,920 4.00	25,680	1.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	102,551	81,450	87,653	101,640 3.00	119,160 3.50	17,520	0.50
1200	Overtime	1,274	1,718	944	0	1,000	1,000	
1201	Straight Time	1,460	2,717	3,336	0	3,000	3,000	
1300	Temporary Employee	32,538	63,452	88,407	64,000	2,100	(61,900)	
1500	Substitute Teacher	57,819	63,146	91,661	113,500	65,000	(48,500)	
1502	Substitute, Other	1,922	10,456	8,730	8,100	1,000	(7,100)	
1600	Instructional Supplement	0	0	707	0	0	0	
1602	Extra-Curr. Supplement	3,213	4,264	3,116	1,498	3,180	1,682	
2100	Social Security - FICA	236,738	279,752	290,884	325,572	337,621	12,049	
2210	Retirement - VRS	496,395	529,307	526,586	700,642	716,803	16,162	
2211	Retiree Health Care Credit	32,186	38,065	40,553	0	0	0	
2220	Retirement - PWCS	34,274	34,156	36,874	32,846	35,539	2,694	
2221	Defined Contribution Plan	789	6,370	12,142	0	0	0	
2300	Health Insurance - HMP	341,512	398,021	420,853	488,632	534,391	45,758	
2310	Short/Long Term Disability Premium	227	1,377	2,192	0	0	0	
2400	Life Insurance - GLI	37,156	43,485	48,780	53,121	56,638	3,517	
2830	Admin. Assoc. Fees	496	674	714	1,000	500	(500)	
3100	Professional Services	0	10	22,243	0	500	500	
3401	Travel Reimbursement	1,299	376	2,866	2,000	1,500	(500)	
3402	Conference Expenses	417	470	178	3,000	0	(3,000)	
3450	Field Trips	1,830	3,977	1,167	0	0	0	
3502	Repair/Maint. - Equipment	0	0	(1,101)	0	0	0	
3504	Maint. Service Contract	1,876	0	0	0	0	0	
3700	In-Service Expenses	0	0	0	500	0	(500)	
3902	Printing Services	3,167	24,441	4,449	15,000	1,000	(14,000)	
3903	Postage	569	35	273	2,500	750	(1,750)	
3918	Permits & Fees	0	0	0	0	10	10	
3921	Tuition - PW	1,820	0	0	0	0	0	
3999	Other Contract Services	509	2,899	3,893	0	7,500	7,500	
4001	Office Supplies	484	12,576	8,613	10,000	10,000	0	
4002	Medical Supplies	779	830	1,412	0	2,000	2,000	
4003	Custodial Supplies	13,574	24,970	20,094	25,000	15,000	(10,000)	
4004	Repair/Maint. Supplies	2,426	214	3,095	0	0	0	
4007	Wearing Apparel	90	282	567	300	2,000	1,700	
4008	Reference Materials	0	37	0	0	0	0	
4009	Extra Curricular Supplies	0	308	0	0	0	0	
4010	Instructional Supplies	55,489	91,966	117,195	97,814	53,836	(43,978)	
4011	Textbooks	50,521	73,601	5,782	30,000	0	(30,000)	
4012	Emp. Training Supplies	0	0	65	0	0	0	
4013	Testing Materials	0	0	15	0	0	0	
4014	Food, Cafeteria	0	0	175	0	0	0	
4016	Library Books	(400)	10,769	4,708	10,000	2,000	(8,000)	
4017	Library Periodicals	0	0	0	400	0	(400)	
4018	Library Supplies	93	825	530	0	0	0	
4019	Food	1,086	3,797	886	5,000	0	(5,000)	
4310	Tech. Supp/Equip - Add'l	33,845	54,616	27,412	21,761	1,000	(20,761)	
4350	Tech. Supp/Equip - Repl	16,162	10,976	0	0	0	0	
4410	Software - Additional	8,234	13,285	0	0	500	500	
4450	Software - Replacement	460	2,767	1,118	0	25,000	25,000	
4510	General Equipment - Add'l	580	19,399	13,639	0	0	0	
4550	General Equipment - Repl	1,386	0	1,749	0	0	0	
5150	Lease/Purchase Agree.	0	13,822	18,429	20,000	30,000	10,000	
8002	General Reserve	0	0	0	0	5,000	5,000	
<b>Totals</b>		<b>4,626,887</b>	<b>5,521,190</b>	<b>5,624,125</b>	<b>6,101,923 71.64</b>	<b>6,252,442 75.54</b>	<b>150,519</b>	<b>3.90</b>
School Enrollment (K-5)		555	690	717	743	755		
Positions		57.00	66.50	66.63	71.64	75.54		



## Financial Section

### SINCLAIR ELEMENTARY SCHOOL

**School:** 362  
**Address:** 7801 Garner Dr.  
 Manassas, VA 20109  
**Principal:** Sharon Woodson  
**Main Office:** 703.361.4811  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	120,555	109,923	109,265	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	84,189	64,736	99,279	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	38,649	0	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	3,317,936	3,008,839	3,124,254	3,370,800 53.00	3,610,200 55.00	239,400	2.00
1121	Librarian	93,359	97,061	100,913	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	107,703	85,640	109,145	127,200 2.00	105,024 1.60	(22,176)	(0.40)
1140	Teacher Assistant	246,189	136,260	173,038	195,840 8.00	218,160 9.00	22,320	1.00
1142	Cafeteria Aide	0	863	0	0 0.00	0 0.00	0	0.00
1148	Specialist	16,379	12,034	26,540	37,320 1.00	34,200 1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	150,525	157,960	127,520	144,240 4.00	139,920 4.00	(4,320)	0.00
1190	Custodian	128,676	116,009	128,911	130,320 4.00	119,160 3.50	(11,160)	(0.50)
1200	Overtime	1,333	4,609	3,791	1,000	0	(1,000)	
1201	Straight Time	165	90	977	0	0	0	
1300	Temporary Employee	27,409	28,001	48,460	26,000	0	(26,000)	
1500	Substitute Teacher	73,065	50,637	58,998	43,000	0	(43,000)	
1502	Substitute, Other	7,317	28,487	11,152	4,000	0	(4,000)	
1600	Instructional Supplement	30,078	8,833	10,671	10,000	0	(10,000)	
1602	Extra-Curr. Supplement	2,292	3,116	2,726	1,300	0	(1,300)	
2100	Social Security - FICA	324,851	283,678	306,604	333,921	344,647	10,726	
2210	Retirement - VRS	666,444	538,906	548,237	736,957	747,463	10,506	
2211	Retiree Health Care Credit	44,167	38,702	42,432	0	0	0	
2220	Retirement - PWCS	27,228	24,484	23,334	34,665	37,033	2,367	
2221	Defined Contribution Plan	4,221	5,502	16,573	0	0	0	
2300	Health Insurance - HMP	420,070	395,533	426,622	515,701	556,840	41,139	
2310	Short/Long Term Disability Premium	1,132	1,652	3,035	0	0	0	
2400	Life Insurance - GLI	50,790	44,478	51,365	56,064	59,018	2,954	
2830	Admin. Assoc. Fees	480	225	0	500	0	(500)	
3201	Telephone	2,895	1,702	1,473	2,500	1,000	(1,500)	
3401	Travel Reimbursement	4,164	720	6,988	0	0	0	
3402	Conference Expenses	593	0	140	200	0	(200)	
3450	Field Trips	5,010	2,817	3,899	3,000	0	(3,000)	
3504	Maint. Service Contract	3,536	0	0	0	0	0	
3902	Printing Services	10,150	20,453	16,058	30,000	0	(30,000)	
3903	Postage	177	434	20	1,000	500	(500)	
3911	Rental Equipment	0	0	1,814	21,000	2,000	(19,000)	
4001	Office Supplies	12,151	11,831	12,504	5,200	0	(5,200)	
4002	Medical Supplies	1,267	946	1,743	1,000	0	(1,000)	
4003	Custodial Supplies	24,159	21,155	26,277	35,335	15,000	(20,335)	
4007	Wearing Apparel	132	400	96	400	0	(400)	
4010	Instructional Supplies	168,292	168,481	111,758	91,897	19,397	(72,500)	
4011	Textbooks	136,682	10,585	14,135	21,000	0	(21,000)	
4013	Testing Materials	9,613	1,311	0	0	0	0	
4014	Food, Cafeteria	0	1,655	838	3,000	0	(3,000)	
4016	Library Books	4,755	2,941	2,324	3,500	2,500	(1,000)	
4017	Library Periodicals	500	424	521	550	300	(250)	
4018	Library Supplies	2,658	3,328	1,212	1,000	1,000	0	
4019	Food	1,241	758	740	500	0	(500)	
4310	Tech. Supp/Equip - Add'l	80,865	3,816	14,322	17,000	1,079	(15,921)	
4450	Software - Replacement	460	1,010	1,018	10,400	0	(10,400)	
4510	General Equipment - Add'l.	1,845	516	3,061	0	0	0	
4550	General Equipment - Repl.	8,329	3,076	1,300	2,000	0	(2,000)	
5101	Equipment - Additional	8,341	0	647	0	0	0	
Totals		6,473,018	5,504,618	5,776,727	6,293,271 75.00	6,292,960 77.10	(311)	2.10
School Enrollment (K-5)		870	741	757	765	694		
Positions		84.00	65.10	69.00	75.00	77.10		

## Financial Section

### SPRINGWOODS ELEMENTARY SCHOOL

**School:** 332  
**Address:** 3815 Marquis Pl.  
 Woodbridge, VA 22192  
**Principal:** Janeene Mainor  
**Main Office:** 703.590.9874  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	95,167	111,428	115,919	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	68,451	71,210	74,080	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,621,287	2,615,183	2,785,017	2,703,000 42.50	2,658,420 40.50	(44,580) (2.00)	
1121	Librarian	67,771	70,726	73,575	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	121,030	125,594	130,260	101,760 1.60	105,024 1.60	3,264 0.00	
1140	Teacher Assistant	144,426	146,533	156,095	146,880 6.00	145,440 6.00	(1,440) 0.00	
1142	Cafeteria Aide	11,696	11,765	12,287	13,359 0.66	13,199 0.66	(160) 0.00	
1150	Secretarial / Bookkeeper	143,892	145,140	154,992	144,240 4.00	139,920 4.00	(4,320) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0 0.00	0 0.00	0 0.00	
1190	Custodian	91,555	95,306	100,419	106,920 3.00	110,700 3.00	3,780 0.00	
1200	Overtime	3,179	2,351	626	1,750	2,000	250	
1201	Straight Time	2,065	3,817	4,713	2,500	2,500	0	
1300	Temporary Employee	55,327	43,754	34,557	18,000	17,000	(1,000)	
1500	Substitute Teacher	59,430	54,800	64,016	47,000	50,000	3,000	
1502	Substitute, Other	10,976	10,821	7,016	7,000	5,500	(1,500)	
1600	Instructional Supplement	2,171	0	4,533	0	0	0	
1602	Extra-Curr. Supplement	2,292	2,337	2,337	0	0	0	
2100	Social Security - FICA	255,435	256,074	270,822	272,827	269,871	(2,956)	
2210	Retirement - VRS	528,401	483,725	506,497	598,581	568,288	(30,293)	
2211	Retiree Health Care Credit	34,083	34,579	38,600	0	0	0	
2220	Retirement - PWCS	29,306	29,789	32,363	28,162	28,261	99	
2221	Defined Contribution Plan	648	3,988	6,831	0	0	0	
2300	Health Insurance - HMP	370,884	381,756	412,478	418,950	424,940	5,990	
2310	Short/Long Term Disability Premium	192	839	1,154	0	0	0	
2400	Life Insurance - GLI	39,178	39,679	46,589	45,546	45,038	(508)	
2830	Admin. Assoc. Fees	674	809	964	1,000	1,000	0	
3100	Professional Services	1,788	5,345	860	4,500	4,500	0	
3201	Telephone	619	1,661	2,244	3,000	3,000	0	
3401	Travel Reimbursement	0	104	0	0	0	0	
3402	Conference Expenses	2,126	1,588	1,733	2,000	2,000	0	
3450	Field Trips	3,573	3,742	5,967	3,000	10,000	7,000	
3501	Repair/Maint. - Building	0	0	1,200	0	0	0	
3502	Repair/Maint. - Equipment	0	125	701	0	0	0	
3504	Maint. Service Contract	2,879	9,403	10,620	8,000	12,250	4,250	
3700	In-Service Expenses	1,443	250	913	2,000	2,000	0	
3902	Printing Services	582	811	1,754	1,000	1,500	500	
3903	Postage	1,939	958	1,349	1,800	1,800	0	
3913	Tuition - Other Divisions	2,652	0	0	0	0	0	
3921	Tuition - PW	0	0	2,970	0	0	0	
3999	Other Contract Services	158	598	1,646	500	1,500	1,000	
4001	Office Supplies	775	2,425	2,434	1,500	1,500	0	
4002	Medical Supplies	1,162	563	477	1,000	1,000	0	
4003	Custodial Supplies	14,333	17,318	16,801	15,741	15,000	(741)	
4004	Repair/Maint. Supplies	201	0	446	0	0	0	
4007	Wearing Apparel	0	290	533	300	300	0	
4008	Reference Materials	212	2,513	3,033	2,000	2,000	0	
4010	Instructional Supplies	59,693	85,742	49,490	74,860	86,857	11,997	
4011	Textbooks	85,920	16,552	5,266	23,750	5,000	(18,750)	
4014	Food, Cafeteria	0	0	153	0	0	0	
4016	Library Books	0	1,620	2,678	2,500	3,000	500	
4017	Library Periodicals	0	0	234	500	500	0	
4018	Library Supplies	(505)	2,930	1,462	1,000	1,000	0	
4019	Food	986	964	1,339	1,500	2,000	500	
4310	Tech. Supp/Equip - Add'l	4,566	40,721	53,625	16,300	10,300	(6,000)	
4350	Tech. Supp/Equip - Repl	213	2,337	0	20,000	0	(20,000)	
4410	Software - Additional	486	1,784	2,617	2,000	2,000	0	
4450	Software - Replacement	460	9,407	1,018	500	1,000	500	
4510	General Equipment - Add'l.	973	5,876	16,574	12,000	1,000	(11,000)	
4550	General Equipment - Repl.	0	0	0	10,000	5,000	(5,000)	
8002	General Reserve	0	0	0	5,000	0	(5,000)	
Totals		4,946,747	4,957,630	5,231,877	5,147,685 60.76	5,041,627 58.76	(106,058) (2.00)	
School Enrollment (K-5)		710	705	732	739	707		
Positions		56.27	56.27	59.27	60.76	58.76		

## Financial Section

### SUDLEY ELEMENTARY SCHOOL

**School:** 302  
**Address:** 9744 Copeland Dr.  
 Manassas, VA 20109  
**Principal:** Kendra Chapman  
**Main Office:** 703.361.3444  
**Grades:** K - 5  
**Specialty:** Mathematics and Science  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018	Approved	FY 2019	Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	131,112	136,852	109,882	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	84,189	87,580	91,110	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	3,414,711	3,164,950	3,331,363	3,243,600	51.00	3,216,360	49.00	(27,240)	(2.00)
1121	Librarian	74,021	76,862	79,819	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	120,168	114,012	101,142	101,760	1.60	105,024	1.60	3,264	0.00
1140	Teacher Assistant	137,082	125,557	135,456	122,400	5.00	169,680	7.00	47,280	2.00
1142	Cafeteria Aide	10,220	5,303	5,574	6,679	0.33	13,199	0.66	6,519	0.33
1148	Specialist	0	30,253	36,349	37,320	1.00	34,200	1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	180,778	161,551	163,553	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	129,330	136,524	135,182	135,600	4.00	139,140	4.00	3,540	0.00
1200	Overtime	721	572	361	2,000		800		(1,200)	
1201	Straight Time	881	1,041	1,009	1,000		1,600		600	
1300	Temporary Employee	4,521	10,259	9,051	5,600		3,100		(2,500)	
1500	Substitute Teacher	42,136	35,092	41,409	31,946		40,000		8,054	
1502	Substitute, Other	1,563	1,694	992	1,500		1,300		(200)	
1600	Instructional Supplement	8,152	6,700	7,033	0		0		0	
2100	Social Security - FICA	317,519	297,794	309,843	313,966		316,700		2,735	
2210	Retirement - VRS	666,971	585,305	588,242	697,024		673,484		(23,540)	
2211	Retiree Health Care Credit	43,905	41,213	44,643	0		0		0	
2220	Retirement - PWCS	29,131	35,157	34,363	32,849		33,536		687	
2221	Defined Contribution Plan	3,220	832	6,124	0		0		0	
2300	Health Insurance - HMP	483,560	481,407	476,074	488,676		504,268		15,593	
2310	Short/Long Term Disability Premium	741	347	1,242	0		0		0	
2400	Life Insurance - GLI	50,479	47,553	54,080	53,126		53,446		320	
2830	Admin. Assoc. Fees	222	222	0	500		500		0	
3201	Telephone	3,409	2,905	2,691	1,700		3,000		1,300	
3401	Travel Reimbursement	923	561	586	300		500		200	
3402	Conference Expenses	0	402	300	0		0		0	
3450	Field Trips	2,884	3,709	4,148	4,000		4,000		0	
3501	Repair/Maint. - Building	0	1,400	379	1,000		800		(200)	
3504	Maint. Service Contract	550	5,730	5,730	6,000		5,278		(722)	
3700	In-Service Expenses	24	0	0	0		0		0	
3902	Printing Services	559	77	69	500		1,300		800	
3999	Other Contract Services	1,736	2,290	1,965	0		1,500		1,500	
4001	Office Supplies	0	0	0	0		0		0	
4002	Medical Supplies	399	610	290	500		800		300	
4003	Custodial Supplies	15,866	11,958	11,865	7,000		10,000		3,000	
4007	Wearing Apparel	0	0	0	400		400		0	
4010	Instructional Supplies	71,050	53,332	55,450	64,621		78,228		13,607	
4011	Textbooks	145,189	6,249	8,553	10,000		10,000		0	
4014	Food, Cafeteria	0	0	1,508	0		0		0	
4016	Library Books	2,632	9,394	0	6,000		8,000		2,000	
4017	Library Periodicals	0	346	0	400		400		0	
4018	Library Supplies	0	208	0	600		600		0	
4019	Food	0	772	363	0		1,500		1,500	
4310	Tech. Supp/Equip - Add'l	57,405	105,277	39,591	20,000		40,000		20,000	
4450	Software - Replacement	460	1,010	1,018	0		1,000		1,000	
4510	General Equipment - Add'l.	36,312	335	1,699	2,000		11,000		9,000	
4550	General Equipment - Repl.	1,190	0	0	3,000		5,000		2,000	
Totals		6,278,419	5,793,700	5,902,601	5,818,286	69.93	5,905,083	70.26	86,797	0.33
School Enrollment (K-5)		824	702	698	693		670			
Positions		77.67	68.13	69.93	69.93		70.26			

## Financial Section

### SWANS CREEK ELEMENTARY SCHOOL

**School:** 389  
**Address:** 17700 Wayside Dr.  
 Dumfries, VA 22026  
**Principal:** Amanda Broy  
**Main Office:** 703.445.0930  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	139,759	145,392	151,252	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	72,620	75,527	78,593	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,724,771	2,886,548	2,989,964	2,862,000 45.00	2,888,160 44.00	26,160 (1.00)	
1121	Librarian	98,928	102,833	63,470	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	81,207	95,245	87,549	89,040 1.40	91,896 1.40	2,856 0.00	
1140	Teacher Assistant	135,173	157,660	166,285	159,120 6.50	169,680 7.00	10,560 0.50	
1142	Cafeteria Aide	8,742	9,838	9,493	12,024 0.60	11,880 0.60	(144) 0.00	
1150	Secretarial / Bookkeeper	143,846	141,235	144,993	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	10,000	5,000	0 0.00	0 0.00	0 0.00	
1190	Custodian	102,234	117,869	128,812	135,600 4.00	139,140 4.00	3,540 0.00	
1200	Overtime	375	918	794	500	600	100	
1201	Straight Time	774	2,868	1,716	0	2,000	2,000	
1300	Temporary Employee	24,926	23,362	31,276	11,256	2,500	(8,756)	
1500	Substitute Teacher	34,862	35,583	52,615	49,487	27,325	(22,162)	
1502	Substitute, Other	8,556	4,102	4,999	2,750	2,040	(710)	
1600	Instructional Supplement	1,942	0	467	0	0	0	
1602	Extra-Curr. Supplement	2,674	3,093	1,753	1,558	2,385	827	
2100	Social Security - FICA	262,147	279,525	286,648	285,961	287,108	1,147	
2210	Retirement - VRS	548,858	527,064	525,844	627,715	610,094	(17,621)	
2211	Retiree Health Care Credit	35,905	38,157	40,762	0	0	0	
2220	Retirement - PWCS	33,601	32,690	30,169	29,650	30,449	799	
2221	Defined Contribution Plan	3,043	9,198	17,222	0	0	0	
2300	Health Insurance - HMP	400,686	417,802	442,400	441,088	457,853	16,765	
2310	Short/Long Term Disability Premium	876	2,274	3,245	0	0	0	
2400	Life Insurance - GLI	41,272	43,838	49,487	47,952	48,526	574	
2830	Admin. Assoc. Fees	824	385	909	452	1,000	548	
3100	Professional Services	0	0	195	0	0	0	
3201	Telephone	781	770	770	1,000	0	(1,000)	
3401	Travel Reimbursement	1,145	0	0	300	2,000	1,700	
3402	Conference Expenses	811	192	662	400	3,000	2,600	
3450	Field Trips	3,192	2,195	3,103	4,169	4,000	(169)	
3502	Repair/Maint. - Equipment	0	1,612	0	0	0	0	
3504	Maint. Service Contract	8,369	6,252	8,315	9,100	8,000	(1,100)	
3700	In-Service Expenses	1,397	253	286	0	0	0	
3902	Printing Services	5,321	4,125	5,241	5,000	3,000	(2,000)	
3903	Postage	243	121	464	500	800	300	
3999	Other Contract Services	14	0	75	1,000	500	(500)	
4001	Office Supplies	1,024	1,128	(13)	1,000	500	(500)	
4002	Medical Supplies	937	920	870	750	1,000	250	
4003	Custodial Supplies	14,876	14,316	14,643	0	13,000	13,000	
4004	Repair/Maint. Supplies	236	0	150	0	0	0	
4007	Wearing Apparel	3,187	390	377	300	350	50	
4008	Reference Materials	0	210	0	500	500	0	
4010	Instructional Supplies	43,609	64,720	76,272	39,469	36,350	(3,119)	
4011	Textbooks	109,568	17,269	16,561	0	0	0	
4012	Emp. Training Supplies	842	18,451	4,091	17,000	17,000	0	
4016	Library Books	5,047	3,180	5,627	3,000	2,000	(1,000)	
4017	Library Periodicals	774	0	339	600	600	0	
4018	Library Supplies	934	507	863	1,000	500	(500)	
4019	Food	286	429	1,252	750	1,000	250	
4310	Tech. Supp/Equip - Add'l	8,561	15,221	20,979	8,000	3,000	(5,000)	
4350	Tech. Supp/Equip - Repl	16,938	5,686	10,502	2,000	8,000	6,000	
4410	Software - Additional	22,506	41,995	25,706	14,300	13,000	(1,300)	
4450	Software - Replacement	2,504	1,010	1,018	0	0	0	
4510	General Equipment - Add'l.	12,468	1,158	228	600	600	0	
4550	General Equipment - Repl.	9,666	40,577	35,005	14,757	17,063	2,306	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		5,191,336	5,405,694	5,549,301	5,301,368 64.50	5,328,840 64.00	27,472 (0.50)	
School Enrollment (K-5)		685	737	783	690	671		
Positions		61.93	67.70	68.90	64.50	64.00		

## Financial Section

### TRIANGLE ELEMENTARY SCHOOL

**School:** 343  
**Address:** 3615 Lions Field Rd.  
 Triangle, VA 22172  
**Principal:** Laura Elliott  
**Main Office:** 703.221.4114  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	117,045	121,761	126,670	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	74,800	92,913	96,225	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,855,088	2,946,804	2,976,912	3,370,800 53.00	3,577,380 54.50	206,580 1.50	
1121	Librarian	76,848	80,077	83,437	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	119,880	113,919	106,490	101,760 1.60	131,280 2.00	29,520 0.40	
1140	Teacher Assistant	233,835	240,570	250,459	220,320 9.00	266,640 11.00	46,320 2.00	
1142	Cafeteria Aide	13,587	12,749	14,487	16,032 0.80	15,840 0.80	(192) 0.00	
1148	Specialist	0	0	0	0 0.00	17,100 0.50	17,100 0.50	
1150	Secretarial / Bookkeeper	147,155	130,406	147,761	144,240 4.00	139,920 4.00	(4,320) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	7,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	121,855	125,437	124,686	135,600 4.00	139,140 4.00	3,540 0.00	
1200	Overtime	1,827	1,808	1,247	4,000	4,000	0	
1201	Straight Time	2,577	1,585	3,111	3,500	5,500	2,000	
1300	Temporary Employee	31,333	64,988	73,994	76,000	38,000	(38,000)	
1500	Substitute Teacher	98,980	123,468	79,004	161,000	65,000	(96,000)	
1502	Substitute, Other	9,232	9,134	10,247	10,250	0	(10,250)	
1600	Instructional Supplement	5,547	1,541	13,266	10,000	5,000	(5,000)	
1602	Extra-Curr. Supplement	3,056	3,895	1,792	1,500	0	(1,500)	
2100	Social Security - FICA	284,355	296,607	298,965	346,466	358,274	11,808	
2210	Retirement - VRS	574,984	535,454	526,025	730,593	752,843	22,249	
2211	Retiree Health Care Credit	37,628	38,212	40,213	0	0	0	
2220	Retirement - PWCS	23,719	25,634	26,903	34,398	37,401	3,002	
2221	Defined Contribution Plan	1,002	3,957	9,552	0	0	0	
2300	Health Insurance - HMP	409,907	412,619	432,073	511,725	562,377	50,652	
2310	Short/Long Term Disability Premium	148	1,030	1,926	0	0	0	
2400	Life Insurance - GLI	43,392	44,090	48,765	55,632	59,605	3,973	
2830	Admin. Assoc. Fees	913	0	0	500	500	0	
3100	Professional Services	0	95	2,050	5,000	0	(5,000)	
3105	Contractual Services	6,949	7,400	0	1,500	0	(1,500)	
3201	Telephone	1,936	1,540	1,411	500	1,500	1,000	
3401	Travel Reimbursement	226	306	409	1,700	1,000	(700)	
3402	Conference Expenses	4,104	4,715	4,262	5,300	2,300	(3,000)	
3450	Field Trips	6,418	8,595	10,263	0	5,000	5,000	
3504	Maint. Service Contract	6,253	0	5,885	2,500	3,740	1,240	
3700	In-Service Expenses	1,197	0	93	0	0	0	
3902	Printing Services	8,145	9,134	7,304	12,500	9,500	(3,000)	
3903	Postage	588	955	588	2,000	200	(1,800)	
3911	Rental Equipment	0	0	4,737	2,500	4,000	1,500	
3999	Other Contract Services	140	190	0	0	0	0	
4001	Office Supplies	8,772	3,018	7,034	4,000	2,000	(2,000)	
4002	Medical Supplies	646	869	1,157	500	2,000	1,500	
4003	Custodial Supplies	29,222	20,293	20,766	15,000	15,000	0	
4007	Wearing Apparel	294	668	396	500	500	0	
4008	Reference Materials	0	0	878	5,000	2,000	(3,000)	
4009	Extra Curricular Supplies	0	0	3,876	1,000	0	(1,000)	
4010	Instructional Supplies	160,145	164,836	82,352	107,586	57,355	(50,231)	
4011	Textbooks	157,498	11,745	652	10,000	5,000	(5,000)	
4012	Emp. Training Supplies	729	75	0	0	0	0	
4013	Testing Materials	0	0	2,365	1,500	1,500	0	
4014	Food, Cafeteria	0	3,652	5,913	0	4,000	4,000	
4016	Library Books	14,547	4,352	4,933	10,000	5,000	(5,000)	
4017	Library Periodicals	1,136	384	(196)	3,000	3,000	0	
4018	Library Supplies	487	890	(118)	2,000	2,000	0	
4019	Food	3,695	2,405	3,721	8,000	3,000	(5,000)	
4020	Printing Supplies	0	0	29,725	20,000	10,000	(10,000)	
4310	Tech. Supp/Equip - Add'l	156,016	118,666	31,302	0	0	0	
4350	Tech. Supp/Equip - Repl	0	343	29,113	1,000	1,000	0	
4450	Software - Replacement	460	23,216	18,009	0	9,000	9,000	
4510	General Equipment - Add'l.	25,695	3,387	1,925	4,000	200	(3,800)	
4550	General Equipment - Repl.	0	4,637	56	0	0	0	
5101	Equipment - Additional	1,800	0	0	0	0	0	
5150	Lease/Purchase Agree.	1,992	8,945	0	0	0	0	
5501	Equipment - Replacement	0	269	0	0	0	0	
Totals		5,892,782	5,836,738	5,782,568	6,434,862 75.40	6,604,114 79.80	169,252 4.40	
School Enrollment (K-5)		801	783	775	811	799		
Positions		73.60	73.90	71.40	75.40	79.80		

## Financial Section

### TYLER ELEMENTARY SCHOOL

**School:** 363  
**Address:** 14500 John Marshall Hwy.  
 Gainesville, VA 20155  
**Principal:** Jennifer Perilla  
**Main Office:** 703.754.7181  
**Grades:** K - 5  
**Specialty:** World Languages Program  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	98,022	101,973	106,082	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	97,596	101,528	105,621	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	1,953,393	2,037,948	2,072,344	2,162,400 34.00	2,166,120 33.00	3,720	(1.00)
1121	Librarian	64,084	66,333	69,254	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	87,346	90,927	85,146	76,320 1.20	65,640 1.00	(10,680)	(0.20)
1140	Teacher Assistant	93,014	96,840	137,294	122,400 5.00	84,840 3.50	(37,560)	(1.50)
1142	Cafeteria Aide	11,476	11,865	12,299	13,359 0.66	13,199 0.66	(160)	0.00
1150	Secretarial / Bookkeeper	124,452	129,272	130,465	140,760 4.00	136,920 4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	10,000	0 0.00	0 0.00	0	0.00
1190	Custodian	119,278	124,829	125,457	101,640 3.00	99,180 3.00	(2,460)	0.00
1200	Overtime	787	1,844	209	1,000	0	(1,000)	
1201	Straight Time	1,510	1,251	529	200	0	(200)	
1300	Temporary Employee	43,394	10,992	17,726	0	0	0	
1500	Substitute Teacher	56,825	53,021	47,750	49,000	18,000	(31,000)	
1502	Substitute, Other	1,230	1,406	1,389	1,000	200	(800)	
1600	Instructional Supplement	3,240	2,009	1,722	3,000	0	(3,000)	
1602	Extra-Curr. Supplement	1,910	2,337	3,116	2,337	0	(2,337)	
2100	Social Security - FICA	203,355	209,623	215,541	225,475	218,990	(6,485)	
2210	Retirement - VRS	418,507	397,858	397,957	493,980	467,079	(26,900)	
2211	Retiree Health Care Credit	26,874	27,975	29,971	0	0	0	
2220	Retirement - PWCS	18,461	20,414	22,607	23,308	23,273	(35)	
2221	Defined Contribution Plan	309	1,101	2,374	0	0	0	
2300	Health Insurance - HMP	232,317	224,284	256,676	346,736	349,939	3,202	
2310	Short/Long Term Disability Premium	99	348	585	0	0	0	
2400	Life Insurance - GLI	31,295	32,557	36,690	37,695	37,089	(606)	
2830	Admin. Assoc. Fees	0	0	0	552	0	(552)	
3201	Telephone	0	79	0	0	0	0	
3401	Travel Reimbursement	1,841	1,556	1,833	800	500	(300)	
3450	Field Trips	1,203	195	232	200	0	(200)	
3501	Repair/Maint. - Building	190	0	0	0	0	0	
3502	Repair/Maint. - Equipment	42	0	313	0	0	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	305	483	336	5,000	0	(5,000)	
3903	Postage	20	213	351	500	100	(400)	
3911	Rental Equipment	0	0	3,505	0	1,000	1,000	
3999	Other Contract Services	0	0	2,264	0	200	200	
4001	Office Supplies	2,506	917	579	1,000	200	(800)	
4002	Medical Supplies	90	490	385	500	100	(400)	
4003	Custodial Supplies	9,252	11,296	10,992	10,000	5,000	(5,000)	
4004	Repair/Maint. Supplies	88	876	300	300	0	(300)	
4007	Wearing Apparel	225	300	249	300	300	0	
4009	Extra Curricular Supplies	0	0	271	0	0	0	
4010	Instructional Supplies	59,814	48,182	32,145	86,097	54,675	(31,422)	
4011	Textbooks	62,299	4,489	3,000	5,000	500	(4,500)	
4014	Food, Cafeteria	0	0	251	0	0	0	
4016	Library Books	3,885	1,840	169	0	0	0	
4017	Library Periodicals	205	40	0	0	0	0	
4018	Library Supplies	76	362	0	0	0	0	
4019	Food	0	39	190	0	0	0	
4020	Printing Supplies	0	0	6,040	0	0	0	
4310	Tech. Supp/Equip - Add'l	765	0	0	0	0	0	
4350	Tech. Supp/Equip - Repl	0	0	7,052	0	0	0	
4410	Software - Additional	9,963	11,278	195	10,000	6,000	(4,000)	
4450	Software - Replacement	460	1,010	1,018	550	550	0	
4510	General Equipment - Add'l	12,389	12,884	17,338	10,000	0	(10,000)	
5103	DP Equipment - Additional	2,738	5,298	1,000	5,000	0	(5,000)	
Totals		3,865,181	3,855,359	3,978,812	4,210,368 50.86	4,028,113 48.16	(182,255)	(2.70)
School Enrollment (K-5)		541	517	518	547	465		
Positions		48.87	48.87	50.17	50.86	48.16		

## Financial Section

### VAUGHAN ELEMENTARY SCHOOL

**School:** 358  
**Address:** 2200 York Dr.  
 Woodbridge, VA 22191  
**Principal:** Mark Boyd  
**Main Office:** 703.494.3220  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	120,845	125,561	130,470	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	94,754	100,506	69,828	88,560	1.00	89,640	1.00	1,080	0.00
1115	Teacher on Special Assignment	50,119	55,816	57,223	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,099,396	3,096,038	3,296,869	3,052,800	48.00	3,019,440	46.00	(33,360)	(2.00)
1121	Librarian	67,986	70,726	73,575	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	128,851	130,717	107,518	89,040	1.40	91,896	1.40	2,856	0.00
1140	Teacher Assistant	183,382	194,102	175,388	146,880	6.00	96,960	4.00	(49,920)	(2.00)
1142	Cafeteria Aide	13,214	14,967	13,872	18,705	0.94	18,481	0.94	(224)	0.00
1148	Specialist	0	0	28,094	37,320	1.00	34,200	1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	151,157	154,422	149,288	140,760	4.00	136,920	4.00	(3,840)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	2,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	126,599	131,339	135,479	117,867	3.63	120,839	3.63	2,972	0.00
1200	Overtime	4,093	1,301	407	1,500		1,900		400	
1201	Straight Time	3,446	3,032	3,541	1,500		2,700		1,200	
1300	Temporary Employee	10,951	45,756	42,113	0		0		0	
1500	Substitute Teacher	64,155	66,891	55,670	70,000		70,000		0	
1502	Substitute, Other	4,613	2,584	2,107	5,000		5,000		0	
1600	Instructional Supplement	13,195	4,966	676	700		700		0	
1602	Extra-Curr. Supplement	1,146	1,558	1,558	1,558		1,558		0	
2100	Social Security - FICA	303,390	311,084	323,291	302,756		296,753		(6,003)	
2210	Retirement - VRS	591,468	542,959	557,558	664,412		624,662		(39,751)	
2211	Retiree Health Care Credit	39,260	39,640	43,412	0		0		0	
2220	Retirement - PWCS	21,899	20,290	21,204	31,255		31,062		(193)	
2221	Defined Contribution Plan	4,833	11,166	19,600	0		0		0	
2300	Health Insurance - HMP	324,556	381,981	432,977	464,965		467,056		2,092	
2310	Short/Long Term Disability Premium	1,051	2,802	3,437	0		0		0	
2400	Life Insurance - GLI	45,005	45,487	52,351	50,548		49,502		(1,046)	
2830	Admin. Assoc. Fees	0	0	0	552		552		0	
3100	Professional Services	207	4	247	0		0		0	
3201	Telephone	1,824	2,105	1,631	1,700		1,750		50	
3401	Travel Reimbursement	205	0	0	2,300		1,500		(800)	
3402	Conference Expenses	2,255	5,047	4,533	5,000		6,000		1,000	
3450	Field Trips	4,774	6,985	1,659	2,500		4,000		1,500	
3502	Repair/Maint. - Equipment	5,780	0	0	500		500		0	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	770	0	0	0		0		0	
3911	Rental Equipment	0	0	0	1,206		1,300		94	
3913	Tuition - Other Divisions	3,276	0	0	0		0		0	
3999	Other Contract Services	3,362	2,239	5,560	0		0		0	
4001	Office Supplies	3,677	2,657	1,836	5,000		5,000		0	
4002	Medical Supplies	798	654	956	1,500		1,500		0	
4003	Custodial Supplies	12,880	13,801	12,856	15,000		15,000		0	
4004	Repair/Maint. Supplies	1,376	1,970	2,814	2,000		2,000		0	
4007	Wearing Apparel	295	0	100	400		400		0	
4010	Instructional Supplies	105,500	79,182	70,316	126,417		61,121		(65,296)	
4011	Textbooks	144,502	6,059	16,204	20		30,000		29,980	
4014	Food, Cafeteria	0	0	0	0		500		500	
4016	Library Books	9,248	1,600	1,466	15,000		10,000		(5,000)	
4017	Library Periodicals	996	1,251	1,236	1,500		1,500		0	
4018	Library Supplies	0	0	74	500		1,000		500	
4019	Food	4,688	48	(168)	0		0		0	
4310	Tech. Supp/Equip - Add'l	15,831	70,331	30,938	5,000		15,000		10,000	
4350	Tech. Supp/Equip - Repl	0	0	5,349	0		0		0	
4450	Software - Replacement	460	1,010	1,018	0		1,000		1,000	
4510	General Equipment - Add'l.	5,972	17,952	11,528	4,000		10,000		6,000	
8002	General Reserve	0	0	0	3,000		3,000		0	
Totals		5,806,088	5,771,088	5,975,161	5,664,621	67.97	5,520,771	63.97	(143,850)	(4.00)
School Enrollment (K-5)		789	795	801	668		606			
Positions		73.57	75.57	75.57	67.97		63.97			



## Financial Section

### VICTORY ELEMENTARY SCHOOL

**School:** 339  
**Address:** 12001 Tygart Lake Dr.  
 Bristow, VA 20136  
**Principal:** Christopher Wray  
**Main Office:** 703.257.0356  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Program  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	127,898	133,052	115,807	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	79,355	82,553	96,658	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,997,038	2,477,376	2,317,621	2,607,600 41.00	3,085,080 47.00	477,480	6.00
1121	Librarian	78,848	82,077	85,437	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	115,692	84,032	87,734	95,400 1.50	118,152 1.80	22,752	0.30
1140	Teacher Assistant	157,302	143,157	127,009	171,360 7.00	218,160 9.00	46,800	2.00
1142	Cafeteria Aide	13,943	7,045	6,134	8,016 0.40	15,840 0.80	7,824	0.40
1150	Secretarial / Bookkeeper	146,068	131,936	138,507	140,760 4.00	163,680 5.00	22,920	1.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	115,330	121,593	115,301	130,320 4.00	133,380 4.00	3,060	0.00
1200	Overtime	2,752	4,044	2,072	4,500	3,200	(1,300)	
1201	Straight Time	1,976	1,847	4,085	7,000	5,075	(1,925)	
1300	Temporary Employee	45,094	29,085	42,816	23,500	51,000	27,500	
1500	Substitute Teacher	88,541	72,199	55,645	86,500	75,500	(11,000)	
1502	Substitute, Other	3,291	1,795	627	5,000	1,500	(3,500)	
1600	Instructional Supplement	2,169	2,047	2,779	3,500	3,000	(500)	
1602	Extra-Curr. Supplement	2,292	2,337	2,337	2,418	2,000	(418)	
2100	Social Security - FICA	293,263	242,901	231,601	272,328	317,789	45,461	
2210	Retirement - VRS	601,463	463,492	424,405	585,978	660,124	74,146	
2211	Retiree Health Care Credit	39,383	32,829	32,459	0	0	0	
2220	Retirement - PWCS	22,018	23,763	19,851	27,697	32,855	5,158	
2221	Defined Contribution Plan	2,283	2,849	8,366	0	0	0	
2300	Health Insurance - HMP	355,480	339,904	361,397	412,038	494,025	81,988	
2310	Short/Long Term Disability Premium	466	576	1,126	0	0	0	
2400	Life Insurance - GLI	45,293	38,001	39,501	44,794	52,360	7,566	
2830	Admin. Assoc. Fees	444	1,110	425	500	500	0	
3201	Telephone	2,037	1,402	2,077	3,000	1,100	(1,900)	
3401	Travel Reimbursement	23	(669)	389	500	500	0	
3402	Conference Expenses	676	1,374	2,543	2,000	8,137	6,137	
3450	Field Trips	2,653	3,420	1,477	4,000	4,500	500	
3501	Repair/Maint. - Building	206	0	0	1,000	1,000	0	
3502	Repair/Maint. - Equipment	909	0	5,086	0	0	0	
3504	Maint. Service Contract	550	0	259	0	0	0	
3700	In-Service Expenses	46	0	0	500	500	0	
3901	Laundry/Dry Cleaning	0	0	1,236	0	0	0	
3902	Printing Services	4,218	176	766	2,000	10,500	8,500	
3903	Postage	341	369	395	1,000	750	(250)	
3905	Extra Curricular Expenses	0	0	174	0	0	0	
3911	Rental Equipment	0	0	843	10,000	10,000	0	
3913	Tuition - Other Divisions	0	754	0	0	0	0	
3921	Tuition - PW	0	2,496	0	0	0	0	
3999	Other Contract Services	0	0	1,155	0	1,000	1,000	
4001	Office Supplies	4,394	508	2,110	4,000	2,000	(2,000)	
4002	Medical Supplies	799	511	933	2,500	2,500	0	
4003	Custodial Supplies	28,800	24,448	14,492	30,000	26,291	(3,709)	
4004	Repair/Maint. Supplies	0	949	1,005	3,000	1,200	(1,800)	
4007	Wearing Apparel	165	782	323	400	1,600	1,200	
4009	Extra Curricular Supplies	205	23	141	0	0	0	
4010	Instructional Supplies	132,461	54,075	45,254	80,052	108,100	28,048	
4011	Textbooks	108,469	0	0	6,000	15,000	9,000	
4013	Testing Materials	0	0	0	1,500	1,000	(500)	
4014	Food, Cafeteria	0	0	924	500	1,500	1,000	
4016	Library Books	4,745	5,242	1,876	5,000	3,500	(1,500)	
4017	Library Periodicals	476	0	0	0	0	0	
4018	Library Supplies	898	0	367	2,500	3,000	500	
4019	Food	661	90	565	1,000	3,000	2,000	
4020	Printing Supplies	0	0	0	500	14,000	13,500	
4310	Tech. Supp/Equip - Add'l	35,743	43,927	41,141	15,700	12,000	(3,700)	
4350	Tech. Supp/Equip - Repl	0	0	(36)	0	0	0	
4410	Software - Additional	0	0	10,046	7,000	5,750	(1,250)	
4450	Software - Replacement	460	2,042	1,018	8,500	4,250	(4,250)	
4510	General Equipment - Add'l	11,917	8,675	10,227	22,000	4,450	(17,550)	
4550	General Equipment - Repl	754	423	155	3,000	5,000	2,000	
5101	Equipment - Additional	0	0	1,810	0	0	0	
8002	General Reserve	0	0	0	500	750	250	
<b>Totals</b>		<b>5,687,788</b>	<b>4,677,616</b>	<b>4,470,951</b>	<b>5,120,821 60.90</b>	<b>5,964,618 70.60</b>	<b>843,797</b>	<b>9.70</b>
School Enrollment (K-5)		968	708	656	683	796		
Positions		75.30	61.00	58.00	60.90	70.60		



## Financial Section

### WEST GATE ELEMENTARY SCHOOL

**School:** 354  
**Address:** 8031 Urbanna Rd.  
 Manassas, VA 20109  
**Principal:** Julie Svendsen  
**Main Office:** 703.368.4404  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	131,698	99,018	98,981	120,120	1.00	121,560	1.00	1,440	0.00
1112	Assistant Principal	74,800	48,956	69,828	88,560	1.00	89,640	1.00	1,080	0.00
1120	Teacher, Classroom	3,001,659	2,642,388	2,693,585	2,868,360	45.10	3,091,644	47.10	223,284	2.00
1121	Librarian	85,607	88,552	92,059	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	111,060	109,169	64,296	76,320	1.20	78,768	1.20	2,448	0.00
1140	Teacher Assistant	104,020	106,327	111,538	97,920	4.00	145,440	6.00	47,520	2.00
1142	Cafeteria Aide	14,187	14,600	15,023	16,032	0.80	7,920	0.40	(8,112)	(0.40)
1148	Specialist	36,667	38,108	39,603	37,320	1.00	34,200	1.00	(3,120)	0.00
1150	Secretarial / Bookkeeper	140,870	147,700	153,304	144,240	4.00	139,920	4.00	(4,320)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	92,090	95,165	89,830	101,640	3.00	104,940	3.00	3,300	0.00
1200	Overtime	6,961	8,878	3,815	2,000		5,000		3,000	
1201	Straight Time	3,835	8,229	6,093	0		4,000		4,000	
1300	Temporary Employee	49,024	50,239	40,128	25,000		20,000		(5,000)	
1500	Substitute Teacher	33,749	24,260	36,172	50,000		50,000		0	
1600	Instructional Supplement	5,989	3,823	7,852	20,000		20,000		0	
1602	Extra-Curr. Supplement	1,528	779	1,558	0		3,000		3,000	
2100	Social Security - FICA	287,531	256,533	258,702	284,028		304,729		20,701	
2210	Retirement - VRS	552,747	461,774	464,882	620,740		642,376		21,636	
2211	Retiree Health Care Credit	37,232	33,405	36,021	0		0		0	
2220	Retirement - PWCS	20,683	20,920	21,413	29,158		31,840		2,681	
2221	Defined Contribution Plan	3,483	5,477	14,440	0		0		0	
2300	Health Insurance - HMP	376,557	381,058	412,094	433,771		478,756		44,985	
2310	Short/Long Term Disability Premium	998	1,483	2,583	0		0		0	
2400	Life Insurance - GLI	42,667	38,398	43,458	47,157		50,742		3,585	
3201	Telephone	1,826	1,003	1,186	1,500		1,500		0	
3401	Travel Reimbursement	6,588	4,436	2,065	1,000		6,500		5,500	
3402	Conference Expenses	302	433	0	0		0		0	
3450	Field Trips	8,925	8,830	4,812	5,000		10,000		5,000	
3501	Repair/Maint. - Building	284	934	0	0		0		0	
3504	Maint. Service Contract	700	0	0	0		0		0	
3700	In-Service Expenses	0	0	647	1,000		1,000		0	
3902	Printing Services	11,331	3,501	4,466	20,000		20,000		0	
3913	Tuition - Other Divisions	3,380	0	0	0		0		0	
4002	Medical Supplies	205	0	105	0		0		0	
4003	Custodial Supplies	29,849	21,834	20,031	20,000		20,000		0	
4004	Repair/Maint. Supplies	301	0	0	0		0		0	
4007	Wearing Apparel	0	0	182	200		200		0	
4010	Instructional Supplies	176,785	111,658	105,260	108,118		224,320		116,202	
4011	Textbooks	36,570	0	5,822	10,000		10,000		0	
4014	Food, Cafeteria	0	1,642	0	0		0		0	
4016	Library Books	17,209	12,624	512	5,000		20,000		15,000	
4017	Library Periodicals	0	347	0	0		0		0	
4018	Library Supplies	45	1,170	83	1,000		2,000		1,000	
4150	Lease Agreement	0	150	150	0		0		0	
4310	Tech. Supp/Equip - Add'l	0	(200)	7,011	5,000		5,000		0	
4350	Tech. Supp/Equip - Repl	0	1,370	0	0		0		0	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l.	0	0	0	5,000		5,000		0	
Totals		5,515,400	4,858,481	4,938,108	5,310,464	62.10	5,817,314	65.70	506,850	3.60
School Enrollment (K-5)		646	543	534	527		530			
Positions		68.50	61.90	61.90	62.10		65.70			

## Financial Section

### WESTRIDGE ELEMENTARY SCHOOL

**School:** 374  
**Address:** 12400 Knightsbridge Dr.  
 Woodbridge, VA 22192  
**Principal:** Laurence Khan  
**Main Office:** 703.590.3711  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	95,167	99,002	102,993	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	74,626	67,122	69,828	88,560 1.00	89,640 1.00	1,080 0.00	
1120	Teacher, Classroom	2,348,475	2,463,376	2,638,326	2,798,400 44.00	2,855,340 43.50	56,940 (0.50)	
1121	Librarian	67,986	70,726	62,967	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	84,306	86,591	85,941	101,760 1.60	105,024 1.60	3,264 0.00	
1140	Teacher Assistant	167,796	157,602	153,233	171,360 7.00	193,920 8.00	22,560 1.00	
1142	Cafeteria Aide	13,993	14,289	15,615	13,359 0.66	13,199 0.66	(160) 0.00	
1150	Secretarial / Bookkeeper	152,598	131,381	125,378	140,760 4.00	136,920 4.00	(3,840) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0 0.00	0 0.00	0 0.00	
1190	Custodian	109,303	113,595	118,060	106,920 3.00	110,700 3.00	3,780 0.00	
1200	Overtime	2,498	4,213	5,206	3,500	3,500	0	
1201	Straight Time	1,998	2,272	3,641	3,000	3,300	300	
1300	Temporary Employee	14,848	21,089	27,671	0	0	0	
1500	Substitute Teacher	52,237	56,590	60,587	51,000	39,500	(11,500)	
1502	Substitute, Other	3,762	3,125	1,724	3,000	3,000	0	
1600	Instructional Supplement	0	3,181	20,299	0	15,000	15,000	
1602	Extra-Curr. Supplement	1,528	3,895	3,895	0	0	0	
2100	Social Security - FICA	238,997	246,021	260,079	280,527	287,482	6,955	
2210	Retirement - VRS	462,145	445,041	455,813	619,009	609,167	(9,842)	
2211	Retiree Health Care Credit	30,681	32,167	35,157	0	0	0	
2220	Retirement - PWCS	22,734	21,339	22,407	29,105	30,253	1,148	
2221	Defined Contribution Plan	3,670	7,007	12,761	0	0	0	
2300	Health Insurance - HMP	229,244	250,642	276,846	432,976	454,900	21,924	
2310	Short/Long Term Disability Premium	824	1,689	2,400	0	0	0	
2400	Life Insurance - GLI	35,475	37,182	42,732	47,070	48,213	1,143	
2830	Admin. Assoc. Fees	444	444	552	550	550	0	
3201	Telephone	1,296	1,564	1,355	1,400	1,400	0	
3401	Travel Reimbursement	0	0	0	500	500	0	
3402	Conference Expenses	2,756	2,015	1,650	500	500	0	
3450	Field Trips	2,141	2,736	4,211	2,500	2,500	0	
3504	Maint. Service Contract	550	10	0	1,350	1,300	(50)	
3700	In-Service Expenses	443	242	72	1,000	1,000	0	
3902	Printing Services	87	786	672	400	500	100	
3903	Postage	1,387	655	1,115	1,000	1,000	0	
3905	Extra Curricular Expenses	0	655	0	0	0	0	
3911	Rental Equipment	0	5,246	12,591	13,000	14,000	1,000	
3921	Tuition - PW	0	0	972	0	0	0	
3999	Other Contract Services	3	2,279	2,555	3,000	3,000	0	
4001	Office Supplies	3,350	4,111	4,599	3,000	800	(2,200)	
4002	Medical Supplies	1,716	503	1,301	400	500	100	
4003	Custodial Supplies	13,968	12,135	16,702	15,000	11,000	(4,000)	
4004	Repair/Maint. Supplies	592	947	525	500	500	0	
4007	Wearing Apparel	111	190	77	300	300	0	
4008	Reference Materials	1,890	475	1,311	2,000	1,000	(1,000)	
4010	Instructional Supplies	66,686	56,916	92,712	47,760	39,438	(8,322)	
4011	Textbooks	58,691	10,893	20,950	14,000	10,000	(4,000)	
4014	Food, Cafeteria	0	335	487	1,000	1,000	0	
4016	Library Books	4,232	2,374	3,877	4,000	3,000	(1,000)	
4017	Library Periodicals	870	1,530	1,063	2,000	1,000	(1,000)	
4018	Library Supplies	1,131	1,142	1,209	800	800	0	
4019	Food	873	371	1,428	2,000	2,000	0	
4310	Tech. Supp/Equip - Add'l	5,918	29,131	35,926	15,000	10,000	(5,000)	
4450	Software - Replacement	460	1,010	1,018	500	500	0	
4510	General Equipment - Add'l	21,258	90,528	18,700	2,000	66,843	64,843	
5501	Equipment - Replacement	0	0	40,267	0	0	0	
Totals		4,408,242	4,568,361	4,871,455	5,211,166 63.26	5,362,869 63.76	151,703 0.50	
School Enrollment (K-5)		704	737	760	738	750		
Positions		57.55	59.84	62.27	63.26	63.76		

## Financial Section

### WILLIAMS ELEMENTARY SCHOOL

**School:** 324  
**Address:** 3100 Panther Pride Dr.  
 Dumfries, VA 22026  
**Principal:** Lynmara Colon  
**Main Office:** 703.445.8376  
**Grades:** K - 5  
**Specialty:** International Baccalaureate Primary Years Program  
**Programs:** Gifted Center



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	89,703	93,318	97,081	120,120 1.00	121,560 1.00	1,440 0.00
1112	Assistant Principal	66,458	69,135	68,232	88,560 1.00	89,640 1.00	1,080 0.00
1115	Teacher on Special Assignment	49,923	64,725	67,332	65,280 1.00	0 0.00	(65,280) (1.00)
1120	Teacher, Classroom	3,278,268	3,542,159	3,906,709	3,307,200 52.00	3,150,720 48.00	(156,480) (4.00)
1121	Librarian	60,346	64,294	67,018	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	103,408	108,842	111,584	101,760 1.60	131,280 2.00	29,520 0.40
1140	Teacher Assistant	308,913	325,496	313,420	269,280 11.00	218,160 9.00	(51,120) (2.00)
1142	Cafeteria Aide	23,194	23,631	22,548	28,058 1.41	18,481 0.94	(9,577) (0.47)
1150	Secretarial / Bookkeeper	161,349	173,313	166,215	167,280 5.00	163,680 5.00	(3,600) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	125,907	130,217	144,247	135,600 4.00	139,140 4.00	3,540 0.00
1200	Overtime	168	1,110	3,606	2,000	3,500	1,500
1201	Straight Time	5,631	4,033	5,832	5,500	7,000	1,500
1300	Temporary Employee	30,125	17,127	93,321	4,000	6,000	2,000
1500	Substitute Teacher	58,051	72,247	61,344	42,620	55,000	12,380
1502	Substitute, Other	455	0	1,013	400	500	100
1600	Instructional Supplement	6,744	6,109	11,173	8,000	11,000	3,000
1602	Extra-Curr. Supplement	3,056	3,196	3,116	2,337	3,180	843
2100	Social Security - FICA	323,548	345,033	376,420	337,616	320,233	(17,382)
2210	Retirement - VRS	663,035	649,406	676,532	743,524	673,763	(69,761)
2211	Retiree Health Care Credit	43,676	46,983	52,311	0	0	0
2220	Retirement - PWCS	27,458	28,264	31,167	34,995	33,550	(1,445)
2221	Defined Contribution Plan	4,605	9,642	18,129	0	0	0
2300	Health Insurance - HMP	403,257	464,976	481,848	520,603	504,473	(16,130)
2310	Short/Long Term Disability Premium	1,290	2,873	3,954	0	0	0
2400	Life Insurance - GLI	50,221	53,971	63,148	56,597	53,467	(3,129)
2830	Admin. Assoc. Fees	1,009	1,274	425	1,000	1,500	500
3100	Professional Services	0	0	6,174	1,000	5,500	4,500
3201	Telephone	1,229	1,209	1,217	1,500	1,800	300
3401	Travel Reimbursement	0	449	0	1,500	2,000	500
3402	Conference Expenses	1,730	4,994	7,826	5,500	6,500	1,000
3450	Field Trips	2,300	2,570	842	2,000	2,000	0
3501	Repair/Maint. - Building	424	0	0	500	500	0
3504	Maint. Service Contract	550	750	0	0	0	0
3700	In-Service Expenses	10,577	18,972	10,200	6,000	7,000	1,000
3902	Printing Services	2,148	1,755	4,484	1,500	2,500	1,000
3903	Postage	2,384	333	699	1,000	1,200	200
3911	Rental Equipment	0	723	314	0	0	0
3999	Other Contract Services	482	1,074	190	1,000	1,000	0
4001	Office Supplies	4,468	4,529	5,667	5,141	5,000	(141)
4002	Medical Supplies	2,157	675	808	1,500	1,500	0
4003	Custodial Supplies	16,546	17,602	19,424	15,000	19,000	4,000
4004	Repair/Maint. Supplies	2,344	16,785	29,022	7,000	9,500	2,500
4007	Wearing Apparel	0	0	365	350	400	50
4010	Instructional Supplies	132,899	63,644	120,372	55,100	55,896	796
4011	Textbooks	198,599	17,919	16,138	37,000	42,000	5,000
4014	Food, Cafeteria	0	1,325	0	1,000	1,000	0
4016	Library Books	3,026	2,280	514	2,000	2,000	0
4017	Library Periodicals	417	0	0	500	500	0
4018	Library Supplies	0	0	1,919	500	500	0
4019	Food	2,727	3,474	1,196	2,000	1,000	(1,000)
4310	Tech. Supp/Equip - Add'l	126,314	95,988	222,469	8,500	8,500	0
4350	Tech. Supp/Equip - Repl	26,863	41,880	35,874	5,450	5,500	50
4450	Software - Replacement	2,953	1,010	1,018	1,500	500	(1,000)
4510	General Equipment - Add'l	19,346	1,154	9,127	2,000	2,500	500
4550	General Equipment - Repl.	0	5,290	11,676	1,000	11,500	10,500
5101	Equipment - Additional	13,428	0	23,211	0	0	0
5103	DP Equipment - Additional	0	3,715	5,510	0	0	0
5501	Equipment - Replacement	20,000	0	0	0	0	0
5503	DP Equipment - Repl.	23,990	0	12,001	0	0	0
Totals		6,512,698	6,616,469	7,400,979	6,274,651 79.01	5,969,944 71.94	(304,707) (7.07)
School Enrollment (K-5)		956	981	1,069	795	735	
Positions		84.40	89.40	93.90	79.01	71.94	

## Financial Section

### WILSON ELEMENTARY SCHOOL

**School:** 306  
**Address:** 5710 Liberty Hill Court  
 Woodbridge, VA 22193  
**Principal:** Felicia Norwood  
**Main Office:** 703.897.8408  
**Grades:** K - 5  
**Specialty:**  
**Programs:**



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	0	101,973	106,082	120,120 1.00	121,560 1.00	1,440 0.00
1112 Assistant Principal	0	0	74,080	88,560 1.00	89,640 1.00	1,080 0.00
1120 Teacher, Classroom	0	0	2,347,424	2,703,000 42.50	3,675,840 56.00	972,840 13.50
1121 Librarian	0	0	63,468	65,280 1.00	67,320 1.00	2,040 0.00
1122 Counselor	0	0	95,624	114,480 1.80	131,280 2.00	16,800 0.20
1140 Teacher Assistant	0	0	178,855	244,800 10.00	315,120 13.00	70,320 3.00
1142 Cafeteria Aide	0	0	14,433	18,705 0.94	27,787 1.41	9,082 0.47
1150 Secretarial / Bookkeeper	0	29,327	143,563	140,760 4.00	136,920 4.00	(3,840) 0.00
1190 Custodian	0	0	112,557	115,980 3.50	139,140 4.00	23,160 0.50
1200 Overtime	0	196	8,119	0	0	0
1201 Straight Time	0	54	12,647	0	0	0
1300 Temporary Employee	0	295	22,201	3,000	3,000	0
1500 Substitute Teacher	0	0	30,214	42,500	63,331	20,831
1502 Substitute, Other	0	0	5,175	2,500	8,500	6,000
1600 Instructional Supplement	0	0	3,427	0	0	0
2100 Social Security - FICA	0	9,688	243,887	279,969	365,633	85,663
2210 Retirement - VRS	0	19,770	432,080	617,996	774,253	156,257
2211 Retiree Health Care Credit	0	1,392	33,404	0	0	0
2220 Retirement - PWCS	0	1,966	16,461	29,103	38,443	9,340
2221 Defined Contribution Plan	0	0	12,591	0	0	0
2300 Health Insurance - HMP	0	5,586	282,673	432,954	578,054	145,100
2310 Short/Long Term Disability Premium	0	0	2,464	0	0	0
2400 Life Insurance - GLI	0	1,562	40,444	47,068	61,266	14,198
2830 Admin. Assoc. Fees	0	0	879	800	800	0
3201 Telephone	0	648	1,908	1,548	1,548	0
3401 Travel Reimbursement	0	4,512	1,016	0	0	0
3402 Conference Expenses	0	1,443	370	0	0	0
3450 Field Trips	0	0	867	1,500	0	(1,500)
3504 Maint. Service Contract	0	0	0	6,400	6,400	0
3700 In-Service Expenses	0	0	0	1,000	12,000	11,000
3902 Printing Services	0	321	1,876	17,000	10,000	(7,000)
3903 Postage	0	0	1,298	150	1,000	850
3999 Other Contract Services	0	0	164	0	0	0
4001 Office Supplies	0	1,095	44,063	15,910	26,000	10,090
4002 Medical Supplies	0	142	1,150	500	1,500	1,000
4003 Custodial Supplies	0	6,626	14,515	25,000	40,000	15,000
4004 Repair/Maint. Supplies	0	0	5,682	0	0	0
4007 Wearing Apparel	0	0	388	600	800	200
4010 Instructional Supplies	0	69,555	74,577	16,775	48,064	31,289
4011 Textbooks	0	49,599	59,204	9,500	15,000	5,500
4014 Food, Cafeteria	0	0	2,194	0	2,000	2,000
4016 Library Books	0	0	0	6,500	3,000	(3,500)
4018 Library Supplies	0	0	473	0	0	0
4019 Food	0	360	1,764	1,000	3,000	2,000
4310 Tech. Supp/Equip - Add'l	0	0	0	5,000	10,000	5,000
4410 Software - Additional	0	5,508	12,320	23,428	35,000	11,572
4450 Software - Replacement	0	0	367	0	0	0
4510 General Equipment - Add'l.	0	0	3,574	0	0	0
8002 General Reserve	0	0	0	0	5,000	5,000
<b>Totals</b>	<b>0</b>	<b>311,616</b>	<b>4,510,520</b>	<b>5,199,387 65.74</b>	<b>6,818,200 83.41</b>	<b>1,618,813 17.67</b>
School Enrollment (K-5)	0	0	640	671	861	
Positions	0.00	1.00	59.23	65.74	83.41	

## Financial Section

### WOOD ELEMENTARY SCHOOL

**School:** 347  
**Address:** 10600 Kettle Run Road  
 Nokesville, VA 20181  
**Principal:** Andrew Buchheit  
**Main Office:** 703.594.3990  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	117,045	121,761	126,670	120,120 1.00	121,560 1.00	1,440	0.00
1112	Assistant Principal	77,044	80,149	83,379	88,560 1.00	89,640 1.00	1,080	0.00
1120	Teacher, Classroom	2,956,120	3,016,262	3,195,087	3,243,600 51.00	3,380,460 51.50	136,860	0.50
1121	Librarian	62,216	64,725	67,332	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	117,839	122,589	127,530	127,200 2.00	131,280 2.00	4,080	0.00
1140	Teacher Assistant	127,202	171,343	193,128	244,800 10.00	193,920 8.00	(50,880)	(2.00)
1142	Cafeteria Aide	12,161	11,700	11,761	16,032 0.80	15,840 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	179,391	187,237	194,359	140,760 4.00	163,680 5.00	22,920	1.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	127,366	132,070	136,663	140,880 4.00	144,900 4.00	4,020	0.00
1200	Overtime	739	1,396	430	3,000	2,000	(1,000)	
1201	Straight Time	998	1,081	2,907	0	0	0	
1300	Temporary Employee	11,743	33,510	30,307	22,000	6,000	(16,000)	
1500	Substitute Teacher	62,921	69,313	85,285	94,080	46,000	(48,080)	
1502	Substitute, Other	1,642	1,323	470	2,000	2,000	0	
1600	Instructional Supplement	4,200	5,904	15,962	0	6,000	6,000	
1602	Extra-Curr. Supplement	0	2,566	3,116	3,117	3,180	63	
2100	Social Security - FICA	282,159	294,801	311,025	329,824	334,594	4,770	
2210	Retirement - VRS	607,024	564,008	589,377	716,774	708,795	(7,979)	
2211	Retiree Health Care Credit	38,650	39,395	44,423	0	0	0	
2220	Retirement - PWCS	29,962	32,833	37,236	33,787	35,286	1,500	
2221	Defined Contribution Plan	320	469	2,225	0	0	0	
2300	Health Insurance - HMP	465,307	535,852	604,470	502,630	530,585	27,955	
2310	Short/Long Term Disability Premium	91	162	548	0	0	0	
2400	Life Insurance - GLI	44,591	45,469	53,862	54,643	56,235	1,592	
2830	Admin. Assoc. Fees	59	452	552	552	564	12	
3100	Professional Services	11	1,081	1,672	0	0	0	
3401	Travel Reimbursement	1,075	110	3,242	0	0	0	
3402	Conference Expenses	438	875	1,145	0	0	0	
3450	Field Trips	2,817	2,836	3,164	2,000	500	(1,500)	
3504	Maint. Service Contract	1,225	1,991	938	0	0	0	
3700	In-Service Expenses	0	0	1,850	0	0	0	
3902	Printing Services	3,145	3,304	2,490	2,000	2,000	0	
3903	Postage	916	538	874	1,000	1,000	0	
3911	Rental Equipment	21,024	23,380	25,647	26,000	26,000	0	
4001	Office Supplies	7,603	9,054	4,670	11,000	8,000	(3,000)	
4002	Medical Supplies	880	479	932	1,000	1,000	0	
4003	Custodial Supplies	17,028	17,716	17,026	12,000	8,000	(4,000)	
4010	Instructional Supplies	90,219	83,790	92,434	34,999	27,593	(7,406)	
4011	Textbooks	57,812	25,490	9,548	10,000	8,000	(2,000)	
4014	Food, Cafeteria	0	612	1,775	0	0	0	
4016	Library Books	2,167	6,811	12,752	1,000	1,000	0	
4017	Library Periodicals	0	182	0	100	200	100	
4018	Library Supplies	195	469	245	100	200	100	
4019	Food	4,166	5,271	6,140	0	0	0	
4310	Tech. Supp/Equip - Add'l	10,606	37,874	87,265	2,100	3,000	900	
4350	Tech. Supp/Equip - Repl	12,292	1,704	0	6,000	6,000	0	
4410	Software - Additional	0	13,134	1,575	0	0	0	
4450	Software - Replacement	460	7,787	28,319	0	0	0	
4510	General Equipment - Add'l.	8,193	1,581	3,885	10,000	5,000	(5,000)	
Totals		5,571,560	5,787,439	6,230,692	6,068,937 74.80	6,137,332 74.30	68,395	(0.50)
School Enrollment (K-5)		930	926	931	904	888		
Positions		70.70	72.70	74.80	74.80	74.30		

## Financial Section

### YORKSHIRE ELEMENTARY SCHOOL

**School:** 335  
**Address:** 7610 Old Centreville Rd.  
 Manassas, VA 20111  
**Principal:** Lyn Marsilio  
**Main Office:** 703.361.3124  
**Grades:** K - 5  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	135,573	102,802	102,993	120,120 1.00	121,560 1.00	1,440 0.00	
1112	Assistant Principal	66,458	69,135	71,923	88,560 1.00	89,640 1.00	1,080 0.00	
1115	Teacher on Special Assignment	56,936	59,231	58,081	65,280 1.00	67,320 1.00	2,040 0.00	
1120	Teacher, Classroom	3,458,182	3,299,065	3,365,530	4,134,000 65.00	4,135,320 63.00	1,320 (2.00)	
1121	Librarian	72,026	55,816	57,223	65,280 1.00	67,320 1.00	2,040 0.00	
1122	Counselor	99,361	108,416	115,234	127,200 2.00	131,280 2.00	4,080 0.00	
1140	Teacher Assistant	223,471	224,950	181,419	195,840 8.00	193,920 8.00	(1,920) 0.00	
1142	Cafeteria Aide	12,058	12,607	14,276	28,124 1.41	18,481 0.94	(9,643) (0.47)	
1148	Specialist	25,769	27,042	30,674	37,320 1.00	34,200 1.00	(3,120) 0.00	
1150	Secretarial / Bookkeeper	145,693	148,043	158,155	170,760 5.00	166,680 5.00	(4,080) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0 0.00	0 0.00	0 0.00	
1190	Custodian	146,699	145,294	142,696	140,880 4.00	144,900 4.00	4,020 0.00	
1200	Overtime	8,374	5,271	4,421	6,000	5,200	(800)	
1201	Straight Time	18,086	7,865	7,222	6,500	6,000	(500)	
1300	Temporary Employee	11,652	27,812	48,734	8,200	4,000	(4,200)	
1500	Substitute Teacher	60,901	69,796	91,278	72,000	97,500	25,500	
1502	Substitute, Other	1,445	2,347	1,697	0	0	0	
1600	Instructional Supplement	5,738	244	10,677	6,000	7,200	1,200	
1602	Extra-Curr. Supplement	2,292	3,116	3,116	3,116	3,200	84	
2100	Social Security - FICA	327,593	318,509	328,217	403,551	404,969	1,418	
2210	Retirement - VRS	634,752	571,356	578,583	887,718	853,858	(33,860)	
2211	Retiree Health Care Credit	43,536	42,367	45,430	0	0	0	
2220	Retirement - PWCS	20,051	18,835	18,767	41,676	42,350	674	
2221	Defined Contribution Plan	10,563	14,579	26,526	0	0	0	
2300	Health Insurance - HMP	436,333	487,581	499,519	620,001	636,804	16,803	
2310	Short/Long Term Disability Premium	2,931	3,743	4,980	0	0	0	
2400	Life Insurance - GLI	50,156	48,892	55,111	67,403	67,493	90	
2830	Admin. Assoc. Fees	770	0	150	1,000	1,000	0	
3100	Professional Services	0	0	962	0	2,500	2,500	
3201	Telephone	0	882	462	0	1,000	1,000	
3401	Travel Reimbursement	474	2,234	2,570	2,500	4,000	1,500	
3402	Conference Expenses	190	1,290	8,528	3,000	10,000	7,000	
3450	Field Trips	6,421	2,324	7,287	4,000	4,000	0	
3502	Repair/Maint. - Equipment	799	0	960	0	0	0	
3504	Maint. Service Contract	1,253	0	0	0	0	0	
3700	In-Service Expenses	398	0	4,999	5,000	1,000	(4,000)	
3902	Printing Services	5,782	6,061	768	1,000	1,500	500	
3903	Postage	636	796	1,200	1,200	1,200	0	
3911	Rental Equipment	0	2,309	14,233	15,000	18,000	3,000	
3913	Tuition - Other Divisions	2,548	0	0	0	0	0	
3921	Tuition - PW	858	0	1,647	1,000	0	(1,000)	
3999	Other Contract Services	9,299	8,444	6,913	1,000	2,500	1,500	
4001	Office Supplies	2,746	156	4,356	3,500	2,000	(1,500)	
4002	Medical Supplies	800	226	1,528	1,000	1,000	0	
4003	Custodial Supplies	21,475	21,841	27,782	23,000	25,000	2,000	
4004	Repair/Maint. Supplies	230	0	728	1,000	5,000	4,000	
4007	Wearing Apparel	75	0	1,710	0	3,000	3,000	
4008	Reference Materials	1,983	137	725	500	3,000	2,500	
4010	Instructional Supplies	135,565	177,843	96,646	58,624	51,253	(7,371)	
4011	Textbooks	68,008	12,967	(11,295)	25,000	10,000	(15,000)	
4012	Emp. Training Supplies	484	66	825	1,000	0	(1,000)	
4013	Testing Materials	0	0	190	0	0	0	
4014	Food, Cafeteria	0	394	(788)	1,500	5,000	3,500	
4016	Library Books	13,747	18,103	9,009	10,000	10,000	0	
4017	Library Periodicals	426	0	0	500	0	(500)	
4018	Library Supplies	239	210	198	1,000	0	(1,000)	
4019	Food	1,907	1,993	3,197	2,000	2,700	700	
4020	Printing Supplies	0	505	15,947	9,000	15,500	6,500	
4310	Tech. Supp/Equip - Add'l	9,379	37,484	28,441	3,000	7,200	4,200	
4350	Tech. Supp/Equip - Repl	0	29,395	9,630	28,000	9,000	(19,000)	
4410	Software - Additional	16,700	6,262	2,899	10,000	2,000	(8,000)	
4450	Software - Replacement	460	1,010	1,018	4,500	13,000	8,500	
4510	General Equipment - Add'l.	8,042	110	27,911	6,750	22,000	15,250	
4550	General Equipment - Repl.	0	291	0	2,000	7,000	5,000	
8002	General Reserve	0	0	0	4,000	5,000	1,000	

Totals	6,390,819	6,208,050	6,293,817	7,526,104	90.41	7,544,549	87.94	18,445	(2.47)
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School Enrollment (K-5)	881	808	816	882		856			
Positions	85.87	82.37	81.43	90.41		87.94			

## Financial Section

### MIDDLE SCHOOLS SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
				Budget	Positions	Budget	Positions	Budget	Positions
1111 Principal	1,940,623	1,968,637	2,175,585	2,138,880	16.00	2,152,320	16.00	12,600	0.00
1112 Assistant Principal	2,777,983	3,059,616	3,164,889	3,198,720	32.00	3,267,840	32.00	64,800	0.00
1115 Teacher, Admin. Assign.	690,693	454,503	239,605	551,520	8.50	602,520	9.00	48,960	0.50
1120 Teacher, Classroom	69,602,017	72,527,054	75,494,874	79,030,536	1,240.50	82,642,978	1,256.84	3,323,062	14.54
1121 Librarian	1,889,630	2,150,787	2,212,448	2,088,960	32.00	2,154,240	32.00	61,200	0.00
1122 Counselor	3,572,098	3,671,966	3,799,058	3,606,912	53.40	3,760,080	54.00	105,600	0.00
1140 Teacher Assistant	1,831,996	1,962,286	1,996,597	2,178,720	89.00	2,351,280	97.00	149,760	7.00
1142 Cafeteria Aide	0	0	0	0	0.00	27,918	1.41	27,918	1.41
1148 Specialist	856,715	907,252	956,706	1,045,560	20.00	1,014,600	19.00	(31,800)	(1.00)
1150 Secretarial / Bookkeeper	3,783,802	3,921,789	4,014,789	4,162,200	98.00	4,156,530	102.00	2,850	4.00
1180 Natl Board Certified Teacher Incentive Bc	72,500	60,000	55,000	0	0.00	0	0.00	0	0.00
1190 Custodian	3,008,647	3,035,230	3,108,117	3,102,600	89.00	3,035,640	89.00	(64,290)	0.00
1200 Overtime	79,728	60,544	39,347	34,482		52,650		18,668	
1201 Straight Time	56,348	48,339	49,834	27,189		42,000		15,461	
1300 Temporary Employee	422,101	342,420	390,579	182,258		213,500		33,742	
1500 Substitute Teacher	1,294,673	1,288,393	1,316,744	1,194,536		1,210,021		8,485	
1502 Substitute, Other	26,117	26,478	14,976	23,608		24,950		1,342	
1600 Instructional Supplement	541,105	621,395	620,925	84,032		141,500		56,968	
1601 Coaching Supplement	476,004	480,202	478,480	554,143		484,552		(67,357)	
1602 Extra-Curr. Supplement	363,187	387,689	385,069	395,060		435,339		41,217	
1603 Homebound Tutoring	17,383	2,189	205	2,000		2,000		0	
1647 Coordinator Supplement	2,409	0	0	0		0		0	
2100 Social Security - FICA	6,880,283	7,117,495	7,362,877	7,925,559		8,244,222		291,020	
2210 Retirement - VRS	13,962,488	13,215,072	13,401,403	17,407,537		17,415,807		(7,393)	
2211 Retiree Health Care Credit	915,966	947,595	1,026,972	0		0		0	
2220 Retirement - PWCS	760,174	788,240	817,706	818,947		864,233		41,509	
2221 Retiree Health Care Credit	68,570	159,474	281,198	0		0		0	
2300 Health Insurance - HMP	8,696,737	9,372,605	10,091,899	12,183,105		12,995,053		746,391	
2310 Short/Long Term Disability Premium	17,315	36,552	55,546	0		0		0	
2400 Life Insurance - GLI	1,055,867	1,092,490	1,244,497	1,324,470		1,377,304		48,110	
2830 Admin. Assoc. Fees	20,013	22,720	28,254	21,162		19,056		(2,628)	
2850 Employee Recognition	2,882	12,221	7,679	5,000		5,000		0	
3100 Professional Services	50,319	100,587	80,025	101,500		37,260		(64,240)	
3105 Contractual Services	0	1,169	7,100	0		0		0	
3106 Sports Officials	64,004	51,402	48,625	64,433		71,607		7,174	
3201 Telephone	52,188	45,722	38,753	41,350		42,850		1,150	
3401 Travel Reimbursement	65,899	71,126	61,173	35,008		61,390		26,832	
3402 Conference Expenses	86,973	84,811	116,704	82,028		121,800		42,772	
3450 Field Trips	396,121	377,875	371,142	270,824		281,147		7,823	
3501 Repair/Maint. - Building	36,309	17,745	154,431	33,000		66,000		34,000	
3502 Repair/Maint. - Equipment	21,832	18,762	19,246	19,450		17,750		1,800	
3504 Maint. Service Contract	19,395	1,359	2,167	253,030		354,477		101,447	
3700 In-Service Expenses	40,572	45,460	54,028	29,500		27,500		1,500	
3901 Laundry/Dry Cleaning	123	35	6	0		0		0	
3902 Printing Services	203,666	192,831	190,869	167,400		147,300		(15,100)	
3903 Postage	55,818	44,398	53,308	48,800		50,500		3,700	
3905 Extra Curricular Expenses	347	0	38	793		0		(793)	
3908 Parent Activity	579	102	197	500		500		0	
3911 Rental Equipment	101,811	93,583	126,455	120,108		153,500		10,892	
3921 Tuition - PW	1,110	120	450	122,223		76,223		(46,000)	
3999 Other Contract Services	34,869	25,466	27,611	5,050		5,150		100	
4001 Office Supplies	104,863	110,134	112,822	100,667		122,100		23,933	
4002 Medical Supplies	16,571	11,975	11,630	19,150		22,350		3,200	
4003 Custodial Supplies	317,120	335,749	322,002	263,724		314,035		50,311	
4004 Repair/Maint. Supplies	25,032	19,087	11,397	23,000		22,500		(500)	
4007 Wearing Apparel	36,083	34,979	123,415	23,900		32,600		9,150	
4008 Reference Materials	11,356	11,352	7,491	19,500		13,500		(5,500)	
4009 Extra Curricular Supplies	3,111	4,625	13,889	10,500		15,000		4,500	
4010 Instructional Supplies	1,510,846	1,386,082	1,248,996	2,369,515		2,348,901		222,805	
4011 Textbooks	839,112	196,862	329,038	631,531		1,007,675		421,144	
4012 Emp. Training Supplies	771	913	2,399	17,650		22,650		5,000	
4013 Testing Materials	45,525	4,957	40,483	20,500		68,500		48,000	
4014 Food, Cafeteria	20	12,237	42,607	29,000		9,000		(20,000)	
4016 Library Books	179,672	101,262	102,318	124,804		123,003		199	
4017 Library Periodicals	17,604	13,947	6,150	25,350		20,900		(3,450)	
4018 Library Supplies	18,643	25,733	15,186	14,450		17,000		2,550	
4019 Food	55,127	83,625	82,306	67,274		81,350		14,076	
4020 Printing Supplies	15,895	13,440	102,968	96,000		86,500		500	
4150 Lease Agreement	36,299	36,998	24,862	30,783		26,135		(4,648)	
4310 Tech. Supp/Equip Add'l	754,279	987,880	1,392,140	764,216		572,900		(91,316)	
4350 Tech. Supp/Equip Repl	112,197	341,619	413,388	237,631		236,940		(691)	
4410 Software - Additional	117,552	107,374	141,155	154,025		148,025		(500)	
4450 Software - Replacement	108,471	182,104	147,981	197,432		207,550		(14,882)	
4510 General Equipment - Add'l.	223,547	457,530	290,536	247,750		441,293		199,543	
4550 General Equipment - Repl.	82,651	82,032	95,276	105,357		57,250		(46,107)	
4999 Other Material/Supplies	0	9,345	0	0		0		0	
5101 Equipment - Additional	195,734	26,339	49,660	25,000		40,000		15,000	
5103 DP Equipment - Additional	21,600	8,059	0	0		0		0	
5142 Building - New	18,463	0	0	0		0		0	
5144 Building, Alteration	0	0	30,600	0		0		0	
5146 Trailers/Modulars - New	18,364	0	0	0		0		0	
5150 Lease/Purchase Agree.	24,729	25,419	30,930	35,000		35,000		0	
5501 Equipment - Replacement	55,206	0	31,492	316,065		0		(316,065)	
8002 General Reserve	0	0	740	16,000		28,000		9,000	
Totals	131,884,438	135,545,449	141,408,042	150,668,466	1,678.40	156,328,743	1,708.25	5,660,277	29.85



## Financial Section

### BENTON MIDDLE SCHOOL

**School:** 488  
**Address:** 7411 Hoadly Rd.  
 Manassas, VA 20112  
**Principal:** Joe Graczyk  
**Main Office:** 703.791.0727  
**Grades:** 6-8  
**Specialty:**  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	111,883	115,460	121,082	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	194,765	202,614	210,782	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	66,005	0	18,442	63,600	1.00	65,640	1.00	2,040	0.00
1120	Teacher, Classroom	4,942,994	5,270,364	5,398,816	5,335,800	83.70	5,625,180	85.50	289,380	1.80
1121	Librarian	140,152	145,145	133,863	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	259,695	211,930	224,224	229,512	3.40	277,080	4.00	47,568	0.60
1140	Teacher Assistant	116,555	120,245	115,541	146,880	6.00	169,680	7.00	22,800	1.00
1148	Specialist	51,806	53,842	55,992	56,160	1.00	57,000	1.00	840	0.00
1150	Secretarial / Bookkeeper	229,778	249,763	254,714	254,400	6.00	245,880	6.00	(8,520)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	201,066	209,348	215,824	216,360	6.00	213,690	6.00	(2,670)	0.00
1200	Overtime	2,959	824	2,318	2,000		1,500		(500)	
1201	Straight Time	1,705	1,311	6,154	5,000		4,350		(650)	
1300	Temporary Employee	15,429	9,569	34,067	19,500		17,000		(2,500)	
1500	Substitute Teacher	83,569	76,682	104,376	83,000		90,000		7,000	
1502	Substitute, Other	769	78	2,665	500		500		0	
1600	Instructional Supplement	25,602	20,857	23,818	6,500		7,000		500	
1601	Coaching Supplement	29,663	30,256	30,256	42,570		40,336		(2,234)	
1602	Extra-Curr. Supplement	23,468	24,125	23,284	17,891		16,953		(938)	
2100	Social Security - FICA	478,492	498,977	512,898	531,203		558,848		27,644	
2210	Retirement - VRS	981,204	934,505	919,006	1,164,133		1,179,795		15,663	
2211	Retiree Health Care Credit	63,739	66,752	70,225	0		0		0	
2220	Retirement - PWCS	71,468	69,547	68,336	54,812		58,588		3,777	
2221	Defined Contribution Plan	3,052	10,607	16,232	0		0		0	
2300	Health Insurance - HMP	616,108	657,927	699,249	815,408		880,965		65,557	
2310	Short/Long Term Disability Premium	872	2,067	2,979	0		0		0	
2400	Life Insurance - GLI	73,458	76,912	85,151	88,646		93,371		4,724	
2830	Admin. Assoc. Fees	911	1,582	2,140	678		1,200		522	
3106	Sports Officials	4,693	5,970	4,600	4,500		4,500		0	
3201	Telephone	5,605	2,283	2,474	1,500		1,850		350	
3401	Travel Reimbursement	2,889	2,347	4,240	2,500		2,050		(450)	
3402	Conference Expenses	1,557	300	1,808	5,000		2,000		(3,000)	
3450	Field Trips	7,514	6,640	9,713	4,500		7,000		2,500	
3501	Repair/Maint. - Building	367	1,334	2,513	1,500		500		(1,000)	
3502	Repair/Maint. - Equipment	5,459	12,524	4,382	5,000		1,500		(3,500)	
3504	Maint. Service Contract	2,024	0	0	0		0		0	
3700	In-Service Expenses	1,516	1,250	2,625	5,000		1,500		(3,500)	
3902	Printing Services	32,567	27,274	30,716	20,500		15,500		(5,000)	
3903	Postage	6,715	4,134	6,661	6,000		4,000		(2,000)	
3911	Rental Equipment	1,919	600	300	1,000		23,500		22,500	
3999	Other Contract Services	673	1,037	2,414	2,000		2,000		0	
4001	Office Supplies	5,796	9,793	7,632	6,000		3,500		(2,500)	
4002	Medical Supplies	904	1,483	926	1,000		1,000		0	
4003	Custodial Supplies	13,523	13,111	15,455	15,000		15,000		0	
4004	Repair/Maint. Supplies	943	104	214	500		500		0	
4007	Wearing Apparel	375	575	434	450		0		(450)	
4008	Reference Materials	996	302	79	1,000		500		(500)	
4009	Extra Curricular Supplies	135	0	0	0		0		0	
4010	Instructional Supplies	77,726	83,646	139,332	300,885		57,466		(243,419)	
4011	Textbooks	51,672	22,403	37,753	50,000		5,000		(45,000)	
4014	Food, Cafeteria	0	0	968	2,000		2,000		0	
4016	Library Books	5,664	7,731	9,650	5,000		3,000		(2,000)	
4017	Library Periodicals	472	431	94	1,500		500		(1,000)	
4018	Library Supplies	1,062	2,002	1,399	1,000		1,000		0	
4019	Food	4,098	5,712	7,895	2,000		2,000		0	
4020	Printing Supplies	0	0	23,544	20,000		10,000		(10,000)	
4310	Tech. Supp/Equip Add'l	112,124	177,259	212,839	100,000		0		(100,000)	
4350	Tech. Supp/Equip Repl	15,920	24,585	0	0		0		0	
4410	Software - Additional	6,078	900	718	5,500		0		(5,500)	
4450	Software - Replacement	460	1,010	1,018	1,000		26,000		25,000	
4510	General Equipment - Add'l.	2,275	7,682	13,777	9,000		3,000		(6,000)	
4550	General Equipment - Repl.	3,925	919	4,808	5,000		3,000		(2,000)	
8002	General Reserve	0	0	0	0		3,000		3,000	
Totals		9,174,814	9,494,130	9,910,914	10,184,548	112.10	10,280,322	115.50	95,774	3.40
Student Enrollment		1,332	1,341	1,381	1,400		1,382			
Positions		99.40	105.30	105.40	112.10		115.50			



## Financial Section

### BEVILLE MIDDLE SCHOOL

**School:** 478  
**Address:** 4901 Dale Blvd.  
 Woodbridge, VA 22193  
**Principal:** Tim Keenan  
**Main Office:** 703.878.2593  
**Grades:** 6-8  
**Specialty:** International Baccalaureate Program  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	118,696	123,481	128,456	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	221,868	230,810	240,112	199,920 2.00	204,240 2.00	4,320 0.00
1115	Teacher on Special Assignment	34,991	36,371	35,684	32,640 0.50	33,660 0.50	1,020 0.00
1120	Teacher, Classroom	4,524,542	4,664,403	4,868,482	4,618,080 72.50	4,899,180 74.50	281,100 2.00
1121	Librarian	113,398	117,285	114,524	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	220,075	226,938	234,110	203,400 3.00	209,760 3.00	6,360 0.00
1140	Teacher Assistant	133,126	138,089	166,006	171,360 7.00	193,920 8.00	22,560 1.00
1148	Specialist	41,214	42,834	44,518	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	261,536	245,834	221,816	229,440 5.00	250,410 6.00	20,970 1.00
1190	Custodian	194,956	188,512	171,110	177,120 5.00	173,730 5.00	(3,390) 0.00
1200	Overtime	1,568	426	47	1,000	1,000	0
1201	Straight Time	902	618	534	0	0	0
1300	Temporary Employee	3,075	3,446	10,256	0	0	0
1500	Substitute Teacher	60,559	58,778	60,907	69,500	59,500	(10,000)
1502	Substitute, Other	7,264	2,836	2,981	6,450	6,950	500
1600	Instructional Supplement	18,106	12,930	9,146	3,500	4,500	1,000
1601	Coaching Supplement	29,663	30,256	27,336	32,657	32,657	0
1602	Extra-Curr. Supplement	21,526	24,105	24,786	23,508	24,725	1,217
2100	Social Security - FICA	447,112	455,141	472,095	465,814	491,160	25,346
2210	Retirement - VRS	932,188	860,535	865,991	1,025,439	1,042,960	17,520
2211	Retiree Health Care Credit	60,555	61,181	66,344	0	0	0
2220	Retirement - PWCS	56,084	61,045	62,650	48,214	51,712	3,498
2221	Defined Contribution Plan	2,891	6,297	16,430	0	0	0
2300	Health Insurance - HMP	512,013	546,081	554,532	717,259	777,575	60,315
2310	Short/Long Term Disability Premium	694	1,533	3,404	0	0	0
2400	Life Insurance - GLI	69,819	70,460	80,117	77,976	82,413	4,437
2830	Admin. Assoc. Fees	90	2,001	1,956	2,000	2,000	0
3100	Professional Services	1,759	940	1,500	0	0	0
3106	Sports Officials	0	0	0	3,210	3,274	64
3401	Travel Reimbursement	1,319	0	37	2,036	2,577	541
3402	Conference Expenses	2,260	1,169	2,556	4,500	4,500	0
3450	Field Trips	23,826	21,566	29,723	11,875	16,750	4,875
3501	Repair/Maint. - Building	685	1,255	0	1,000	1,000	0
3502	Repair/Maint. - Equipment	0	0	265	1,000	1,000	0
3504	Maint. Service Contract	1,348	0	0	10,000	5,000	(5,000)
3700	In-Service Expenses	0	817	450	0	0	0
3902	Printing Services	1,061	1,732	1,439	2,000	2,500	500
3903	Postage	2,482	982	949	2,000	4,500	2,500
3905	Extra Curricular Expenses	10	0	0	0	0	0
3911	Rental Equipment	0	0	9,328	10,000	11,000	1,000
3921	Tuition - PW	370	0	0	5,000	5,000	0
3999	Other Contract Services	0	75	46	0	0	0
4001	Office Supplies	3,095	1,553	1,013	1,000	1,000	0
4002	Medical Supplies	531	714	322	1,700	1,700	0
4003	Custodial Supplies	16,201	22,557	15,294	20,000	20,000	0
4004	Repair/Maint. Supplies	1,047	1,439	722	1,000	1,000	0
4007	Wearing Apparel	3,320	5,759	6,586	500	500	0
4008	Reference Materials	69	90	119	1,500	2,000	500
4009	Extra Curricular Supplies	1,626	0	539	1,000	1,000	0
4010	Instructional Supplies	33,958	74,572	57,581	314,944	107,515	(207,429)
4011	Textbooks	56,421	2,761	74,614	0	0	0
4012	Emp. Training Supplies	747	900	300	2,000	2,000	0
4013	Testing Materials	0	928	1,043	1,000	1,000	0
4014	Food, Cafeteria	0	2,383	3,986	0	0	0
4016	Library Books	1,941	329	2,715	0	0	0
4017	Library Periodicals	669	589	550	0	500	500
4018	Library Supplies	428	717	345	0	500	500
4019	Food	1,831	3,538	2,662	5,500	7,500	2,000
4020	Printing Supplies	0	0	14,054	15,000	15,000	0
4310	Tech. Supp/Equip Add'l	6,541	16,151	428	18,400	13,400	(5,000)
4350	Tech. Supp/Equip Repl	2,502	4,841	12,774	75,000	45,000	(30,000)
4410	Software - Additional	2,885	3,967	6,757	8,500	5,000	(3,500)
4450	Software - Replacement	27,786	26,454	27,005	27,000	20,500	(6,500)
4510	General Equipment - Add'l.	17,265	11,599	9,533	2,000	3,500	1,500
4550	General Equipment - Repl.	5,458	5,377	6,991	2,500	2,500	0
5501	Equipment - Replacement	13,382	0	0	0	0	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		8,321,332	8,427,977	8,776,555	8,981,843 99.00	9,181,427 103.00	199,584 4.00
Student Enrollment		1,111	1,087	1,088	1,122	1,102	
Positions		99.00	94.40	99.00	99.00	103.00	

## Financial Section

### BULL RUN MIDDLE SCHOOL

**School:** 492  
**Address:** 6308 Catharpin Rd.  
 Gainesville, VA 20155  
**Principal:** Matthew Phythian  
**Main Office:** 703.753.9969  
**Grades:** 6-8  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	129,703	134,930	140,368	133,680 1.00	134,520 1.00	840 0.00	
1112	Assistant Principal	228,526	215,517	224,202	199,920 2.00	204,240 2.00	4,320 0.00	
1115	Teacher on Special Assignment	76,550	0	0	0 0.00	0 0.00	0 0.00	
1120	Teacher, Classroom	4,417,468	4,797,106	4,995,598	4,782,480 75.00	5,132,880 78.00	350,400 3.00	
1121	Librarian	120,261	123,366	128,547	130,560 2.00	134,640 2.00	4,080 0.00	
1122	Counselor	238,204	219,342	227,952	203,400 3.00	209,760 3.00	6,360 0.00	
1140	Teacher Assistant	53,769	83,325	131,178	171,360 7.00	145,440 6.00	(25,920) (1.00)	
1148	Specialist	53,309	55,404	57,580	56,160 1.00	57,000 1.00	840 0.00	
1150	Secretarial / Bookkeeper	233,733	224,599	229,681	242,880 6.00	240,480 6.00	(2,400) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	0	0	0 0.00	0 0.00	0 0.00	
1190	Custodian	154,137	157,523	159,487	177,120 5.00	167,970 5.00	(9,150) 0.00	
1200	Overtime	2,001	3,659	513	6,000	6,000	0	
1201	Straight Time	584	223	171	2,000	2,000	0	
1300	Temporary Employee	5,404	1,889	24,802	31,000	45,000	14,000	
1500	Substitute Teacher	137,469	162,824	128,678	90,000	90,000	0	
1502	Substitute, Other	538	1,113	0	0	0	0	
1600	Instructional Supplement	9,815	25,611	29,258	20,000	0	(20,000)	
1601	Coaching Supplement	29,663	30,256	30,256	0	0	0	
1602	Extra-Curr. Supplement	21,093	21,448	23,939	60,461	61,679	1,218	
2100	Social Security - FICA	431,135	457,973	478,248	482,488	507,318	24,830	
2210	Retirement - VRS	897,288	867,740	883,737	1,050,922	1,066,523	15,601	
2211	Retiree Health Care Credit	57,992	62,064	67,773	0	0	0	
2220	Retirement - PWCS	60,930	64,080	67,767	49,390	52,829	3,439	
2221	Defined Contribution Plan	2,373	11,578	17,113	0	0	0	
2300	Health Insurance - HMP	610,075	658,257	641,218	734,756	794,368	59,612	
2310	Short/Long Term Disability Premium	671	1,958	2,937	0	0	0	
2400	Life Insurance - GLI	66,588	71,152	81,668	79,878	84,192	4,315	
2830	Admin. Assoc. Fees	1,233	565	1,635	2,000	2,000	0	
3100	Professional Services	32	798	3,444	1,000	1,000	0	
3106	Sports Officials	6,768	4,897	4,569	3,210	3,210	0	
3201	Telephone	2,339	2,751	2,837	3,500	3,500	0	
3401	Travel Reimbursement	2,976	1,308	981	2,500	2,500	0	
3402	Conference Expenses	27,937	9,777	11,966	4,000	10,000	6,000	
3450	Field Trips	17,768	20,998	19,495	19,000	28,000	9,000	
3501	Repair/Maint. - Building	16,519	5,347	13,932	3,000	3,000	0	
3502	Repair/Maint. - Equipment	1,739	510	1,310	3,000	3,000	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	7,563	2,289	6,767	4,000	4,000	0	
3902	Printing Services	21,574	18,884	17,279	7,000	7,000	0	
3903	Postage	2,645	5,853	5,830	3,000	3,000	0	
3905	Extra Curricular Expenses	0	0	38	0	0	0	
3908	Parent Activity	579	102	197	500	500	0	
3921	Tuition - PW	0	0	0	9,000	9,000	0	
4001	Office Supplies	6,760	8,562	5,470	1,005	12,505	11,500	
4002	Medical Supplies	590	374	844	1,000	1,000	0	
4003	Custodial Supplies	14,787	12,440	16,368	5,000	32,358	27,358	
4004	Repair/Maint. Supplies	1,272	0	0	3,000	3,000	0	
4007	Wearing Apparel	300	447	711	500	500	0	
4008	Reference Materials	2,411	3,011	129	3,000	5,000	2,000	
4009	Extra Curricular Supplies	135	0	0	0	0	0	
4010	Instructional Supplies	163,082	163,424	59,635	90,707	287,930	197,223	
4011	Textbooks	92,433	5,120	48,838	15,000	70,000	55,000	
4014	Food, Cafeteria	0	0	665	2,500	2,500	0	
4016	Library Books	21,737	12,588	6,787	5,000	20,000	15,000	
4017	Library Periodicals	406	0	0	1,000	1,000	0	
4018	Library Supplies	779	1,415	0	1,000	1,000	0	
4019	Food	4,595	7,758	5,047	4,000	4,100	100	
4020	Printing Supplies	0	0	4,712	10,000	10,000	0	
4310	Tech. Supp/Equip Add'l	2,000	1,000	61,983	12,000	12,000	0	
4350	Tech. Supp/Equip Repl	36,410	0	4,360	5,000	5,000	0	
4410	Software - Additional	225	0	21,716	10,000	10,000	0	
4450	Software - Replacement	460	1,010	1,018	1,000	1,000	0	
4510	General Equipment - Add'l.	10,143	16,712	34,790	16,000	21,000	5,000	
5101	Equipment - Additional	0	0	0	5,000	5,000	0	
5501	Equipment - Replacement	0	0	8,515	0	0	0	
Totals		8,515,526	8,760,874	9,144,538	8,960,877 102.00	9,721,443 104.00	760,566 2.00	
Student Enrollment		1,199	1,196	1,194	1,162	1,228		
Positions		91.00	95.00	97.00	102.00	104.00		

## Financial Section

### FRED LYNN MIDDLE SCHOOL

**School:** 452  
**Address:** 1650 Prince William Pkwy.  
 Woodbridge, VA 22191  
**Principal:** Hamish Brewer  
**Main Office:** 703.494.5157  
**Grades:** 6-8  
**Specialty:** World Languages Program, International  
 Baccalaureate Program  
**Programs:**



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	103,207	103,413	238,052	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	160,466	184,197	173,580	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	0	74,113	0	65,280	1.00	0	0.00	(65,280)	(1.00)
1120	Teacher, Classroom	3,876,202	3,912,155	4,026,590	4,649,040	73.00	4,995,120	76.00	346,080	3.00
1121	Librarian	58,644	120,528	125,326	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	194,558	203,856	212,013	203,400	3.00	209,760	3.00	6,360	0.00
1140	Teacher Assistant	74,292	53,864	45,273	97,920	4.00	72,720	3.00	(25,200)	(1.00)
1148	Specialist	79,648	84,653	81,979	93,480	2.00	91,200	2.00	(2,280)	0.00
1150	Secretarial / Bookkeeper	213,767	206,986	233,606	250,920	6.00	248,880	6.00	(2,040)	0.00
1190	Custodian	200,423	201,114	189,784	205,800	6.00	202,170	6.00	(3,630)	0.00
1200	Overtime	10,882	7,127	3,791	0		12,000		12,000	
1201	Straight Time	5,471	4,755	3,429	965		5,000		4,035	
1300	Temporary Employee	34,255	50,076	16,581	0		6,000		6,000	
1500	Substitute Teacher	72,262	69,650	81,663	70,000		60,000		(10,000)	
1600	Instructional Supplement	110,938	184,928	154,539	0		2,000		2,000	
1601	Coaching Supplement	29,663	30,256	30,256	39,545		40,000		455	
1602	Extra-Curr. Supplement	24,440	27,667	30,451	27,248		30,000		2,752	
2100	Social Security - FICA	391,251	407,533	410,162	471,836		493,290		21,455	
2210	Retirement - VRS	743,082	717,933	723,591	1,035,956		1,040,224		4,267	
2211	Retiree Health Care Credit	50,248	52,249	55,651	0		0		0	
2220	Retirement - PWCS	21,567	26,853	25,800	48,843		51,730		2,888	
2221	Defined Contribution Plan	6,698	11,035	18,191	0		0		0	
2300	Health Insurance - HMP	434,905	480,496	566,603	726,615		777,845		51,230	
2310	Short/Long Term Disability Premium	1,564	2,462	3,455	0		0		0	
2400	Life Insurance - GLI	58,008	60,265	67,669	78,993		82,441		3,448	
2830	Admin. Assoc. Fees	9,769	9,500	10,178	828		1,000		172	
3100	Professional Services	6,302	7,768	3,215	0		0		0	
3105	Contractual Services	0	0	2,100	0		0		0	
3106	Sports Officials	3,363	3,286	3,330	3,210		5,000		1,790	
3201	Telephone	3,133	2,889	2,942	3,000		2,000		(1,000)	
3401	Travel Reimbursement	17,568	7,617	5	3,536		9,500		5,964	
3402	Conference Expenses	15,025	18,103	6,664	4,228		13,000		8,772	
3450	Field Trips	41,773	50,345	44,150	17,125		29,000		11,875	
3501	Repair/Maint. - Building	0	1,745	93	0		0		0	
3502	Repair/Maint. - Equipment	3,664	0	0	0		0		0	
3504	Maint. Service Contract	550	0	0	550		0		(550)	
3700	In-Service Expenses	0	575	0	0		0		0	
3902	Printing Services	25,984	14,278	14,688	10,000		4,500		(5,500)	
3903	Postage	2,305	5,820	3,594	2,000		4,000		2,000	
3921	Tuition - PW	0	0	0	10,000		0		(10,000)	
3999	Other Contract Services	7,815	8,836	4,815	750		1,000		250	
4001	Office Supplies	6,456	9,041	8,772	6,500		4,000		(2,500)	
4002	Medical Supplies	672	405	638	1,000		0		(1,000)	
4003	Custodial Supplies	32,811	17,837	18,231	16,926		20,000		3,074	
4004	Repair/Maint. Supplies	9,754	3,410	2,254	2,000		2,000		0	
4007	Wearing Apparel	7,643	6,026	25,500	4,200		12,000		7,800	
4008	Reference Materials	0	111	1,380	0		0		0	
4009	Extra Curricular Supplies	135	1,963	5,031	0		0		0	
4010	Instructional Supplies	223,640	91,217	56,496	50,250		190,436		140,186	
4011	Textbooks	4,687	9,464	43,126	7,000		10,000		3,000	
4013	Testing Materials	0	980	182	0		5,000		5,000	
4014	Food, Cafeteria	0	0	13,894	0		0		0	
4016	Library Books	82,563	6,245	7,927	5,000		10,000		5,000	
4018	Library Supplies	551	380	398	450		0		(450)	
4019	Food	2,959	6,985	11,317	6,000		6,000		0	
4020	Printing Supplies	9,778	9,531	14,546	10,000		0		(10,000)	
4310	Tech. Supp/Equip Add'l	10,322	28,552	150,668	0		5,000		5,000	
4350	Tech. Supp/Equip Repl	21,141	18,438	5,289	0		0		0	
4410	Software - Additional	22,586	3,106	4,929	0		10,000		10,000	
4450	Software - Replacement	610	33,214	(67)	35,000		0		(35,000)	
4510	General Equipment - Add'l.	52,635	15,670	1,392	0		20,000		20,000	
4550	General Equipment - Repl.	3,576	5,003	20,403	51,107		15,000		(36,107)	
4999	Other Material/Supplies	0	9,345	0	0		0		0	
5101	Equipment - Additional	195,734	12,908	17,239	0		20,000		20,000	
5144	Building, Alteration	0	0	30,600	0		0		0	
5501	Equipment - Replacement	20,918	0	0	311,065		0		(311,065)	
Totals		7,802,864	7,698,757	8,053,953	9,091,726	100.00	9,292,217	101.00	200,491	1.00
Student Enrollment		1,050	1,035	1,043	1,103		1,084			
Positions		87.50	90.50	91.00	100.00		101.00			

## Financial Section

### GAINESVILLE MIDDLE SCHOOL

**School:** 496  
**Address:** 8001 Limestone Dr.  
 Gainesville, VA 20155  
**Principal:** Catherine Porter-Lucas  
**Main Office:** 703.753.2997  
**Grades:** 6-8  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	99,064	103,413	107,582	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	192,070	199,808	207,861	199,920 2.00	204,240 2.00	4,320 0.00
1115	Teacher on Special Assignment	64,084	14,708	30,809	32,640 0.50	67,320 1.00	34,680 0.50
1120	Teacher, Classroom	4,666,700	4,914,750	5,272,424	5,620,176 88.20	5,695,464 86.60	75,288 (1.60)
1121	Librarian	132,424	144,519	151,394	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	252,535	232,766	241,963	268,680 4.00	277,080 4.00	8,400 0.00
1140	Teacher Assistant	83,872	107,637	111,586	146,880 6.00	169,680 7.00	22,800 1.00
1148	Specialist	41,214	41,214	55,959	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	231,685	251,995	254,618	265,920 6.00	257,280 6.00	(8,640) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	169,402	172,463	199,860	211,080 6.00	202,170 6.00	(8,910) 0.00
1200	Overtime	913	2,191	196	1,000	1,000	0
1201	Straight Time	196	0	333	0	0	0
1300	Temporary Employee	7,533	13,622	20,986	15,000	15,000	0
1500	Substitute Teacher	61,241	65,029	76,383	85,000	80,000	(5,000)
1502	Substitute, Other	769	1,931	18	1,000	1,000	0
1600	Instructional Supplement	9,299	11,597	15,764	7,000	7,000	0
1601	Coaching Supplement	29,663	30,256	30,256	40,000	36,000	(4,000)
1602	Extra-Curr. Supplement	20,485	21,900	20,444	16,000	16,000	0
2100	Social Security - FICA	447,929	467,946	503,709	553,152	562,308	9,156
2210	Retirement - VRS	943,450	876,673	921,527	1,217,148	1,193,181	(23,968)
2211	Retiree Health Care Credit	61,141	62,649	70,311	0	0	0
2220	Retirement - PWCS	51,490	52,554	60,531	57,232	59,179	1,947
2221	Defined Contribution Plan	2,898	9,927	14,220	0	0	0
2300	Health Insurance - HMP	568,779	608,636	654,133	851,416	889,845	38,429
2310	Short/Long Term Disability Premium	607	2,469	3,008	0	0	0
2400	Life Insurance - GLI	70,236	71,958	85,074	92,560	94,312	1,751
2830	Admin. Assoc. Fees	766	1,830	1,414	1,000	1,000	0
3105	Contractual Services	0	0	5,000	0	0	0
3106	Sports Officials	3,764	3,338	2,157	3,210	3,274	64
3201	Telephone	3,204	2,760	0	3,000	2,400	(600)
3401	Travel Reimbursement	4,553	8,748	16,808	3,000	4,077	1,077
3402	Conference Expenses	349	3,300	8,745	5,000	5,000	0
3450	Field Trips	5,445	5,930	10,204	6,335	6,710	375
3502	Repair/Maint. - Equipment	0	156	0	0	0	0
3504	Maint. Service Contract	700	150	0	1,000	1,000	0
3700	In-Service Expenses	3,261	2,642	711	2,000	2,000	0
3902	Printing Services	36,499	28,318	17,197	30,000	20,000	(10,000)
3903	Postage	1,542	2,059	1,885	2,000	2,000	0
3921	Tuition - PW	740	370	0	5,000	5,000	0
3999	Other Contract Services	684	268	1,743	0	0	0
4001	Office Supplies	1,224	2,501	2,845	2,000	2,000	0
4002	Medical Supplies	476	913	1,099	2,000	2,000	0
4003	Custodial Supplies	22,403	17,483	21,637	15,000	15,000	0
4004	Repair/Maint. Supplies	792	2,010	2,822	4,000	4,000	0
4007	Wearing Apparel	651	625	539	400	600	200
4008	Reference Materials	2,706	2,208	417	1,000	1,000	0
4009	Extra Curricular Supplies	0	0	65	0	0	0
4010	Instructional Supplies	57,760	83,002	69,162	112,060	220,194	108,134
4011	Textbooks	5,250	41,121	0	51,000	100,000	49,000
4012	Emp. Training Supplies	0	0	1,386	0	0	0
4013	Testing Materials	1,468	422	1,190	3,000	3,000	0
4014	Food, Cafeteria	0	598	895	0	0	0
4016	Library Books	3,437	4,044	8,208	5,000	5,000	0
4017	Library Periodicals	1,875	4,949	436	2,000	2,000	0
4018	Library Supplies	0	1,713	600	1,000	1,000	0
4019	Food	248	2,177	5,786	2,000	2,000	0
4020	Printing Supplies	0	0	12,036	0	10,000	10,000
4310	Tech. Supp/Equip Add'l	23,401	59,809	102,015	100,000	100,000	0
4350	Tech. Supp/Equip Repl	0	20,486	0	0	0	0
4410	Software - Additional	36,225	36,773	38,057	40,000	30,000	(10,000)
4450	Software - Replacement	460	1,010	1,168	10,000	50,000	40,000
4510	General Equipment - Add'l	6,910	46,777	10,310	28,000	47,000	19,000
4550	General Equipment - Repl.	584	35,499	10,585	0	10,000	10,000
5101	Equipment - Additional	0	13,432	0	0	0	0
8002	General Reserve	0	0	0	1,000	5,000	4,000
Totals		8,442,055	8,925,031	9,473,071	10,443,210 116.70	10,816,473 116.60	373,263 (0.10)
Student Enrollment		1,297	1,381	1,385	1,458	1,474	
Positions		100.50	103.20	109.10	116.70	116.60	

## Financial Section

### GRAHAM PARK MIDDLE SCHOOL

**School:** 451  
**Address:** 3613 Graham Park Rd.  
 Triangle, VA 22172  
**Principal:** Maria Ramadane  
**Main Office:** 703.221.2118  
**Grades:** 6-8  
**Specialty:** Mathematics and Science  
**Programs:** Baldrige School



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
					Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	129,703	94,637	98,452	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	188,598	196,198	204,105	199,920	2.00	204,240	2.00	4,320	0.00
1120	Teacher, Classroom	3,580,145	3,718,939	4,056,287	4,140,240	65.00	4,273,080	65.00	132,840	0.00
1121	Librarian	74,290	118,267	135,117	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	209,858	217,497	225,292	203,400	3.00	209,760	3.00	6,360	0.00
1140	Teacher Assistant	160,397	182,830	141,206	122,400	5.00	121,200	5.00	(1,200)	0.00
1142	Cafeteria Aide	0	0	0	0	0.00	9,306	0.47	9,306	0.47
1148	Specialist	54,855	57,010	59,251	56,160	1.00	57,000	1.00	840	0.00
1150	Secretarial / Bookkeeper	251,193	261,216	260,692	261,720	6.00	280,080	7.00	18,360	1.00
1190	Custodian	176,574	193,091	200,683	177,120	5.00	179,490	5.00	2,370	0.00
1200	Overtime	1,089	1,228	778	0		0		0	
1201	Straight Time	556	317	657	0		0		0	
1300	Temporary Employee	8,515	4,312	9,218	6,800		6,500		(300)	
1500	Substitute Teacher	58,360	52,783	73,841	65,000		70,000		5,000	
1502	Substitute, Other	538	0	0	400		400		0	
1600	Instructional Supplement	10,694	12,691	9,139	3,000		3,000		0	
1601	Coaching Supplement	29,663	30,256	29,433	32,203		32,847		644	
1602	Extra-Curr. Supplement	24,348	25,534	25,891	24,287		24,492		205	
2100	Social Security - FICA	367,649	374,015	405,132	425,102		439,153		14,050	
2210	Retirement - VRS	756,273	710,524	745,368	932,923		924,669		(8,254)	
2211	Retiree Health Care Credit	49,323	50,780	56,534	0		0		0	
2220	Retirement - PWCS	38,934	40,944	45,863	43,944		45,983		2,038	
2221	Defined Contribution Plan	3,792	9,592	16,933	0		0		0	
2300	Health Insurance - HMP	422,973	472,605	520,536	653,737		691,419		37,682	
2310	Short/Long Term Disability Premium	916	1,995	3,164	0		0		0	
2400	Life Insurance - GLI	57,061	58,827	68,826	71,070		73,281		2,211	
2830	Admin. Assoc. Fees	0	0	385	1,000		1,000		0	
3100	Professional Services	3,300	0	0	0		0		0	
3106	Sports Officials	8,285	7,493	7,384	7,333		7,333		0	
3201	Telephone	3,284	2,710	2,165	2,200		2,200		0	
3401	Travel Reimbursement	288	2,367	69	500		500		0	
3402	Conference Expenses	449	1,080	1,499	1,500		1,500		0	
3450	Field Trips	47,392	21,876	23,978	25,000		15,000		(10,000)	
3501	Repair/Maint. - Building	0	1,558	656	3,500		3,500		0	
3502	Repair/Maint. - Equipment	8,342	436	781	1,000		1,000		0	
3504	Maint. Service Contract	550	550	0	0		0		0	
3700	In-Service Expenses	0	899	0	0		0		0	
3902	Printing Services	957	1,046	863	1,500		2,500		1,000	
3903	Postage	3,940	2,923	3,913	3,500		3,500		0	
3911	Rental Equipment	18,974	18,130	20,829	30,000		30,000		0	
3921	Tuition - PW	0	0	0	27,000		12,000		(15,000)	
3999	Other Contract Services	0	148	1,800	0		0		0	
4001	Office Supplies	4,616	4,620	3,074	3,100		3,100		0	
4002	Medical Supplies	1,059	178	501	1,000		800		(200)	
4003	Custodial Supplies	15,076	14,878	14,884	15,000		15,000		0	
4004	Repair/Maint. Supplies	753	4,365	339	0		0		0	
4007	Wearing Apparel	1,505	442	807	1,000		2,500		1,500	
4009	Extra Curricular Supplies	135	0	491	2,000		3,500		1,500	
4010	Instructional Supplies	72,638	76,275	84,243	124,333		99,435		(24,898)	
4011	Textbooks	31,873	4,606	0	53,125		53,000		(125)	
4013	Testing Materials	1,028	453	0	0		0		0	
4014	Food, Cafeteria	0	556	2,867	0		0		0	
4016	Library Books	2,983	2,941	6,081	3,500		3,500		0	
4018	Library Supplies	2,002	1,974	1,948	2,000		2,000		0	
4019	Food	5,004	8,387	6,411	6,000		6,000		0	
4310	Tech. Supp/Equip Add'l	119,352	51,281	510	0		0		0	
4350	Tech. Supp/Equip Repl	12,496	28,759	64,170	25,270		10,000		(15,270)	
4410	Software - Additional	316	0	7,525	7,525		7,525		0	
4450	Software - Replacement	19,015	20,983	19,256	24,200		24,200		0	
4510	General Equipment - Add'l.	2,618	18,062	12,658	1,000		1,000		0	
4550	General Equipment - Repl.	1,034	3,590	240	0		0		0	
Totals		7,045,562	7,189,655	7,682,725	8,056,753	90.00	8,226,652	91.47	169,899	1.47
Student Enrollment		1,006	1,015	1,042	1,061		1,053			
Positions		84.51	88.00	90.00	90.00		91.47			

## Financial Section

### HAMPTON MIDDLE SCHOOL (formerly Godwin Middle School)

**School:** 464  
**Address:** 14800 Darbydale Ave.  
 Woodbridge, VA 22193  
**Principal:** Jehovahni Mitchell  
**Main Office:** 703.670.6166  
**Grades:** 6-8  
**Specialty:** International Baccalaureate Program  
**Programs:**



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	122,258	127,184	132,310	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	163,111	169,686	205,409	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	70,026	72,749	23,795	32,640	0.50	33,660	0.50	1,020	0.00
1120	Teacher, Classroom	3,982,887	3,996,019	4,202,742	4,333,560	68.00	4,536,480	69.00	202,920	1.00
1121	Librarian	40,761	119,431	127,361	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	197,585	195,404	199,062	203,400	3.00	209,760	3.00	6,360	0.00
1140	Teacher Assistant	92,690	96,332	96,411	24,480	1.00	24,240	1.00	(240)	0.00
1148	Specialist	42,309	44,076	45,807	56,160	1.00	57,000	1.00	840	0.00
1150	Secretarial / Bookkeeper	247,454	284,764	287,727	265,920	6.00	287,040	7.00	21,120	1.00
1190	Custodian	165,915	173,856	170,637	177,120	5.00	173,730	5.00	(3,390)	0.00
1200	Overtime	5,944	8,976	13,412	0		0		0	
1201	Straight Time	2,078	6,899	6,633	0		0		0	
1300	Temporary Employee	2,466	194	5,922	16,000		18,000		2,000	
1500	Substitute Teacher	110,116	107,862	72,370	65,000		65,000		0	
1502	Substitute, Other	2,306	2,821	502	2,500		2,500		0	
1600	Instructional Supplement	68,623	149,680	191,567	0		0		0	
1601	Coaching Supplement	29,663	30,256	30,256	37,598		37,598		0	
1602	Extra-Curr. Supplement	24,252	25,566	25,759	25,264		25,264		0	
1603	Homebound Tutoring	240	10	0	0		0		0	
2100	Social Security - FICA	395,259	413,233	430,397	436,341		454,690		18,349	
2210	Retirement - VRS	792,221	743,672	773,674	956,131		959,277		3,146	
2211	Retiree Health Care Credit	52,578	53,508	59,320	0		0		0	
2220	Retirement - PWCS	35,989	39,486	44,197	45,015		47,637		2,622	
2221	Defined Contribution Plan	6,580	8,803	15,972	0		0		0	
2300	Health Insurance - HMP	531,330	565,200	619,857	669,672		716,300		46,629	
2310	Short/Long Term Disability Premium	1,433	2,022	3,267	0		0		0	
2400	Life Insurance - GLI	60,584	61,710	71,803	72,802		75,918		3,116	
2830	Admin. Assoc. Fees	200	260	0	828		828		0	
3100	Professional Services	0	7,527	0	0		0		0	
3106	Sports Officials	1,220	0	1,300	3,210		3,210		0	
3201	Telephone	2,465	1,914	1,775	1,500		1,500		0	
3401	Travel Reimbursement	1,631	3,976	982	2,000		2,000		0	
3402	Conference Expenses	6,342	7,310	3,658	2,000		2,000		0	
3450	Field Trips	21,772	35,070	27,447	3,125		3,125		0	
3501	Repair/Maint. - Building	262	142	105,079	500		500		0	
3502	Repair/Maint. - Equipment	244	290	388	250		250		0	
3504	Maint. Service Contract	550	299	1,085	500		500		0	
3700	In-Service Expenses	0	383	0	0		0		0	
3902	Printing Services	9,560	6,489	117	500		1,500		1,000	
3903	Postage	3,340	2,868	3,009	2,000		2,000		0	
3911	Rental Equipment	15,567	16,150	27,391	20,000		40,000		20,000	
3921	Tuition - PW	0	0	0	25,223		25,223		0	
3999	Other Contract Services	0	756	1,466	0		0		0	
4001	Office Supplies	8,878	5,741	7,684	4,400		4,400		0	
4002	Medical Supplies	3,198	763	667	1,000		1,000		0	
4003	Custodial Supplies	21,460	26,490	17,728	26,000		26,000		0	
4004	Repair/Maint. Supplies	1,206	4,037	1,304	3,500		3,500		0	
4007	Wearing Apparel	4,687	6,607	68,895	300		300		0	
4009	Extra Curricular Supplies	135	377	258	0		0		0	
4010	Instructional Supplies	71,139	84,461	41,020	93,100		105,295		12,195	
4011	Textbooks	6,853	22,785	2,567	30,000		58,746		28,746	
4013	Testing Materials	645	0	0	1,000		1,000		0	
4014	Food, Cafeteria	20	0	5,105	0		0		0	
4016	Library Books	1,373	8,411	3,624	22,503		22,503		0	
4017	Library Periodicals	0	722	0	800		800		0	
4018	Library Supplies	917	5,588	1,584	1,000		1,000		0	
4019	Food	2,844	4,238	4,884	5,000		5,000		0	
4020	Printing Supplies	5,362	3,529	12,567	10,000		10,000		0	
4310	Tech. Supp/Equip Add'l	14,965	48,372	26,897	20,000		20,000		0	
4350	Tech. Supp/Equip Repl	12,322	56,528	55,295	42,361		42,361		0	
4410	Software - Additional	2,338	27,621	19,295	20,000		20,000		0	
4450	Software - Replacement	564	3,250	1,018	5,050		5,050		0	
4510	General Equipment - Add'l.	10,403	8,788	4,751	1,000		34,043		33,043	
4550	General Equipment - Repl.	1,338	330	15,693	6,750		6,750		0	
5146	Trailers/Modulars - New	18,364	0	0	0		0		0	
Totals		7,498,822	7,901,470	8,320,705	8,239,163	89.50	8,647,879	91.50	408,716	2.00
Student Enrollment		1,072	1,094	1,050	1,073		1,118			
Positions		90.00	91.30	91.50	89.50		91.50			



## Financial Section

### LAKE RIDGE MIDDLE SCHOOL

**School:** 472  
**Address:** 12350 Mohican Rd.  
 Woodbridge, VA 22192  
**Principal:** Skyles Calhoun  
**Main Office:** 703.494.5154  
**Grades:** 6-8  
**Specialty:** World Languages Program  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	133,594	138,978	148,918	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	170,712	164,310	170,933	199,920 2.00	204,240 2.00	4,320 0.00
1115	Teacher on Special Assignment	74,120	0	0	0 0.00	67,320 1.00	67,320 1.00
1120	Teacher, Classroom	4,427,646	4,501,476	4,290,634	4,935,240 77.50	5,595,070 85.14	659,830 7.64
1121	Librarian	153,197	149,895	156,801	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	184,992	190,616	189,796	203,400 3.00	209,760 3.00	6,360 0.00
1140	Teacher Assistant	78,136	55,152	56,579	97,920 4.00	96,960 4.00	(960) 0.00
1148	Specialist	46,208	48,024	49,915	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	255,783	257,296	241,517	254,400 6.00	248,880 6.00	(5,520) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	206,347	176,390	171,596	171,840 5.00	167,970 5.00	(3,870) 0.00
1200	Overtime	3,256	1,820	855	2,000	200	(1,800)
1201	Straight Time	270	299	218	0	500	500
1300	Temporary Employee	13,678	11,582	1,934	0	3,000	3,000
1500	Substitute Teacher	56,780	63,199	56,834	80,000	71,000	(9,000)
1502	Substitute, Other	0	78	0	2,000	2,000	0
1600	Instructional Supplement	138	3,974	8,947	0	0	0
1601	Coaching Supplement	29,663	26,362	30,256	35,000	25,000	(10,000)
1602	Extra-Curr. Supplement	26,924	28,195	24,503	25,000	25,000	0
1603	Homebound Tutoring	1,110	0	0	0	0	0
2100	Social Security - FICA	433,296	427,227	413,686	484,025	538,794	54,769
2210	Retirement - VRS	907,664	806,631	768,524	1,066,510	1,149,139	82,630
2211	Retiree Health Care Credit	58,705	57,347	59,040	0	0	0
2220	Retirement - PWCS	59,067	54,429	51,225	50,083	56,852	6,769
2221	Defined Contribution Plan	2,602	5,646	17,173	0	0	0
2300	Health Insurance - HMP	518,276	555,513	521,392	745,066	854,861	109,796
2310	Short/Long Term Disability Premium	606	1,299	3,310	0	0	0
2400	Life Insurance - GLI	67,861	66,042	71,421	80,999	90,604	9,606
2830	Admin. Assoc. Fees	536	536	689	1,000	0	(1,000)
3100	Professional Services	760	(51)	29,089	1,000	3,500	2,500
3106	Sports Officials	4,763	5,616	7,254	7,000	5,500	(1,500)
3201	Telephone	660	1,798	3,054	3,000	3,300	300
3401	Travel Reimbursement	580	1,178	164	500	0	(500)
3402	Conference Expenses	146	1,665	7,934	10,000	33,000	23,000
3450	Field Trips	9,680	10,313	10,818	10,500	11,500	1,000
3501	Repair/Maint. - Building	0	0	0	0	1,500	1,500
3502	Repair/Maint. - Equipment	673	0	0	0	0	0
3504	Maint. Service Contract	2,300	10	0	0	0	0
3902	Printing Services	2,228	2,485	2,459	2,000	1,700	(300)
3903	Postage	247	11	658	2,000	500	(1,500)
4001	Office Supplies	2,184	5,116	4,947	4,500	5,365	865
4002	Medical Supplies	275	400	467	500	500	0
4003	Custodial Supplies	14,136	20,654	18,736	20,000	12,000	(8,000)
4004	Repair/Maint. Supplies	311	299	1,011	0	0	0
4007	Wearing Apparel	300	400	356	500	500	0
4008	Reference Materials	0	0	288	3,000	0	(3,000)
4010	Instructional Supplies	45,332	65,213	145,220	102,817	96,501	(6,316)
4011	Textbooks	110,039	3,933	23,856	8,000	9,881	1,881
4014	Food, Cafeteria	0	0	1,434	3,000	0	(3,000)
4016	Library Books	4,229	5,310	9,343	8,000	6,000	(2,000)
4017	Library Periodicals	2,241	3,302	3,217	3,450	4,000	550
4018	Library Supplies	429	3,526	0	0	0	0
4019	Food	157	1,488	3,214	5,000	0	(5,000)
4020	Printing Supplies	0	380	0	0	0	0
4310	Tech. Supp/Equip Add'l	1,322	6,036	162,476	176,011	86,000	(90,011)
4350	Tech. Supp/Equip Repl	0	1,934	0	0	41,000	41,000
4410	Software - Additional	16,422	11,851	24,375	25,000	25,000	0
4450	Software - Replacement	460	1,228	1,018	550	500	(50)
4510	General Equipment - Add'l.	15,196	16,550	37,359	55,000	30,000	(25,000)
4550	General Equipment - Repl.	4,860	1,100	0	12,000	0	(12,000)
5101	Equipment - Additional	0	0	14,021	0	0	0
Totals		8,156,098	7,966,558	8,024,463	9,218,130 101.50	10,111,058 110.14	892,928 8.64
Student Enrollment		1,213	1,220	1,220	1,263	1,407	
Positions		96.50	94.60	89.00	101.50	110.14	



## Financial Section

### MARSTELLER MIDDLE SCHOOL

**School:** 421  
**Address:** 14000 Sudley Manor Dr.  
 Bristow, VA 20136  
**Principal:** Roberta Knetter  
**Main Office:** 703.393.7608  
**Grades:** 6-8  
**Specialty:** Mathematics and Science  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	122,258	127,184	132,310	133,680 1.00	134,520 1.00	840 0.00	
1112	Assistant Principal	90,199	202,614	210,782	199,920 2.00	204,240 2.00	4,320 0.00	
1115	Teacher on Special Assignment	44,088	0	0	0 0.00	0 0.00	0 0.00	
1120	Teacher, Classroom	5,092,504	5,243,248	5,334,337	5,176,800 81.20	5,183,472 78.80	6,672 (2.40)	
1121	Librarian	117,272	126,533	132,812	130,560 2.00	134,640 2.00	4,080 0.00	
1122	Counselor	247,900	247,738	256,482	236,040 3.50	243,420 3.50	7,380 0.00	
1140	Teacher Assistant	142,404	154,352	179,194	195,840 8.00	218,160 9.00	22,320 1.00	
1148	Specialist	43,603	39,033	49,004	56,160 1.00	57,000 1.00	840 0.00	
1150	Secretarial / Bookkeeper	249,139	263,768	273,935	277,440 7.00	275,640 7.00	(1,800) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	12,500	7,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	238,896	221,060	229,749	216,360 6.00	213,690 6.00	(2,670) 0.00	
1200	Overtime	3,519	3,583	762	1,000	1,000	0	
1201	Straight Time	1,485	995	1,212	2,200	2,200	0	
1300	Temporary Employee	75,366	45,529	35,035	21,800	19,300	(2,500)	
1500	Substitute Teacher	85,395	78,231	89,624	81,721	82,021	300	
1502	Substitute, Other	3,805	2,313	3,316	2,400	2,100	(300)	
1600	Instructional Supplement	8,610	9,970	6,315	0	0	0	
1601	Coaching Supplement	29,663	30,256	32,278	32,929	33,588	659	
1602	Extra-Curr. Supplement	21,696	21,672	21,893	23,234	23,699	465	
2100	Social Security - FICA	488,870	505,415	515,486	519,289	522,396	3,107	
2210	Retirement - VRS	984,834	940,085	929,141	1,138,848	1,101,680	(37,168)	
2211	Retiree Health Care Credit	63,661	66,234	71,057	0	0	0	
2220	Retirement - PWCS	63,546	67,216	63,943	53,645	54,785	1,140	
2221	Defined Contribution Plan	4,570	6,233	17,563	0	0	0	
2300	Health Insurance - HMP	557,624	549,090	595,933	798,047	823,767	25,719	
2310	Short/Long Term Disability Premium	1,096	1,825	3,010	0	0	0	
2400	Life Insurance - GLI	73,438	76,620	86,273	86,759	87,308	550	
2830	Admin. Assoc. Fees	70	400	536	828	828	0	
3100	Professional Services	2,430	3,319	3,405	3,500	3,300	(200)	
3106	Sports Officials	6,441	4,231	288	3,210	3,210	0	
3201	Telephone	5,279	2,079	737	3,800	1,100	(2,700)	
3401	Travel Reimbursement	4,115	4,099	2,657	2,186	2,186	0	
3402	Conference Expenses	316	1,406	549	800	800	0	
3450	Field Trips	29,137	26,259	26,707	18,125	18,125	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3902	Printing Services	1,006	404	444	600	600	0	
3903	Postage	4,166	21	2,729	3,000	3,000	0	
3911	Rental Equipment	14,261	17,749	17,749	11,108	2,000	(9,108)	
4001	Office Supplies	5,773	7,142	5,968	30,000	20,000	(10,000)	
4002	Medical Supplies	563	460	776	500	500	0	
4003	Custodial Supplies	11,676	20,869	20,724	16,798	15,000	(1,798)	
4004	Repair/Maint. Supplies	2,173	0	383	0	0	0	
4007	Wearing Apparel	826	454	460	500	500	0	
4008	Reference Materials	228	0	0	0	0	0	
4009	Extra Curricular Supplies	135	0	0	0	0	0	
4010	Instructional Supplies	91,161	104,803	130,749	245,288	146,631	(98,657)	
4011	Textbooks	107,574	0	31,555	160,000	142,677	(17,323)	
4012	Emp. Training Supplies	0	0	264	150	150	0	
4013	Testing Materials	223	180	0	0	0	0	
4014	Food, Cafeteria	0	0	985	0	0	0	
4016	Library Books	11,132	13,487	11,924	15,500	15,500	0	
4017	Library Periodicals	3,166	25	199	400	400	0	
4018	Library Supplies	1,580	291	1,084	1,000	1,000	0	
4019	Food	0	2,100	589	5,000	5,000	0	
4310	Tech. Supp/Equip Add'l	28,062	1,577	2,621	15,000	15,000	0	
4350	Tech. Supp/Equip Repl	0	5,013	28,440	30,000	3,579	(26,421)	
4410	Software - Additional	0	36	0	0	0	0	
4450	Software - Replacement	460	1,010	1,018	1,000	1,000	0	
4510	General Equipment - Add'l.	2,490	3,829	8,805	15,750	15,750	0	
<b>Totals</b>		<b>9,197,934</b>	<b>9,264,541</b>	<b>9,581,287</b>	<b>9,968,715 111.70</b>	<b>9,836,462 110.30</b>	<b>(132,253) (1.40)</b>	
Student Enrollment		1,299	1,297	1,334	1,390	1,312		
Positions		106.90	106.30	109.90	111.70	110.30		

## Financial Section

### PARKSIDE MIDDLE SCHOOL

**School:** 450  
**Address:** 8602 Mathis Ave.  
 Manassas, VA 20110  
**Principal:** Mary Jane Boynton  
**Main Office:** 703.361.3106  
**Grades:** 6-8  
**Specialty:** World Languages Program  
**Programs:** Baldrige School



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	102,389	106,516	110,809	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	157,947	192,736	201,088	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	0	0	0	63,600	1.00	65,640	1.00	2,040	0.00
1120	Teacher, Classroom	4,730,421	4,654,691	4,817,432	4,964,160	78.00	5,390,640	82.00	426,480	4.00
1121	Librarian	123,623	127,369	138,153	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	183,056	256,222	264,020	268,680	4.00	277,080	4.00	8,400	0.00
1140	Teacher Assistant	169,431	165,006	148,384	195,840	8.00	266,640	11.00	70,800	3.00
1142	Cafeteria Aide	0	0	0	0	0.00	18,612	0.94	18,612	0.94
1148	Specialist	68,388	82,446	84,971	128,520	3.00	91,200	2.00	(37,320)	(1.00)
1150	Secretarial / Bookkeeper	194,427	241,049	253,829	261,720	6.00	244,920	6.00	(16,800)	0.00
1190	Custodian	236,619	245,067	238,214	205,800	6.00	202,170	6.00	(3,630)	0.00
1200	Overtime	30,970	11,540	4,932	7,432		5,500		(1,932)	
1201	Straight Time	27,098	21,998	12,787	5,574		7,500		1,926	
1300	Temporary Employee	71,445	56,108	51,975	35,158		38,000		2,842	
1500	Substitute Teacher	100,115	63,432	83,322	74,315		94,000		19,685	
1502	Substitute, Other	2,383	2,260	705	1,858		1,000		(858)	
1600	Instructional Supplement	96,751	54,428	40,461	7,432		72,000		64,568	
1601	Coaching Supplement	29,663	30,256	30,256	39,545		40,343		798	
1602	Extra-Curr. Supplement	18,021	24,716	24,834	20,549		16,953		(3,596)	
1647	Coordinator Supplement	615	0	0	0		0		0	
2100	Social Security - FICA	470,052	465,825	471,891	515,942		558,883		42,941	
2210	Retirement - VRS	926,090	858,205	848,724	1,127,651		1,161,497		33,845	
2211	Retiree Health Care Credit	60,961	61,353	65,085	0		0		0	
2220	Retirement - PWCS	51,767	53,048	52,146	53,075		57,636		4,561	
2221	Defined Contribution Plan	6,060	8,674	19,302	0		0		0	
2300	Health Insurance - HMP	569,494	628,622	671,888	789,574		866,644		77,071	
2310	Short/Long Term Disability Premium	1,710	2,424	3,884	0		0		0	
2400	Life Insurance - GLI	70,666	71,186	79,284	85,837		91,853		6,016	
2830	Admin. Assoc. Fees	2,411	3,151	4,811	5,000		5,000		0	
3100	Professional Services	0	44,700	2,595	63,000		0		(63,000)	
3106	Sports Officials	4,178	3,116	3,160	3,210		3,274		64	
3201	Telephone	8,100	6,281	4,896	5,500		2,500		(3,000)	
3401	Travel Reimbursement	1,135	0	0	0		0		0	
3402	Conference Expenses	6,812	12,599	35,781	24,500		16,500		(8,000)	
3450	Field Trips	46,793	35,360	34,614	21,125		28,500		7,375	
3501	Repair/Maint. - Building	3,708	3,479	8,555	5,000		7,000		2,000	
3504	Maint. Service Contract	550	0	0	0		0		0	
3700	In-Service Expenses	27,881	32,850	36,098	11,000		14,000		3,000	
3902	Printing Services	1,949	1,078	1,643	2,000		4,000		2,000	
3903	Postage	2,675	76	1,768	2,000		2,000		0	
3911	Rental Equipment	0	0	12,071	15,000		15,000		0	
3921	Tuition - PW	0	0	450	10,000		5,000		(5,000)	
3999	Other Contract Services	11,709	7,688	7,046	500		500		0	
4001	Office Supplies	13,487	5,520	8,737	11,500		7,000		(4,500)	
4002	Medical Supplies	328	300	365	500		1,000		500	
4003	Custodial Supplies	11,514	14,272	21,063	20,000		18,000		(2,000)	
4007	Wearing Apparel	167	422	243	600		600		0	
4008	Reference Materials	3,845	1,819	1,411	8,000		3,000		(5,000)	
4009	Extra Curricular Supplies	135	0	5,614	5,500		7,500		2,000	
4010	Instructional Supplies	99,922	96,345	70,427	321,311		253,995		(67,316)	
4011	Textbooks	36,492	27,779	6,808	60,000		70,000		10,000	
4012	Emp. Training Supplies	0	0	0	10,000		15,000		5,000	
4013	Testing Materials	0	0	9,476	0		15,000		15,000	
4014	Food, Cafeteria	0	0	1,505	0		0		0	
4016	Library Books	12,870	6,351	9,964	15,000		7,500		(7,500)	
4017	Library Periodicals	447	356	96	1,000		1,000		0	
4018	Library Supplies	503	1,188	1,080	1,500		1,000		(500)	
4019	Food	6,929	7,838	4,698	3,000		8,000		5,000	
4020	Printing Supplies	0	0	13,607	15,000		15,000		0	
4150	Lease Agreement	16,016	14,610	2,414	0		0		0	
4310	Tech. Supp/Equip Add'l	23,031	90,502	70,004	64,350		103,000		38,650	
4350	Tech. Supp/Equip Repl	0	22,913	2,252	30,000		10,000		(20,000)	
4410	Software - Additional	17,612	11,880	10,526	29,500		34,500		5,000	
4450	Software - Replacement	515	1,010	1,198	10,000		15,000		5,000	
4510	General Equipment - Add'l	41,030	116,808	20,156	46,500		36,500		(10,000)	
5101	Equipment - Additional	0	0	18,400	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,902,908	9,055,465	9,151,910	10,142,518	111.00	10,772,979	117.94	630,461	6.94
Student Enrollment		1,221	1,224	1,212	1,313		1,400			
Positions		103.50	104.00	104.00	111.00		117.94			

## Financial Section

### POTOMAC MIDDLE SCHOOL

**School:** 417  
**Address:** 3130 Panther Pride Dr.  
 Dumfries, VA 22026  
**Principal:** Kevin Smith  
**Main Office:** 703.221.4996  
**Grades:** 6-8  
**Specialty:**  
**Programs:** School of Excellence, Baldrige School, 21st Century PLUS Program



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	111,883	111,735	121,082	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	118,543	171,742	178,664	199,920 2.00	204,240 2.00	4,320 0.00
1115	Teacher on Special Assignment	72,430	68,666	0	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	3,932,001	4,402,861	4,621,026	5,167,680 81.20	5,425,224 82.60	257,544 1.40
1121	Librarian	146,591	153,564	153,182	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	221,688	229,748	238,895	203,400 3.00	209,760 3.00	6,360 0.00
1140	Teacher Assistant	80,116	105,222	123,890	146,880 6.00	169,680 7.00	22,800 1.00
1148	Specialist	54,855	57,010	58,985	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	259,967	279,018	283,579	239,400 6.00	237,480 6.00	(1,920) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	220,007	228,659	237,412	211,080 6.00	207,930 6.00	(3,150) 0.00
1200	Overtime	4,911	3,124	380	4,000	4,000	0
1201	Straight Time	7,727	1,994	5,210	4,000	6,500	2,500
1300	Temporary Employee	50,307	5,208	8,404	5,500	14,500	9,000
1500	Substitute Teacher	86,858	87,762	74,337	70,000	85,000	15,000
1600	Instructional Supplement	73,515	23,284	39,057	0	0	0
1601	Coaching Supplement	29,663	30,256	28,699	41,461	0	(41,461)
1602	Extra-Curr. Supplement	20,019	19,725	17,214	19,000	61,679	42,679
1647	Coordinator Supplement	1,794	0	0	0	0	0
2100	Social Security - FICA	403,591	441,894	453,074	507,395	531,840	24,446
2210	Retirement - VRS	786,334	813,177	824,041	1,115,896	1,121,838	5,942
2211	Retiree Health Care Credit	52,104	58,683	63,105	0	0	0
2220	Retirement - PWCS	29,734	32,137	35,564	52,559	55,735	3,176
2221	Defined Contribution Plan	8,233	12,845	17,905	0	0	0
2300	Health Insurance - HMP	500,627	612,858	677,464	781,896	838,066	56,171
2310	Short/Long Term Disability Premium	2,294	3,419	4,113	0	0	0
2400	Life Insurance - GLI	60,569	68,036	76,968	85,003	88,824	3,821
2830	Admin. Assoc. Fees	0	0	0	1,000	0	(1,000)
3100	Professional Services	1,675	0	0	0	0	0
3106	Sports Officials	2,511	0	0	3,210	3,274	64
3201	Telephone	4,411	5,275	4,817	2,500	5,000	2,500
3401	Travel Reimbursement	1,962	2,598	4,700	3,000	5,000	2,000
3402	Conference Expenses	1,074	1,659	130	1,000	2,500	1,500
3450	Field Trips	39,231	25,945	22,623	55,364	9,500	(45,864)
3504	Maint. Service Contract	550	0	0	500	0	(500)
3700	In-Service Expenses	0	0	450	0	0	0
3902	Printing Services	12,160	23,057	23,046	18,000	30,000	12,000
3903	Postage	4,635	2,313	3,065	4,000	6,000	2,000
3905	Extra Curricular Expenses	338	0	0	793	0	(793)
3911	Rental Equipment	20,192	0	0	0	0	0
3921	Tuition - PW	0	0	0	6,000	0	(6,000)
3999	Other Contract Services	4,161	0	0	0	0	0
4001	Office Supplies	24,588	2,827	2,784	4,000	11,000	7,000
4002	Medical Supplies	1,715	1,097	612	1,500	3,500	2,000
4003	Custodial Supplies	26,277	16,522	19,154	10,000	35,677	25,677
4004	Repair/Maint. Supplies	211	812	0	0	0	0
4007	Wearing Apparel	8,432	0	1,356	0	0	0
4009	Extra Curricular Supplies	135	2,225	0	0	0	0
4010	Instructional Supplies	237,061	112,566	74,068	37,882	83,500	45,618
4011	Textbooks	63,265	15,666	9,361	0	264,621	264,621
4013	Testing Materials	40,486	0	23,562	2,500	25,000	22,500
4014	Food, Cafeteria	0	7,309	0	0	0	0
4016	Library Books	12,632	2,721	2,716	2,000	3,000	1,000
4017	Library Periodicals	542	431	0	2,500	3,000	500
4018	Library Supplies	3,516	1,235	2,599	2,500	3,000	500
4019	Food	6,880	2,724	1,100	1,500	5,000	3,500
4310	Tech. Supp/Equip - Add'l	36,212	1,000	914	500	20,000	19,500
4350	Tech. Supp/Equip - Repl	0	0	1,370	0	0	0
4450	Software - Replacement	460	1,010	1,018	0	0	0
4510	General Equipment - Add'l	4,681	4,142	0	5,000	65,000	60,000
Totals		7,901,351	8,258,263	8,544,198	9,340,718 108.20	10,172,029 110.60	831,311 2.40
Student Enrollment		1,178	1,183	1,185	1,256	1,319	
Positions		87.50	99.60	102.10	108.20	110.60	

## Financial Section

### RIPPON MIDDLE SCHOOL

**School:** 459  
**Address:** 15101 Blackburn Rd.  
 Woodbridge, VA 22191  
**Principal:** Scott Bergquist  
**Main Office:** 703.491.2171  
**Grades:** 6-8  
**Specialty:** Mathematics and Science  
**Programs:**



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	145,531	147,443	157,185	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	189,771	212,702	192,390	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	65,542	64,205	67,407	65,280	1.00	67,320	1.00	2,040	0.00
1120	Teacher, Classroom	4,579,563	4,408,972	4,956,617	5,350,320	84.00	5,325,000	81.00	(25,320)	(3.00)
1121	Librarian	104,821	116,826	120,618	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	220,871	228,878	237,193	236,040	3.50	243,420	3.50	7,380	0.00
1140	Teacher Assistant	103,315	87,275	85,455	97,920	4.00	96,960	4.00	(960)	0.00
1148	Specialist	53,309	55,404	57,580	56,160	1.00	57,000	1.00	840	0.00
1150	Secretarial / Bookkeeper	239,618	226,985	227,026	265,920	6.00	257,280	6.00	(8,640)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	139,559	152,022	191,065	195,240	6.00	190,650	6.00	(4,590)	0.00
1200	Overtime	145	3,097	467	2,000		10,500		8,500	
1201	Straight Time	95	0	596	0		5,500		5,500	
1300	Temporary Employee	10,712	1,921	24,388	0		0		0	
1500	Substitute Teacher	67,454	59,445	85,016	80,000		80,000		0	
1502	Substitute, Other	1,307	1,332	157	3,500		3,000		(500)	
1600	Instructional Supplement	10,423	24,053	23,529	1,600		10,000		8,400	
1601	Coaching Supplement	29,663	30,256	30,256	42,218		36,000		(6,218)	
1602	Extra-Curr. Supplement	22,281	23,818	21,452	18,000		22,500		4,500	
2100	Social Security - FICA	442,925	428,907	475,217	526,195		526,208		12	
2210	Retirement - VRS	914,148	812,805	876,362	1,160,134		1,112,003		(48,131)	
2211	Retiree Health Care Credit	60,411	58,891	67,755	0		0		0	
2220	Retirement - PWCS	45,457	43,263	45,521	54,522		55,165		643	
2221	Defined Contribution Plan	4,516	13,319	24,947	0		0		0	
2300	Health Insurance - HMP	552,083	576,118	694,532	811,091		829,483		18,392	
2310	Short/Long Term Disability Premium	1,305	3,257	5,129	0		0		0	
2400	Life Insurance - GLI	69,156	67,521	81,917	88,177		87,914		(263)	
2830	Admin. Assoc. Fees	0	239	437	500		1,000		500	
3100	Professional Services	91	0	0	0		0		0	
3106	Sports Officials	0	0	355	3,500		10,000		6,500	
3201	Telephone	3,351	2,686	2,362	1,000		5,000		4,000	
3401	Travel Reimbursement	131	(23)	224	250		2,000		1,750	
3402	Conference Expenses	161	2,017	7,436	2,500		2,000		(500)	
3450	Field Trips	16,937	23,378	25,271	28,000		40,000		12,000	
3501	Repair/Maint. - Building	0	0	0	500		1,000		500	
3502	Repair/Maint. - Equipment	0	0	1,518	0		0		0	
3504	Maint. Service Contract	0	0	0	500		0		(500)	
3700	In-Service Expenses	0	575	0	2,500		2,000		(500)	
3902	Printing Services	7,621	9,102	2,169	7,300		5,000		(2,300)	
3903	Postage	367	1,744	310	1,500		3,000		1,500	
3921	Tuition - PW	0	0	0	10,000		0		(10,000)	
3999	Other Contract Services	5,954	406	3,196	0		0		0	
4001	Office Supplies	491	4,667	2,231	5,000		10,000		5,000	
4002	Medical Supplies	642	1,062	188	3,000		3,000		0	
4003	Custodial Supplies	32,362	55,069	31,280	20,000		25,000		5,000	
4004	Repair/Maint. Supplies	0	1,144	0	7,000		6,000		(1,000)	
4007	Wearing Apparel	0	6,185	0	500		9,600		9,100	
4009	Extra Curricular Supplies	0	60	0	0		1,000		1,000	
4010	Instructional Supplies	31,777	93,680	48,206	278,788		254,255		(24,533)	
4011	Textbooks	40,570	28,744	5,020	5,000		100,000		95,000	
4013	Testing Materials	153	178	102	5,000		10,000		5,000	
4014	Food, Cafeteria	0	386	4,370	0		0		0	
4016	Library Books	658	9,486	0	10,000		5,000		(5,000)	
4017	Library Periodicals	0	0	0	5,000		0		(5,000)	
4019	Food	1,531	4,695	938	2,500		6,000		3,500	
4310	Tech. Supp/Equip Add'l	0	83,219	2,811	5,000		80,000		75,000	
4350	Tech. Supp/Equip Repl	2,272	151,837	222,098	5,000		30,000		25,000	
4450	Software - Replacement	16,895	23,906	12,013	5,000		10,000		5,000	
4510	General Equipment - Add'l.	3,667	67,922	607	10,000		85,000		75,000	
4550	General Equipment - Repl.	4,501	8,374	0	3,000		15,000		12,000	
5150	Lease/Purchase Agree.	24,729	25,419	30,930	35,000		35,000		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,276,340	8,462,368	9,161,345	9,986,314	110.50	10,250,157	107.50	263,843	(3.00)
Student Enrollment		1,157	1,187	1,246	1,344		1,331			
Positions		101.00	97.00	106.00	110.50		107.50			

## Financial Section

### RONALD REAGAN MIDDLE SCHOOL

**School:** 405  
**Address:** 15801 Tanning House Pl.  
 Haymarket, VA 20169  
**Principal:** Alfie Turner  
**Main Office:** 571.402.3500  
**Grades:** 6-8  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	108,625	116,391	121,082	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	191,467	184,040	190,871	199,920 2.00	204,240 2.00	4,320 0.00
1115	Teacher on Special Assignment	0	0	0	65,280 1.00	67,320 1.00	2,040 0.00
1120	Teacher, Classroom	4,048,964	4,248,887	4,564,109	4,973,280 78.00	5,428,260 82.50	454,980 4.50
1121	Librarian	144,146	149,895	155,875	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	213,748	266,075	266,463	268,680 4.00	277,080 4.00	8,400 0.00
1140	Teacher Assistant	137,337	137,034	134,972	97,920 4.00	96,960 4.00	(960) 0.00
1148	Specialist	38,849	52,325	54,381	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	229,778	225,148	246,039	288,360 7.00	275,640 7.00	(12,720) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	141,890	143,583	153,293	171,840 5.00	162,210 5.00	(9,630) 0.00
1200	Overtime	419	5,066	4,379	3,750	3,750	0
1201	Straight Time	1,052	5,196	6,020	3,750	3,750	0
1300	Temporary Employee	71,459	80,587	96,724	27,500	20,000	(7,500)
1500	Substitute Teacher	86,451	108,168	101,794	80,000	75,000	(5,000)
1502	Substitute, Other	838	549	1,411	1,000	1,000	0
1600	Instructional Supplement	3,940	22,330	7,172	10,000	10,000	0
1601	Coaching Supplement	28,137	30,256	28,309	36,872	37,609	737
1602	Extra-Curr. Supplement	20,167	26,770	25,027	25,000	19,680	(5,320)
1603	Homebound Tutoring	16,033	1,580	0	2,000	2,000	0
2100	Social Security - FICA	401,094	422,970	447,454	503,029	536,316	33,286
2210	Retirement - VRS	804,134	769,801	811,215	1,102,060	1,136,519	34,460
2211	Retiree Health Care Credit	53,520	55,492	61,804	0	0	0
2220	Retirement - PWCS	33,482	36,595	38,230	51,724	56,207	4,483
2221	Defined Contribution Plan	1,913	6,148	10,402	0	0	0
2300	Health Insurance - HMP	606,641	616,060	721,301	769,475	845,160	75,686
2310	Short/Long Term Disability Premium	559	1,466	2,476	0	0	0
2400	Life Insurance - GLI	61,415	63,675	74,510	83,653	89,576	5,923
2830	Admin. Assoc. Fees	1,086	690	1,175	1,500	1,000	(500)
2850	Employee Recognition	60	5,036	2,837	5,000	2,500	(2,500)
3100	Professional Services	33,970	34,743	35,013	30,000	24,460	(5,540)
3106	Sports Officials	6,000	6,579	3,325	3,210	3,274	64
3201	Telephone	839	1,928	1,378	1,500	1,500	0
3401	Travel Reimbursement	4,395	5,474	3,627	5,000	5,000	0
3402	Conference Expenses	669	1,685	4,025	5,000	5,000	0
3450	Field Trips	23,920	18,743	18,929	16,125	7,500	(8,625)
3501	Repair/Maint. - Building	1,865	1,459	3,013	3,000	3,000	0
3502	Repair/Maint. - Equipment	876	2,161	5,976	3,000	3,000	0
3504	Maint. Service Contract	7,373	250	150	1,250	1,250	0
3700	In-Service Expenses	0	434	900	1,500	1,500	0
3902	Printing Services	35,692	41,140	41,433	35,000	35,000	0
3903	Postage	7,322	8,642	7,529	5,000	5,000	0
3911	Rental Equipment	13,776	27,152	26,311	20,000	17,000	(3,000)
3921	Tuition - PW	0	0	0	3,000	3,000	0
3999	Other Contract Services	0	95	0	500	250	(250)
4001	Office Supplies	7,028	16,872	8,568	5,000	5,000	0
4002	Medical Supplies	1,163	1,137	1,289	1,500	1,100	(400)
4003	Custodial Supplies	20,555	28,153	25,214	15,000	15,000	0
4004	Repair/Maint. Supplies	0	686	1,291	1,500	1,500	0
4007	Wearing Apparel	854	6,318	12,183	8,000	4,500	(3,500)
4008	Reference Materials	1,045	3,677	3,668	2,000	2,000	0
4009	Extra Curricular Supplies	135	0	1,843	2,000	2,000	0
4010	Instructional Supplies	78,355	78,868	84,280	79,250	132,111	52,861
4011	Textbooks	113,675	424	8,750	8,000	7,750	(250)
4013	Testing Materials	1,522	1,748	4,163	5,000	5,000	0
4014	Food, Cafeteria	0	0	2,425	1,500	1,500	0
4016	Library Books	4,817	4,977	3,121	3,500	2,000	(1,500)
4017	Library Periodicals	937	885	750	750	750	0
4018	Library Supplies	1,172	3,806	1,228	1,000	500	(500)
4019	Food	6,502	9,580	10,388	8,000	3,250	(4,750)
4020	Printing Supplies	756	0	0	0	0	0
4310	Tech. Supp/Equip Add'l	23,872	140,860	105,904	17,500	17,500	0
4450	Software - Replacement	460	460	1,018	77	250	173
4510	General Equipment - Add'l.	1,206	16,887	16,413	8,000	6,500	(1,500)
Totals		7,855,454	8,252,638	8,778,427	9,392,654 105.00	10,001,882 109.50	609,228 4.50
Student Enrollment		1,256	1,281	1,256	1,327	1,368	
Positions		96.00	97.50	97.00	105.00	109.50	

## Financial Section

### SAUNDERS MIDDLE SCHOOL

**School:** 438  
**Address:** 13557 Spriggs Rd.  
 Manassas, VA 20112  
**Principal:** Sheila Huckestein  
**Main Office:** 703.670.9188  
**Grades:** 6-8  
**Specialty:**  
**Programs:** Working toward implementing the Baldrige Education Program



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	118,696	123,481	128,456	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	153,060	161,954	168,481	199,920 2.00	204,240 2.00	4,320 0.00
1120	Teacher, Classroom	4,137,996	4,520,255	4,643,396	4,655,280 73.00	4,673,400 71.00	18,120 (2.00)
1121	Librarian	145,387	151,189	157,091	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	223,544	233,168	229,979	203,400 3.00	209,760 3.00	6,360 0.00
1140	Teacher Assistant	99,777	122,380	157,078	195,840 8.00	193,920 8.00	(1,920) 0.00
1148	Specialist	51,806	53,842	55,951	56,160 1.00	57,000 1.00	840 0.00
1150	Secretarial / Bookkeeper	219,616	228,019	214,169	242,880 6.00	240,480 6.00	(2,400) 0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	5,000	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	174,950	177,920	173,953	177,120 5.00	173,730 5.00	(3,390) 0.00
1200	Overtime	4,100	2,495	1,954	1,000	1,000	0
1201	Straight Time	1,152	517	794	1,000	1,000	0
1300	Temporary Employee	18,833	24,001	27,454	2,000	5,000	3,000
1500	Substitute Teacher	70,116	100,416	82,387	63,000	70,000	7,000
1502	Substitute, Other	3,206	2,584	1,500	1,000	1,000	0
1600	Instructional Supplement	20,991	17,910	13,283	0	0	0
1601	Coaching Supplement	29,663	30,256	30,256	39,545	35,574	(3,971)
1602	Extra-Curr. Supplement	21,219	21,548	23,759	16,618	21,715	5,097
1603	Homebound Tutoring	0	599	205	0	0	0
2100	Social Security - FICA	404,199	442,251	450,307	468,106	471,011	2,905
2210	Retirement - VRS	832,391	827,187	834,340	1,032,895	997,490	(35,405)
2211	Retiree Health Care Credit	54,479	58,897	63,486	0	0	0
2220	Retirement - PWCS	53,111	57,949	61,740	48,558	49,498	940
2221	Defined Contribution Plan	3,597	5,881	10,360	0	0	0
2300	Health Insurance - HMP	507,546	577,185	606,166	722,378	744,280	21,902
2310	Short/Long Term Disability Premium	1,033	1,690	2,224	0	0	0
2400	Life Insurance - GLI	62,807	67,798	76,750	78,532	78,884	352
2830	Admin. Assoc. Fees	556	65	200	1,000	1,000	0
2850	Employee Recognition	953	7,185	4,786	0	2,500	2,500
3100	Professional Services	0	845	1,190	0	0	0
3106	Sports Officials	0	0	3,243	3,210	3,274	64
3201	Telephone	3,340	3,011	3,289	3,500	3,500	0
3401	Travel Reimbursement	12,330	29,304	25,183	5,000	19,000	14,000
3402	Conference Expenses	7,596	12,033	12,152	4,000	14,000	10,000
3450	Field Trips	15,784	15,698	18,389	3,125	8,500	5,375
3501	Repair/Maint. - Building	2,569	204	1,600	0	3,000	3,000
3502	Repair/Maint. - Equipment	819	1,033	291	0	3,000	3,000
3504	Maint. Service Contract	700	0	407	500	500	0
3700	In-Service Expenses	0	913	450	0	0	0
3902	Printing Services	1,765	1,537	2,398	1,000	2,000	1,000
3903	Postage	1,338	2,026	1,697	1,800	2,000	200
3911	Rental Equipment	17,122	13,801	12,476	13,000	15,000	2,000
3921	Tuition - PW	0	0	0	12,000	12,000	0
3999	Other Contract Services	0	0	0	1,000	1,000	0
4001	Office Supplies	7,653	18,028	30,362	6,412	25,480	19,068
4002	Medical Supplies	2,099	1,605	1,063	1,000	3,000	2,000
4003	Custodial Supplies	19,319	19,023	21,478	15,000	25,000	10,000
4004	Repair/Maint. Supplies	481	0	0	0	0	0
4007	Wearing Apparel	75	329	448	450	500	50
4008	Reference Materials	56	135	0	0	0	0
4009	Extra Curricular Supplies	135	0	0	0	0	0
4010	Instructional Supplies	58,165	67,147	72,220	44,000	95,000	51,000
4011	Textbooks	52,933	8,807	5,444	5,000	30,000	25,000
4014	Food, Cafeteria	0	1,004	0	0	1,000	1,000
4016	Library Books	3,645	1,640	5,967	5,000	5,000	0
4017	Library Periodicals	1,192	978	264	1,200	1,200	0
4018	Library Supplies	1,358	983	900	1,500	1,500	0
4019	Food	6,450	9,673	10,570	1,774	7,500	5,726
4310	Tech. Supp/Equip Add'l	137,064	182,340	205,951	25,000	52,500	27,500
4350	Tech. Supp/Equip Repl	5,707	5,914	14,961	25,000	50,000	25,000
4450	Software - Replacement	38,947	31,521	40,522	40,005	40,500	495
4510	General Equipment - Add'l.	3,734	22,452	48,216	5,000	29,000	24,000
4550	General Equipment - Repl.	5,334	9,996	6,164	0	0	0
5142	Building - New	18,463	0	0	0	0	0
Totals		7,843,456	8,485,598	8,770,298	8,694,948 101.00	8,955,596 99.00	260,648 (2.00)
Student Enrollment		1,089	1,159	1,159	1,147	1,178	
Positions		88.00	94.10	96.50	101.00	99.00	

## Financial Section

### STONEWALL MIDDLE SCHOOL

**School:** 448  
**Address:** 10100 Lomond Dr.  
 Manassas, VA 20109  
**Principal:** John Miller  
**Main Office:** 703.361.3185  
**Grades:** 6-8  
**Specialty:** International Baccalaureate Program  
**Programs:**



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	145,531	151,243	157,185	133,680	1.00	134,520	1.00	840	0.00
1112	Assistant Principal	189,316	196,370	204,285	199,920	2.00	204,240	2.00	4,320	0.00
1115	Teacher on Special Assignment	56,557	59,009	63,468	65,280	1.00	67,320	1.00	2,040	0.00
1120	Teacher, Classroom	4,468,713	4,655,863	4,647,500	4,712,640	74.00	4,996,800	76.00	284,160	2.00
1121	Librarian	132,556	139,201	144,943	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	260,684	258,885	268,318	203,400	3.00	209,760	3.00	6,360	0.00
1140	Teacher Assistant	160,240	166,178	109,447	73,440	3.00	169,680	7.00	96,240	4.00
1148	Specialist	85,235	89,286	91,984	93,480	2.00	91,200	2.00	(2,280)	0.00
1150	Secretarial / Bookkeeper	218,735	216,418	261,108	257,520	6.00	279,120	7.00	21,600	1.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	214,764	214,996	213,593	205,800	6.00	207,930	6.00	2,130	0.00
1200	Overtime	5,594	4,229	2,788	2,300		4,200		1,900	
1201	Straight Time	5,362	3,140	3,466	2,700		2,700		0	
1300	Temporary Employee	16,063	14,559	4,184	1,500		700		(800)	
1500	Substitute Teacher	89,319	76,227	65,861	58,000		58,500		500	
1502	Substitute, Other	0	7,114	1,283	0		2,500		2,500	
1600	Instructional Supplement	49,692	28,754	17,323	6,000		6,000		0	
1601	Coaching Supplement	30,520	30,256	29,866	30,000		25,000		(5,000)	
1602	Extra-Curr. Supplement	29,309	29,933	28,568	30,000		25,000		(5,000)	
2100	Social Security - FICA	452,122	451,039	448,573	474,776		506,416		31,640	
2210	Retirement - VRS	903,950	832,295	822,076	1,043,980		1,073,686		29,706	
2211	Retiree Health Care Credit	59,350	59,450	62,902	0		0		0	
2220	Retirement - PWCS	45,055	44,025	46,390	49,213		53,390		4,177	
2221	Defined Contribution Plan	690	10,536	16,337	0		0		0	
2300	Health Insurance - HMP	671,324	674,934	704,980	732,124		802,807		70,683	
2310	Short/Long Term Disability Premium	202	2,219	3,178	0		0		0	
2400	Life Insurance - GLI	68,355	68,957	76,475	79,592		85,087		5,495	
2830	Admin. Assoc. Fees	2,056	1,165	1,711	1,000		200		(800)	
2850	Employee Recognition	1,870	0	57	0		0		0	
3105	Contractual Services	0	1,000	0	0		0		0	
3106	Sports Officials	7,403	0	0	2,000		2,000		0	
3201	Telephone	2,675	2,820	2,061	1,600		2,500		900	
3401	Travel Reimbursement	2,519	1,773	0	0		0		0	
3402	Conference Expenses	13,119	4,827	9,903	6,000		8,000		2,000	
3450	Field Trips	16,435	20,654	19,289	7,500		12,500		5,000	
3501	Repair/Maint. - Building	8,298	0	2,990	0		15,000		15,000	
3502	Repair/Maint. - Equipment	16	1,651	1,618	1,200		0		(1,200)	
3504	Maint. Service Contract	550	100	525	238,230		346,227		107,997	
3700	In-Service Expenses	0	479	0	0		0		0	
3901	Laundry/Dry Cleaning	123	35	6	0		0		0	
3902	Printing Services	1,217	510	2,485	2,000		2,500		500	
3903	Postage	7,388	3,706	5,564	3,000		3,000		0	
3921	Tuition - PW	0	(250)	0	0		0		0	
3999	Other Contract Services	3,788	3,680	2,157	0		100		100	
4001	Office Supplies	3,574	5,217	7,376	3,500		3,500		0	
4002	Medical Supplies	1,914	0	1,363	1,200		1,500		300	
4003	Custodial Supplies	28,597	17,607	15,129	4,000		5,000		1,000	
4004	Repair/Maint. Supplies	1,779	137	961	0		0		0	
4007	Wearing Apparel	6,648	0	355	0		0		0	
4009	Extra Curricular Supplies	0	0	47	0		0		0	
4010	Instructional Supplies	113,224	70,809	44,892	101,250		118,250		17,000	
4011	Textbooks	53,881	0	16,537	78,406		50,000		(28,406)	
4012	Emp. Training Supplies	0	13	0	0		0		0	
4013	Testing Materials	0	0	617	0		500		500	
4014	Food, Cafeteria	0	0	1,313	0		0		0	
4016	Library Books	7,484	11,762	8,364	10,000		10,000		0	
4017	Library Periodicals	4,454	1,280	93	5,000		5,000		0	
4018	Library Supplies	1,863	254	560	500		500		0	
4019	Food	1,768	1,838	2,101	500		1,000		500	
4020	Printing Supplies	0	0	7,901	16,000		16,500		500	
4150	Lease Agreement	20,283	22,388	22,448	30,783		26,135		(4,648)	
4310	Tech. Supp/Equip Add'l	35,909	3,008	5,992	24,500		17,500		(7,000)	
4350	Tech. Supp/Equip Repl	3,426	373	2,380	0		0		0	
4410	Software - Additional	12,865	4,714	4,950	4,000		2,000		(2,000)	
4450	Software - Replacement	460	1,010	2,963	1,050		1,050		0	
4510	General Equipment - Add'l	13,592	7,288	277	0		2,500		2,500	
4550	General Equipment - Repl.	5,503	0	14,174	5,000		0		(5,000)	
5501	Equipment - Replacement	20,906	0	0	0		0		0	
Totals		8,769,826	8,679,961	8,710,239	9,134,125	100.00	9,794,159	107.00	660,034	7.00
Student Enrollment		1,176	1,171	1,097	1,169		1,207			
Positions		100.00	102.00	98.00	100.00		107.00			



## Financial Section

### WOODBIDGE MIDDLE SCHOOL

**School:** 456  
**Address:** 2201 York Dr.  
 Woodbridge, VA 22191  
**Principal:** Angela Owens  
**Main Office:** 703.494.3181  
**Grades:** 6-8  
**Specialty:**  
**Programs:** School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	137,602	143,148	132,256	133,680 1.00	134,520 1.00	840 0.00	
1112	Assistant Principal	167,565	174,318	181,344	199,920 2.00	204,240 2.00	4,320 0.00	
1115	Teacher on Special Assignment	66,300	64,682	0	65,280 1.00	67,320 1.00	2,040 0.00	
1120	Teacher, Classroom	4,193,269	4,617,066	4,798,884	5,615,760 88.20	5,467,728 83.20	(148,032) (5.00)	
1121	Librarian	142,106	147,774	136,842	130,560 2.00	134,640 2.00	4,080 0.00	
1122	Counselor	243,105	252,903	283,297	268,680 4.00	277,080 4.00	8,400 0.00	
1140	Teacher Assistant	146,541	187,366	194,398	195,840 8.00	145,440 6.00	(50,400) (2.00)	
1148	Specialist	50,108	50,849	52,848	56,160 1.00	57,000 1.00	840 0.00	
1150	Secretarial / Bookkeeper	247,593	258,928	270,732	303,360 7.00	287,040 7.00	(16,320) 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	10,000	7,500	7,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	173,143	179,627	191,858	205,800 6.00	196,410 6.00	(9,390) 0.00	
1200	Overtime	1,458	1,159	1,776	1,000	1,000	0	
1201	Straight Time	616	76	1,621	0	1,000	1,000	
1300	Temporary Employee	17,562	19,817	18,653	500	5,500	5,000	
1500	Substitute Teacher	68,611	57,906	79,352	80,000	80,000	0	
1502	Substitute, Other	2,394	1,469	439	1,000	1,000	0	
1600	Instructional Supplement	23,967	18,399	31,609	19,000	20,000	1,000	
1601	Coaching Supplement	31,728	30,256	30,256	32,000	32,000	0	
1602	Extra-Curr. Supplement	23,939	20,971	23,266	23,000	20,000	(3,000)	
2100	Social Security - FICA	425,309	457,149	474,548	560,865	545,592	(15,273)	
2210	Retirement - VRS	857,236	843,303	854,086	1,236,911	1,155,327	(81,584)	
2211	Retiree Health Care Credit	57,199	62,065	66,579	0	0	0	
2220	Retirement - PWCS	42,495	45,071	47,803	58,117	57,305	(812)	
2221	Defined Contribution Plan	8,104	22,352	32,119	0	0	0	
2300	Health Insurance - HMP	516,937	593,024	642,116	864,592	861,667	(2,925)	
2310	Short/Long Term Disability Premium	1,754	4,446	6,010	0	0	0	
2400	Life Insurance - GLI	65,844	71,371	80,591	93,993	91,325	(2,668)	
2830	Admin. Assoc. Fees	329	736	989	1,000	1,000	0	
3100	Professional Services	0	0	573	3,000	5,000	2,000	
3105	Contractual Services	0	169	0	0	0	0	
3106	Sports Officials	4,615	6,876	7,660	8,000	8,000	0	
3201	Telephone	3,503	4,536	3,965	4,250	5,000	750	
3401	Travel Reimbursement	7,509	359	1,497	3,000	5,000	2,000	
3402	Conference Expenses	3,161	5,881	1,898	2,000	2,000	0	
3450	Field Trips	32,715	39,102	29,792	24,000	39,437	15,437	
3501	Repair/Maint. - Building	2,036	1,223	15,999	15,000	27,000	12,000	
3502	Repair/Maint. - Equipment	0	0	2,718	5,000	5,000	0	
3504	Maint. Service Contract	550	0	0	0	0	0	
3700	In-Service Expenses	351	1,356	5,577	3,500	2,500	(1,000)	
3902	Printing Services	11,827	15,498	32,493	28,000	13,000	(15,000)	
3903	Postage	4,712	1,220	4,147	6,000	3,000	(3,000)	
3999	Other Contract Services	85	2,477	2,928	300	300	0	
4001	Office Supplies	3,260	2,937	5,359	6,750	4,250	(2,500)	
4002	Medical Supplies	442	1,085	510	750	750	0	
4003	Custodial Supplies	16,422	18,782	29,627	30,000	20,000	(10,000)	
4004	Repair/Maint. Supplies	4,310	646	95	500	1,000	500	
4007	Wearing Apparel	300	390	4,540	6,000	0	(6,000)	
4009	Extra Curricular Supplies	135	0	0	0	0	0	
4010	Instructional Supplies	55,907	40,054	71,465	72,650	100,387	27,737	
4011	Textbooks	11,494	3,251	14,809	101,000	36,000	(65,000)	
4012	Emp. Training Supplies	24	0	450	5,500	5,500	0	
4013	Testing Materials	0	68	147	3,000	3,000	0	
4014	Food, Cafeteria	0	0	2,194	20,000	2,000	(18,000)	
4016	Library Books	2,508	3,240	5,928	9,801	5,000	(4,801)	
4017	Library Periodicals	1,202	0	453	750	750	0	
4018	Library Supplies	2,482	662	1,459	0	3,000	3,000	
4019	Food	3,331	4,894	4,706	9,500	13,000	3,500	
4310	Tech. Supp/Equip Add'l	180,101	96,915	280,129	185,955	31,000	(154,955)	
4410	Software - Additional	0	6,525	2,307	4,000	4,000	0	
4450	Software - Replacement	460	34,019	36,794	36,500	12,500	(24,000)	
4510	General Equipment - Add'l.	35,702	76,362	71,492	45,500	41,500	(4,000)	
4550	General Equipment - Repl.	46,538	11,844	16,217	20,000	5,000	(15,000)	
5101	Equipment - Additional	0	0	0	20,000	15,000	(5,000)	
5103	DP Equipment - Additional	21,600	8,059	0	0	0	0	
5501	Equipment - Replacement	0	0	22,977	5,000	0	(5,000)	
8002	General Reserve	0	0	740	0	5,000	5,000	
<b>Totals</b>		<b>8,180,094</b>	<b>8,722,162</b>	<b>9,323,415</b>	<b>10,832,224 120.20</b>	<b>10,268,008 113.20</b>	<b>(564,216) (7.00)</b>	
Student Enrollment		1,230	1,294	1,360	1,473	1,343		
Positions		99.00	108.40	108.60	120.20	113.20		

## Financial Section

### HIGH SCHOOLS SUMMARY

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin. Coordinator	866,065	781,081	661,050	641,280	7.00	638,280	7.00	(3,000)	0.00
1111	Principal	1,429,161	1,642,685	1,650,564	1,692,000	12.00	1,717,920	12.00	25,920	0.00
1112	Assistant Principal	5,951,851	6,062,350	6,471,958	7,245,000	69.00	7,509,600	70.00	264,600	1.00
1115	Teacher, Admin. Assign.	848,338	839,794	1,203,786	1,528,200	23.50	1,508,820	22.50	(19,380)	(1.00)
1120	Teacher, Classroom	88,602,133	92,685,700	99,681,696	101,734,848	1,605.69	106,078,186	1,622.07	4,343,338	16.38
1121	Librarian	1,484,135	1,445,525	1,633,212	1,501,440	23.00	1,548,360	23.00	46,920	0.00
1122	Counselor	4,579,463	4,888,998	5,346,083	5,431,296	83.20	5,742,396	85.30	311,100	2.10
1140	Teacher Assistant	1,515,946	1,580,214	1,863,439	2,056,320	84.00	2,157,360	89.00	101,040	5.00
1141	Attendant	5,449	0	0	0	0.00	0	0.00	0	0.00
1145	Technician	23,552	64,414	66,945	69,720	1.00	68,520	1.00	(1,200)	0.00
1148	Specialist	1,340,789	1,479,857	1,665,883	1,888,824	40.60	1,740,528	39.40	(148,296)	(1.20)
1150	Secretarial/Clerical	5,411,441	5,856,653	6,432,815	6,699,240	166.10	6,391,566	163.60	(307,674)	(2.50)
1180	Natl Board Certified Teacher Incentive	110,000	122,500	105,000	0	0.00	0	0.00	0	0.00
1190	Custodian	4,715,020	4,949,618	5,340,728	5,490,840	159.00	5,574,960	161.00	84,120	2.00
1200	Overtime	94,902	114,619	89,727	87,500		81,000		(6,500)	
1201	Straight Time	66,314	83,767	95,149	45,500		35,500		(10,000)	
1300	Temporary Employee	345,269	462,087	446,422	307,750		303,500		(4,250)	
1500	Substitute Teacher	1,262,743	1,367,457	1,583,299	1,410,000		1,358,000		(52,000)	
1502	Substitute, Other	5,937	5,091	19,164	13,000		13,000		0	
1600	Supplemental Pay	317,147	419,634	509,898	335,500		451,504		116,004	
1601	Coaching Supplements	1,741,197	1,765,964	1,936,536	2,000,028		2,117,322		117,294	
1602	Extra Curr. Supplements	758,325	783,996	809,290	761,959		822,081		60,122	
1603	Homebound Tutoring	1,640	12,259	3,167	9,500		2,000		(7,500)	
1647	Coordinator Supplement	20,000	29,700	25,200	0		0		0	
2100	Social Security - FICA	8,945,655	9,357,152	10,089,603	10,782,656		11,158,330		375,674	
2210	Retirement - VRS	17,867,290	17,025,115	17,853,754	23,269,109		23,137,406		(131,703)	
2211	Retiree Health Care Credit	1,166,077	1,217,412	1,365,635	0		0		(6,500)	
2220	Retirement - PWCS	950,825	995,451	1,077,957	1,101,430		1,156,358		54,928	
2221	Defined Contribution Plan	90,301	219,326	383,796	0		0		0	
2300	Health Insurance - HMP	12,201,016	13,343,318	14,847,802	16,385,471		17,387,608		1,002,137	
2310	Short/Long Term Disability Premium	20,500	45,717	67,624	0		0		0	
2400	Life Insurance - GLI	1,353,803	1,413,952	1,667,146	1,781,325		1,842,857		61,531	
2820	Educ Tuition Assistance	0	0	628	1,000		1,000		0	
2830	Admin. Assoc. Fees	3,112	15,454	8,141	11,484		15,180		3,696	
3100	Professional Services	27,657	77,139	27,528	5,000		22,000		17,000	
3106	Sports Officials	77,042	125,152	101,570	137,000		138,516		1,516	
3107	Data Processing	0	0	0	2,000		2,000		0	
3201	Telephone	52,058	45,631	44,707	54,500		62,000		7,500	
3401	Travel Reimbursement	108,335	75,366	86,055	63,200		77,300		14,100	
3402	Conference Expenses	136,835	131,634	261,309	244,202		182,108		(62,094)	
3450	Field Trips	644,084	678,836	724,609	579,351		655,400		76,049	
3501	Repair/Maint. - Building	8,706	19,197	4,094	13,500		56,500		43,000	
3502	Repair/Maint. - Equipment	101,409	69,480	108,897	84,500		85,500		1,000	
3504	Maint. Service Contracts	5,500	128	21,028	1,500		0		(1,500)	
3700	In-Service Expenses	18,704	9,245	25,045	24,000		28,000		4,000	
3901	Laundry/Dry Cleaning	524	904	0	0		0		0	
3902	Printing Services	98,606	104,486	107,486	127,000		125,000		(2,000)	
3903	Postage	50,571	50,798	53,548	79,000		91,000		12,000	
3905	Extra Curricular Expenses	54,180	38,554	77,322	25,000		40,000		15,000	
3911	Rental Equipment	88,781	73,443	65,003	75,000		180,292		105,292	
3913	Tuition - Other Divisions	139,888	(378)	150	83,633		82,000		(1,633)	
3914	Tuition - Private Schools	75	0	150	35,000		35,000		0	
3918	Permits & Fees	675	570	250	0		0		0	
3919	Tuition - Annual Year Governor's School	251,787	260,610	246,548	213,000		201,413		(11,587)	
3921	Tuition - PW	39,814	51,335	44,002	383,200		436,088		52,888	
3999	Other Contract Services	15,979	5,214	27,721	82,000		11,600		(70,400)	
4001	Office Supplies	138,401	150,919	208,028	224,441		276,600		52,159	
4002	Medical Supplies	19,656	23,762	29,748	39,100		46,800		7,700	
4003	Custodial Supplies	389,597	425,531	457,889	403,000		448,000		45,000	
4004	Repair/Maint. Supplies	61,812	135,817	161,502	100,000		127,000		27,000	
4007	Wearing Apparel	18,404	30,979	52,803	26,550		42,680		16,130	
4008	Reference Materials	39	6,616	674	6,500		6,500		0	
4009	Extra Curricular Supplies	8,441	4,688	4,316	41,665		50,500		8,835	
4010	Instructional Supplies	2,106,769	2,519,105	3,394,769	2,218,811		2,652,274		433,463	
4011	Textbooks	632,848	896,018	1,348,708	791,592		929,143		137,551	
4012	Emp. Training Supplies	1,551	146	59	500		0		(500)	
4013	Testing Materials	752,793	1,081,433	1,256,685	254,483		458,000		203,517	
4014	Food, Cafeteria	0	25,165	78,038	35,000		35,000		0	
4015	Food Service Supplies	17,915	23,362	27,284	0		0		0	
4016	Library Books	111,383	123,091	113,349	130,000		110,000		(20,000)	
4017	Library Periodicals	29,728	20,848	30,935	52,000		39,000		(13,000)	
4018	Library Supplies	11,455	31,430	42,697	14,500		15,500		1,000	
4019	Food	62,851	74,481	76,290	53,500		61,500		8,000	
4020	Printing Supplies	29,518	17,000	58,553	51,000		78,000		27,000	
4150	Lease Agreement	338,821	371,404	415,499	465,500		530,069		64,569	
4310	Tech. Supp/Equip Add'l	1,111,739	879,185	892,317	464,422		790,678		326,256	
4350	Tech. Supp/Equip Repl	153,733	162,338	133,259	115,000		115,000		0	
4410	Software Additional	49,566	56,164	97,738	56,000		82,500		26,500	
4450	Software Replacement	33,429	31,932	50,929	63,000		62,500		(500)	
4510	General Equipment - Add'l	492,103	477,678	544,595	334,115		750,826		416,711	
4550	General Equipment - Repl.	206,000	84,339	299,889	96,000		51,500		(44,500)	
5101	Equipment - Additional	158,420	273,758	140,360	10,000		93,312		83,312	
5102	Tech. Equipment Add'l	0	15,866	0	0		0		0	
5141	Site Improvement	170,905	7,317	52,078	0		180,852		180,852	
5150	Lease/Purchase Agreee.	131,137	121,571	114,588	135,000		145,000		10,000	
5501	Equipment - Replacement	31,196	13,867	53,104	85,000		65,000		(20,000)	
8002	General Reserve	0	0	0	25,000		25,000		0	
		173,286,813	180,980,016	197,172,401	202,885,486	2,274.09	211,339,593	2,295.87	8,454,107	21.78

## Financial Section

### BATTLEFIELD HIGH SCHOOL

**School:** 529  
**Address:** 15000 Graduation Dr.  
 Haymarket, VA 20169  
**Principal:** Ryan Ferrera  
**Main Office:** 571.261.4400  
**Grades:** 9-12  
**Specialty:** Center for Information Technology  
**Programs:** Air Force JROTC, School of Excellence,  
 Criminal Justice



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	97,596	101,528	105,621	0 0.00	0 0.00	0 0.00
1111	Principal	133,239	138,607	101,047	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	543,048	566,487	584,668	735,000 7.00	750,960 7.00	15,960 0.00
1115	Teacher on Special Assignment	66,005	56,127	55,792	195,840 3.00	200,280 3.00	4,440 0.00
1120	Teacher, Classroom	8,428,030	8,968,039	10,083,469	10,340,928 163.40	10,637,112 162.80	296,184 (0.60)
1121	Librarian	134,612	127,381	119,939	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	449,013	464,832	535,211	626,688 9.60	673,200 10.00	46,512 0.40
1140	Teacher Assistant	104,883	109,348	135,227	171,360 7.00	193,920 8.00	22,560 1.00
1148	Specialist	135,790	120,194	145,588	179,760 4.00	136,800 3.00	(42,960) (1.00)
1150	Secretarial / Bookkeeper	530,695	580,563	655,218	666,720 17.00	636,330 17.00	(30,390) 0.00
1180	Natl Board Certified Teacher Incentive	27,500	20,000	22,500	0 0.00	0 0.00	0 0.00
1190	Custodian	425,871	448,894	489,818	532,560 16.00	569,460 17.00	36,900 1.00
1200	Overtime	2,116	4,982	1,486	1,000	2,000	1,000
1201	Straight Time	1,224	1,996	3,187	1,000	2,500	1,500
1300	Temporary Employee	19,861	21,748	16,218	20,500	22,000	1,500
1500	Substitute Teacher	64,620	76,134	112,621	100,000	100,000	0
1502	Substitute, Other	0	470	0	0	0	0
1600	Instructional Supplement	17,970	16,726	26,208	15,000	20,000	5,000
1601	Coaching Supplement	156,794	159,970	160,014	175,000	180,000	5,000
1602	Extra-Curr. Supplement	68,934	70,228	71,543	75,000	80,000	5,000
1603	Homebound Tutoring	0	0	656	0	0	0
2100	Social Security - FICA	834,746	881,811	986,942	1,079,256	1,107,901	28,645
2210	Retirement - VRS	1,679,542	1,611,712	1,747,168	2,350,204	2,313,821	(36,383)
2211	Retiree Health Care Credit	109,955	115,900	133,896	0	0	0
2220	Retirement - PWCS	77,590	83,042	93,120	111,135	115,703	4,568
2221	Defined Contribution Plan	10,769	26,519	40,202	0	0	0
2300	Health Insurance - HMP	1,205,831	1,290,660	1,476,217	1,653,310	1,739,776	86,466
2310	Short/Long Term Disability Premium	2,313	5,275	6,677	0	0	0
2400	Life Insurance - GLI	127,530	134,346	163,231	179,737	184,393	4,656
2830	Admin. Assoc. Fees	536	1,211	1,072	1,500	5,000	3,500
3201	Telephone	2,373	2,096	2,601	3,000	2,000	(1,000)
3401	Travel Reimbursement	2,905	3,564	13,022	8,000	5,000	(3,000)
3402	Conference Expenses	4,418	35,247	43,815	35,000	30,000	(5,000)
3450	Field Trips	57,913	69,960	75,953	50,000	45,000	(5,000)
3501	Repair/Maint. - Building	393	0	338	0	25,000	25,000
3502	Repair/Maint. - Equipment	(251)	10	3,148	0	1,000	1,000
3504	Maint. Service Contracts	0	118	0	0	0	0
3902	Printing Services	1,391	909	1,986	2,500	2,000	(500)
3903	Postage	2,949	5,525	1,072	3,000	3,000	0
3911	Rental Equipment	45,206	40,097	40,097	50,000	40,000	(10,000)
3913	Tuition - Other Divisions	0	0	0	5,000	0	(5,000)
3919	Tuition - Annual Year Governor's School	69,612	44,676	36,526	50,000	50,000	0
3921	Tuition - PWCS	(8,621)	864	0	1,000	10,000	9,000
3999	Other Contract Services	113	655	972	1,000	500	(500)
4001	Office Supplies	2,411	18,628	11,395	9,500	60,000	50,500
4002	Medical Supplies	278	3,422	3,491	2,000	2,000	0
4003	Custodial Supplies	20,815	40,443	45,808	45,000	40,000	(5,000)
4004	Repair/Maint. Supplies	1,997	43,538	17,362	5,000	6,000	1,000
4007	Wearing Apparel	2,027	3,481	3,305	2,000	2,000	0
4010	Instructional Supplies	10,807	194,911	167,739	197,677	349,322	151,645
4011	Textbooks	1,272	152,292	75,566	80,000	258,000	178,000
4013	Testing Materials	119,163	141,249	152,453	0	30,000	30,000
4014	Food, Cafeteria	0	883	1,798	0	0	0
4016	Library Books	11,112	24,331	7,511	20,000	10,000	(10,000)
4017	Library Periodicals	0	119	5,577	10,000	10,000	0
4018	Library Supplies	0	0	24	0	0	0
4019	Food	2,462	8,757	5,430	1,500	2,000	500
4020	Printing Supplies	0	0	19,600	20,000	20,000	0
4310	Tech. Supp/Equip Add'l	31,564	103,453	9,972	100,000	50,000	(50,000)
4350	Tech. Supp/Equip Repl	0	35,116	0	0	0	0
4410	Software - Additional	3,361	2,394	10,311	0	0	0
4450	Software - Replacement	460	1,010	2,852	1,000	500	(500)
4510	General Equipment - Add'l.	0	81,211	13,527	55,000	55,000	0
4550	General Equipment - Repl.	60,718	14,081	59,058	45,000	0	(45,000)
5101	Equipment - Additional	0	71,787	52,498	10,000	20,000	10,000
5501	Equipment - Replacement	21,200	8,050	0	20,000	0	(20,000)
Totals		15,924,662	17,357,610	18,959,360	20,315,236 230.00	21,077,278 230.80	762,042 0.80
Student Enrollment		2,487	2,698	2,899	3,049	3,022	
Positions		188.40	195.60	213.00	230.00	230.80	

## Financial Section

### BRENTSVILLE HIGH SCHOOL

**School:** 553  
**Address:** 12109 Aden Rd.  
 Nokesville, VA 20181  
**Principal:** Katherine Meints  
**Main Office:** 703.594.2161  
**Grades:** 9-12  
**Specialty:** Cambridge Program  
**Programs:**

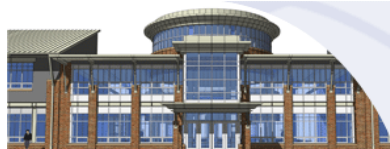


		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	118,381	123,151	128,114	141,000	1.00	143,160	1.00	2,160	0.00
1112	Assistant Principal	411,402	389,617	351,330	420,000	4.00	429,120	4.00	9,120	0.00
1120	Teacher, Classroom	4,029,471	4,289,544	4,322,867	4,212,960	66.10	4,374,180	66.50	161,220	0.40
1121	Librarian	87,607	61,007	63,468	65,280	1.00	67,320	1.00	2,040	0.00
1122	Counselor	191,068	198,708	206,660	195,840	3.00	201,960	3.00	6,120	0.00
1140	Teacher Assistant	79,892	65,107	72,538	73,440	3.00	72,720	3.00	(720)	0.00
1148	Specialist	65,592	67,500	69,458	59,712	0.80	57,984	0.80	(1,728)	0.00
1150	Secretarial / Bookkeeper	323,562	356,500	350,133	346,800	9.00	352,890	9.00	6,090	0.00
1180	Natl Board Certified Teacher Incentive	5,000	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	236,972	296,503	294,926	286,320	8.00	289,380	8.00	3,060	0.00
1200	Overtime	3,533	2,926	1,954	2,000		2,000		0	
1201	Straight Time	1,322	1,213	1,725	0		0		0	
1300	Temporary Employee	34,651	37,335	10,037	21,500		20,500		(1,000)	
1500	Substitute Teacher	72,879	63,323	64,526	70,000		70,000		0	
1600	Instructional Supplement	0	324	11,798	0		10,940		10,940	
1601	Coaching Supplement	137,307	143,160	142,269	95,500		100,000		4,500	
1602	Extra-Curr. Supplement	52,306	59,507	57,976	30,000		40,000		10,000	
2100	Social Security - FICA	430,990	453,327	450,324	460,557		476,760		16,203	
2210	Retirement - VRS	841,892	800,388	784,612	987,100		979,295		(7,806)	
2211	Retiree Health Care Credit	55,193	57,109	59,936	0		0		0	
2220	Retirement - PWCS	48,132	53,325	55,574	46,991		49,227		2,236	
2221	Defined Contribution Plan	4,438	11,655	17,887	0		0		0	
2300	Health Insurance - HMP	603,958	647,403	673,977	699,063		740,205		41,142	
2310	Short/Long Term Disability Premium	1,099	1,985	2,716	0		0		0	
2400	Life Insurance - GLI	64,221	66,921	73,829	75,998		78,452		2,454	
3106	Sports Officials	4,478	10,461	0	20,000		21,516		1,516	
3201	Telephone	4,159	2,380	1,983	2,000		2,000		0	
3401	Travel Reimbursement	14,893	1,293	3,216	0		3,000		3,000	
3402	Conference Expenses	538	1,724	1,121	0		3,000		3,000	
3450	Field Trips	30,857	46,134	36,511	25,004		35,000		9,996	
3501	Repair/Maint. - Building	1,901	1,443	1,888	5,000		5,000		0	
3502	Repair/Maint. - Equipment	170	0	2,056	5,000		5,000		0	
3504	Maint. Service Contracts	550	0	18,443	0		0		0	
3700	In-Service Expenses	60	1,032	81	0		0		0	
3902	Printing Services	13,009	13,052	12,624	15,000		16,000		1,000	
3903	Postage	106	2,442	2,110	2,000		2,000		0	
3905	Extra Curricular Expenses	5,875	5,257	5,629	5,000		20,000		15,000	
3911	Rental Equipment	32,970	29,939	24,783	20,000		30,000		10,000	
3913	Tuition - Other Divisions	432	0	0	10,633		12,000		1,367	
3919	Tuition - Annual Year Governor's School	8,887	14,892	27,394	0		0		0	
3921	Tuition - PWCS	432	2,152	2,133	30,000		20,000		(10,000)	
3999	Other Contract Services	0	0	190	0		0		0	
4001	Office Supplies	1,452	3,429	1,688	1,000		3,000		2,000	
4002	Medical Supplies	796	123	104	10,000		11,000		1,000	
4003	Custodial Supplies	14,149	15,058	11,591	15,000		15,000		0	
4004	Repair/Maint. Supplies	286	0	5,881	2,000		5,000		3,000	
4007	Wearing Apparel	289	563	115	0		1,000		1,000	
4010	Instructional Supplies	53,898	107,452	119,021	45,000		70,345		25,345	
4011	Textbooks	50,440	69,582	26,347	61,700		80,000		18,300	
4013	Testing Materials	11,403	31,393	22,334	16,000		25,000		9,000	
4016	Library Books	4,937	4,487	6,315	3,000		3,000		0	
4017	Library Periodicals	525	30	998	2,000		2,000		0	
4018	Library Supplies	534	1,022	484	1,000		1,000		0	
4019	Food	0	80	124	0		0		0	
4310	Tech. Supp/Equip Add'l	5,426	6,284	17,259	10,000		20,000		10,000	
4350	Tech. Supp/Equip Repl	138	885	2,740	10,000		10,000		0	
4410	Software - Additional	818	11,350	3,750	10,000		10,000		0	
4450	Software - Replacement	460	1,010	1,018	0		0		0	
4510	General Equipment - Add'l.	37,645	32,057	41,110	15,000		25,000		10,000	
4550	General Equipment - Repl.	606	2,038	2,278	15,000		25,000		10,000	
5101	Equipment - Additional	7,482	28,766	34,665	0		0		0	
5102	Technical Equipment- Additional	0	15,866	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,211,467	8,713,712	8,706,619	8,651,398	95.90	9,041,953	96.30	390,555	0.40
Student Enrollment		1,053	1,113	1,050	1,028		1,021			
Positions		93.40	96.30	96.30	95.90		96.30			

## Financial Section

### CHARLES J. COLGAN HIGH SCHOOL

**School:** 501  
**Address:** 13833 Dumfries Road  
 Manassas, VA 20112  
**Principal:** Timothy Healey  
**Main Office:** 571.374.6550  
**Grades:** 9-12  
**Specialty:** Center for Fine and Performing Arts  
**Programs:**



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107 Admin Coordinator	0	70,057	44,407	99,240 1.00	100,440 1.00	1,200 0.00
1111 Principal	0	165,504	172,176	141,000 1.00	143,160 1.00	2,160 0.00
1112 Assistant Principal	0	123,990	425,063	525,000 5.00	643,680 6.00	118,680 1.00
1115 Teacher on Special Assignment	0	0	177,298	130,560 2.00	134,640 2.00	4,080 0.00
1120 Teacher, Classroom	0	0	5,299,191	7,717,728 121.20	9,071,424 138.00	1,353,696 16.80
1121 Librarian	0	0	118,918	130,560 2.00	134,640 2.00	4,080 0.00
1122 Counselor	0	0	232,897	391,680 6.00	511,632 7.60	119,952 1.60
1140 Teacher Assistant	0	0	179,690	122,400 5.00	169,680 7.00	47,280 2.00
1148 Specialist	0	6,292	133,823	179,760 4.00	168,960 4.00	(10,800) 0.00
1150 Secretarial / Bookkeeper	0	82,173	507,451	558,960 14.00	514,890 13.00	(44,070) (1.00)
1180 Natl Board Certified Teacher Incentive	0	0	10,000	0 0.00	0 0.00	0 0.00
1190 Custodian	0	(1,434)	298,275	464,640 14.00	495,300 15.00	30,660 1.00
1200 Overtime	0	1,899	5,556	10,000	10,000	0
1201 Straight Time	0	846	3,495	0	0	0
1300 Temporary Employee	0	600	15,494	19,750	24,000	4,250
1500 Substitute Teacher	0	0	110,753	100,000	90,000	(10,000)
1600 Instructional Supplement	0	513	44,995	40,000	167,000	127,000
1601 Coaching Supplement	0	0	153,036	185,000	184,965	(35)
1602 Extra-Curr. Supplement	0	0	63,072	70,000	77,000	7,000
1603 Homebound Tutoring	0	0	0	2,000	0	(2,000)
2100 Social Security - FICA	0	30,712	604,591	832,954	967,069	134,115
2210 Retirement - VRS	0	65,147	1,033,871	1,785,631	1,986,443	200,812
2211 Retiree Health Care Credit	0	4,782	78,654	0	0	0
2220 Retirement - PWCS	0	7,088	62,377	84,739	99,367	14,628
2221 Defined Contribution Plan	0	2,041	16,186	0	0	0
2300 Health Insurance - HMP	0	59,995	811,173	1,260,614	1,494,131	233,517
2310 Short/Long Term Disability Premium	0	221	3,237	0	0	0
2400 Life Insurance - GLI	0	5,354	95,226	137,046	158,358	21,312
2830 Admin. Assoc. Fees	0	775	0	904	1,000	96
3100 Professional Services	0	0	4,419	0	12,000	12,000
3201 Telephone	0	150	5,378	5,000	9,000	4,000
3401 Travel Reimbursement	0	780	2,148	5,000	2,000	(3,000)
3402 Conference Expenses	0	1,193	24,117	0	3,000	3,000
3450 Field Trips	0	0	37,596	40,000	32,000	(8,000)
3902 Printing Services	0	287	2,038	2,000	0	(2,000)
3903 Postage	0	657	495	10,000	10,000	0
3913 Tuition - Other Divisions	0	0	0	0	2,000	2,000
3919 Tuition - Annual Year Governor's School	0	0	6,088	0	0	0
3921 Tuition - PWCS	0	0	0	20,000	9,000	(11,000)
4001 Office Supplies	0	1,102	4,173	2,000	3,000	1,000
4002 Medical Supplies	0	140	5,155	2,000	3,000	1,000
4003 Custodial Supplies	0	14,374	27,535	40,000	45,000	5,000
4004 Repair/Maint. Supplies	0	0	1,879	0	1,000	1,000
4007 Wearing Apparel	0	0	13,297	2,000	12,505	10,505
4010 Instructional Supplies	0	334,423	872,790	350,629	422,417	71,788
4011 Textbooks	0	40,629	496,951	219,724	78,804	(140,920)
4013 Testing Materials	0	0	56,161	2,000	9,000	7,000
4014 Food, Cafeteria	0	0	5,348	0	0	0
4016 Library Books	0	0	11,537	0	14,000	14,000
4017 Library Periodicals	0	0	2,672	0	2,000	2,000
4018 Library Supplies	0	0	0	0	2,000	2,000
4019 Food	0	387	7,242	8,000	7,000	(1,000)
4150 Lease Agreement	0	1,424	73,071	80,000	88,000	8,000
4310 Tech. Supp/Equip Add'l	0	67,690	101,890	21,422	84,000	62,578
4450 Software - Replacement	0	0	468	0	0	0
4510 General Equipment - Add'l.	0	0	(1,350)	0	41,000	41,000
8002 General Reserve	0	0	0	5,000	5,000	0
<b>Totals</b>	<b>0</b>	<b>1,089,789</b>	<b>12,462,000</b>	<b>15,804,941 175.20</b>	<b>18,244,505 196.60</b>	<b>2,439,564 21.40</b>
Student Enrollment	0	0	1,541	2,191	2,503	
Positions	0.00	4.00	127.20	175.20	196.60	

## Financial Section

### FOREST PARK HIGH SCHOOL

**School:** 587  
**Address:** 15721 Forest Park Dr.  
 Woodbridge, VA 22193  
**Principal:** Richard Martinez  
**Main Office:** 703.583.3200  
**Grades:** 9-12  
**Specialty:** Center for Information Technology  
**Programs:** Army JROTC



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	109,845	0	0	0 0.00	0 0	0 0.00
1111	Principal	134,354	147,051	152,976	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	603,296	545,574	565,211	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	0	0	0	65,280 1.00	0 0.00	(65,280) (1.00)
1120	Teacher, Classroom	7,843,205	7,968,266	8,146,962	7,904,040 125.00	8,091,600 124.00	187,560 (1.00)
1121	Librarian	164,634	137,942	143,701	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	406,797	424,851	457,089	456,960 7.00	403,920 6.00	(53,040) (1.00)
1140	Teacher Assistant	146,681	160,623	171,863	195,840 8.00	193,920 8.00	(1,920) 0.00
1141	Attendant	5,449	0	0	0 0.00	0 0.00	0 0.00
1148	Specialist	142,272	139,501	144,891	144,720 3.00	136,800 3.00	(7,920) 0.00
1150	Secretarial / Bookkeeper	512,368	531,627	565,141	539,040 13.00	518,370 13.00	(20,670) 0.00
1180	Natl Board Certified Teacher Incentive	2,500	2,500	0	0 0.00	0 0.00	0 0.00
1190	Custodian	477,948	478,144	479,361	446,520 13.00	421,500 12.00	(25,020) (1.00)
1200	Overtime	1,696	2,816	1,812	4,500	3,000	(1,500)
1201	Straight Time	2,986	3,273	2,461	2,500	2,000	(500)
1300	Temporary Employee	28,221	40,548	28,278	25,000	23,000	(2,000)
1500	Substitute Teacher	86,635	115,092	120,383	120,000	120,000	0
1600	Instructional Supplement	12,742	31,618	39,965	36,000	33,000	(3,000)
1601	Coaching Supplement	163,573	168,402	174,815	150,000	175,000	25,000
1602	Extra-Curr. Supplement	75,861	72,605	63,240	70,000	70,000	0
1603	Homebound Tutoring	0	1,148	0	1,000	0	(1,000)
2100	Social Security - FICA	802,440	798,628	820,180	846,319	850,190	3,871
2210	Retirement - VRS	1,641,502	1,474,280	1,487,654	1,821,367	1,758,037	(63,330)
2211	Retiree Health Care Credit	106,564	104,851	113,301	0	0	0
2220	Retirement - PWCS	98,087	96,186	99,452	86,297	87,852	1,555
2221	Defined Contribution Plan	6,739	15,540	25,969	0	0	0
2300	Health Insurance - HMP	1,134,753	1,180,415	1,241,221	1,283,802	1,320,986	37,183
2310	Short/Long Term Disability Premium	1,548	3,308	4,276	0	0	0
2400	Life Insurance - GLI	124,177	122,248	138,764	139,567	140,007	440
2830	Admin. Assoc. Fees	89	139	325	1,380	1,380	0
3100	Professional Services	0	191	1,813	0	5,000	5,000
3201	Telephone	6,167	6,912	4,021	4,500	4,500	0
3401	Travel Reimbursement	3,663	2,000	3,577	8,000	10,000	2,000
3402	Conference Expenses	13,982	10,587	19,479	8,000	8,000	0
3450	Field Trips	47,709	55,297	50,323	53,000	52,500	(500)
3501	Repair/Maint. - Building	0	0	865	0	18,000	18,000
3502	Repair/Maint. - Equipment	0	0	1,132	0	0	0
3504	Maint. Service Contracts	550	0	2,585	1,500	0	(1,500)
3700	In-Service Expenses	0	0	0	2,000	1,000	(1,000)
3902	Printing Services	22,946	20,664	29,004	22,500	25,500	3,000
3903	Postage	3,426	3,050	1,847	5,000	8,000	3,000
3911	Rental Equipment	10,605	3,407	123	5,000	110,292	105,292
3913	Tuition - Other Divisions	0	218	0	0	0	0
3918	Permits & Fees	275	370	250	0	0	0
3919	Tuition - Annual Year Governor's School	20,735	20,849	15,219	25,000	5,000	(20,000)
3921	Tuition - PWCS	3,024	10,466	1,944	45,000	45,000	0
3999	Other Contract Services	12,506	500	6,075	80,000	10,000	(70,000)
4001	Office Supplies	3,549	8,277	8,604	6,000	8,500	2,500
4002	Medical Supplies	2,001	1,666	2,160	3,000	3,000	0
4003	Custodial Supplies	27,986	33,205	28,943	32,000	32,000	0
4004	Repair/Maint. Supplies	12,511	11,159	23,411	12,000	4,000	(8,000)
4007	Wearing Apparel	830	1,012	2,019	3,000	3,300	300
4008	Reference Materials	0	593	98	1,500	1,500	0
4009	Extra Curricular Supplies	0	0	138	0	0	0
4010	Instructional Supplies	81,425	116,974	117,484	99,143	94,412	(4,731)
4011	Textbooks	110,121	148,274	8,032	120,408	101,500	(18,908)
4012	Emp. Training Supplies	437	0	0	500	0	(500)
4013	Testing Materials	110,819	115,712	118,849	8,000	20,000	12,000
4014	Food, Cafeteria	0	1,877	4,244	5,000	5,000	0
4016	Library Books	4,586	7,312	4,933	5,000	6,000	1,000
4017	Library Periodicals	407	362	584	500	500	0
4018	Library Supplies	380	1,791	2,793	1,000	1,000	0
4019	Food	5,796	6,569	9,575	7,000	9,000	2,000
4020	Printing Supplies	0	0	0	4,000	4,000	0
4310	Tech. Supp/Equip Add'l	22,440	67,153	74,160	21,500	108,000	86,500
4350	Tech. Supp/Equip Repl	41,229	129	4,631	50,000	50,000	0
4410	Software - Additional	3,913	11,791	12,322	14,000	18,000	4,000
4450	Software - Replacement	460	1,010	1,018	0	0	0
4510	General Equipment - Add'l	24,085	25,379	71,329	48,500	152,826	104,326
4550	General Equipment - Repl.	5,184	10,452	480	1,000	1,000	0
5101	Equipment - Additional	14,349	0	0	0	0	0
5150	Lease/Purchase Agreee.	69,511	70,260	71,585	80,000	90,000	10,000
5501	Equipment - Replacement	9,996	0	0	0	0	0
Totals		15,534,560	15,542,643	15,894,943	16,024,243 179.00	16,288,372 175.00	264,129 (4.00)
Student Enrollment		2,235	2,227	2,163	2,184	2,138	
Positions		176.00	175.50	176.50	179.00	175.00	



## Financial Section

### FREEDOM HIGH SCHOOL

**School:** 530  
**Address:** 15201 Neabco Mills Rd.  
 Woodbridge, VA 22191  
**Principal:** Inez Bryant  
**Main Office:** 703.583.1405  
**Grades:** 9-12  
**Specialty:** Ctr. for Environmental and Natural Sciences  
**Programs:** Air Force JROTC



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	81,736	85,031	88,456	88,560 1.00	89,640 1.00	1,080 0.00
1111	Principal	145,595	151,461	157,566	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	534,909	551,304	575,121	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	0	0	0	128,880 2.00	134,640 2.00	5,760 0.00
1120	Teacher, Classroom	7,339,128	7,741,595	8,162,863	9,050,544 143.00	9,284,928 142.20	234,384 (0.80)
1121	Librarian	153,593	159,723	166,097	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	296,913	357,758	385,336	456,960 7.00	471,240 7.00	14,280 0.00
1140	Teacher Assistant	247,900	267,882	236,824	293,760 12.00	315,120 13.00	21,360 1.00
1148	Specialist	96,887	122,133	140,831	179,760 4.00	136,800 3.00	(42,960) (1.00)
1150	Secretarial / Bookkeeper	533,966	577,613	558,932	565,920 14.00	547,650 14.00	(18,270) 0.00
1180	Natl Board Certified Teacher Incentive	5,000	10,000	7,500	0 0.00	0 0.00	0 0.00
1190	Custodian	401,141	439,082	436,454	457,080 13.00	461,460 13.00	4,380 0.00
1200	Overtime	5,732	10,407	6,076	4,000	4,000	0
1201	Straight Time	5,250	8,197	9,545	0	0	0
1300	Temporary Employee	10,357	50,476	16,346	0	0	0
1500	Substitute Teacher	130,591	155,321	166,473	205,000	205,000	0
1600	Instructional Supplement	112,034	113,070	77,015	5,000	5,000	0
1601	Coaching Supplement	149,534	144,888	148,920	169,000	169,000	0
1602	Extra-Curr. Supplement	50,998	66,087	62,309	107,000	107,000	0
1647	Coordinator Supplement	20,000	29,700	25,200	0	0	0
2100	Social Security - FICA	763,758	811,650	837,273	964,896	983,253	18,357
2210	Retirement - VRS	1,504,378	1,477,453	1,472,812	2,078,043	2,036,476	(41,568)
2211	Retiree Health Care Credit	99,351	106,269	112,666	0	0	0
2220	Retirement - PWCS	56,332	57,410	63,405	98,197	101,623	3,427
2221	Defined Contribution Plan	10,572	20,395	30,773	0	0	0
2300	Health Insurance - HMP	998,819	1,134,943	1,175,812	1,460,824	1,528,061	67,237
2310	Short/Long Term Disability Premium	2,547	4,884	6,357	0	0	0
2400	Life Insurance - GLI	115,320	123,444	137,532	158,812	161,954	3,143
2830	Admin. Assoc. Fees	0	0	965	0	0	0
3100	Professional Services	14,583	55,417	0	0	0	0
3106	Sports Officials	25,410	23,415	28,076	35,000	35,000	0
3107	Data Processing	0	0	0	2,000	2,000	0
3201	Telephone	4,626	3,966	4,618	9,000	5,500	(3,500)
3401	Travel Reimbursement	582	1,320	5,162	5,000	7,500	2,500
3402	Conference Expenses	4,118	5,203	6,668	2,000	2,000	0
3450	Field Trips	52,807	48,432	51,124	90,500	90,500	0
3501	Repair/Maint. - Building	1,951	9,129	0	3,500	3,500	0
3502	Repair/Maint. - Equipment	1,080	0	1,445	0	0	0
3504	Maint. Service Contracts	550	0	0	0	0	0
3700	In-Service Expenses	3,040	0	0	3,000	3,000	0
3902	Printing Services	612	0	0	0	0	0
3903	Postage	3,247	2,910	2,567	8,000	8,000	0
3913	Tuition - Other Divisions	0	0	0	50,000	50,000	0
3919	Tuition - Annual Year Governor's School	2,962	2,978	3,044	12,000	12,000	0
3921	Tuition - PWCS	5,130	1,805	999	2,000	2,000	0
3999	Other Contract Services	0	0	6,071	0	0	0
4001	Office Supplies	38,541	21,907	102,002	120,000	120,000	0
4002	Medical Supplies	569	883	669	600	800	200
4003	Custodial Supplies	36,919	35,723	40,273	30,000	18,000	(12,000)
4004	Repair/Maint. Supplies	877	0	329	0	5,000	5,000
4007	Wearing Apparel	0	0	6,550	1,200	2,500	1,300
4009	Extra Curricular Supplies	0	(12)	512	36,165	45,000	8,835
4010	Instructional Supplies	129,980	101,333	230,871	69,271	64,100	(5,171)
4011	Textbooks	67,488	21,674	190,815	0	0	0
4013	Testing Materials	57,017	50,820	133,896	83,000	83,000	0
4014	Food, Cafeteria	0	0	21,521	0	0	0
4016	Library Books	7,840	10,870	13,681	15,000	15,000	0
4017	Library Periodicals	511	482	917	0	0	0
4018	Library Supplies	2,240	2,552	5,665	0	0	0
4019	Food	1,613	3,377	2,512	3,000	3,000	0
4020	Printing Supplies	29,518	17,000	19,209	27,000	27,000	0
4150	Lease Agreement	6,362	39,487	0	29,500	46,203	16,703
4310	Tech. Supp/Equip Add'l	327,663	193,000	248,567	50,000	50,000	0
4350	Tech. Supp/Equip Repl	42,240	0	0	0	0	0
4450	Software - Replacement	460	1,010	12,439	12,000	12,000	0
4510	General Equipment - Add'l	85,536	33,367	61,154	0	0	0
4550	General Equipment - Repl.	69,244	699	0	0	0	0
5101	Equipment - Additional	22,117	0	10,522	0	73,312	73,312
5141	Site Improvement	170,905	7,317	37,708	0	180,852	180,852
5501	Equipment - Replacement	0	0	26,287	0	0	0
Totals		15,090,678	15,474,237	16,541,329	18,072,532 205.00	18,631,092 204.20	558,560 (0.80)
Student Enrollment		2,035	2,086	2,228	2,255	2,225	
Positions		173.00	179.50	177.00	205.00	204.20	



## Financial Section

### GAR-FIELD HIGH SCHOOL

**School:** 569  
**Address:** 14000 Smoketown Rd.  
 Woodbridge, VA 22192  
**Principal:** Cherif Sadki  
**Main Office:** 703.730.7000  
**Grades:** 9-12  
**Specialty:** International Baccalaureate Program  
**Programs:** Marine Corps JROTC, Project Lead the Way



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	91,994	95,701	99,558	88,560 1.00	89,640 1.00	1,080 0.00
1111	Principal	139,436	142,767	148,522	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	557,294	565,218	572,075	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	174,854	164,617	218,003	160,680 2.50	98,460 1.50	(62,220) (1.00)
1120	Teacher, Classroom	8,733,705	8,993,757	9,147,307	9,046,884 142.89	9,076,356 138.90	29,472 (3.99)
1121	Librarian	113,378	117,062	130,645	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	409,906	433,078	427,652	456,960 7.00	511,632 7.60	54,672 0.60
1140	Teacher Assistant	114,274	122,296	162,583	220,320 9.00	169,680 7.00	(50,640) (2.00)
1148	Specialist	106,493	188,264	193,079	217,080 5.00	203,160 5.00	(13,920) 0.00
1150	Secretarial / Bookkeeper	535,502	570,773	573,312	596,280 15.00	549,090 14.00	(47,190) (1.00)
1180	Natl Board Certified Teacher Incentive	17,500	17,500	12,500	0 0.00	0 0.00	0 0.00
1190	Custodian	555,893	574,457	596,941	530,280 15.00	541,380 15.00	11,100 0.00
1200	Overtime	25,965	26,341	19,994	21,000	22,000	1,000
1201	Straight Time	23,070	24,521	23,897	17,000	16,000	(1,000)
1300	Temporary Employee	6,328	3,486	8,787	7,000	7,000	0
1500	Substitute Teacher	143,677	134,035	159,487	100,000	100,000	0
1502	Substitute, Other	1,461	2,776	18,482	13,000	13,000	0
1600	Instructional Supplement	48,799	50,589	62,001	62,000	65,000	3,000
1601	Coaching Supplement	170,242	170,938	169,033	190,000	190,000	0
1602	Extra-Curr. Supplement	69,235	73,087	66,480	60,000	60,000	0
1603	Homebound Tutoring	0	0	0	2,000	2,000	0
2100	Social Security - FICA	887,680	919,058	931,143	970,830	966,645	(4,185)
2210	Retirement - VRS	1,782,452	1,677,907	1,635,122	2,086,883	1,993,637	(93,245)
2211	Retiree Health Care Credit	115,051	119,583	125,899	0	0	0
2220	Retirement - PWCS	103,180	108,831	102,967	98,971	99,962	992
2221	Defined Contribution Plan	8,255	24,447	49,042	0	0	0
2300	Health Insurance - HMP	1,211,872	1,252,918	1,271,286	1,472,342	1,503,084	30,742
2310	Short/Long Term Disability Premium	1,850	5,093	9,315	0	0	0
2400	Life Insurance - GLI	134,611	139,665	154,851	160,064	159,307	(757)
2820	Educ Tuition Assistance	0	0	628	1,000	1,000	0
2830	Admin. Assoc. Fees	1,866	2,408	3,047	4,500	4,500	0
3100	Professional Services	12,021	11,953	11,544	5,000	5,000	0
3201	Telephone	7,538	6,807	5,534	12,000	12,000	0
3401	Travel Reimbursement	22,055	11,874	12,783	13,500	12,500	(1,000)
3402	Conference Expenses	16,738	17,006	45,116	7,000	7,000	0
3450	Field Trips	99,766	101,508	104,237	60,500	55,500	(5,000)
3501	Repair/Maint. - Building	3,643	0	0	0	0	0
3502	Repair/Maint. - Equipment	94,284	67,310	98,455	75,000	75,000	0
3504	Maint. Service Contracts	550	0	0	0	0	0
3700	In-Service Expenses	4,500	383	14,862	3,000	3,000	0
3902	Printing Services	5,432	8,583	10,831	10,000	10,000	0
3903	Postage	19,170	11,797	9,894	10,000	10,000	0
3913	Tuition - Other Divisions	75	0	0	0	0	0
3914	Tuition - Private Schools	75	0	150	35,000	35,000	0
3919	Tuition - Annual Year Governor's School	2,962	0	0	0	0	0
3921	Tuition - PWCS	5,598	4,766	9,397	18,000	18,000	0
3999	Other Contract Services	1,223	1,940	7,793	0	0	0
4001	Office Supplies	22,355	18,646	28,392	20,000	15,000	(5,000)
4002	Medical Supplies	7,264	7,899	8,016	10,000	10,000	0
4003	Custodial Supplies	60,724	38,974	54,536	40,000	40,000	0
4004	Repair/Maint. Supplies	0	0	0	10,000	10,000	0
4007	Wearing Apparel	3,855	4,494	10,029	8,200	8,200	0
4008	Reference Materials	39	6,024	577	5,000	5,000	0
4010	Instructional Supplies	381,859	268,206	232,353	142,565	272,871	130,306
4011	Textbooks	127,475	98,304	13,021	30,000	175,339	145,339
4013	Testing Materials	18,213	151,563	172,391	10,000	10,000	0
4014	Food, Cafeteria	0	8,913	13,725	20,000	20,000	0
4016	Library Books	13,864	15,434	9,404	5,000	5,000	0
4019	Food	7,636	15,477	10,221	9,500	9,500	0
4020	Printing Supplies	0	0	19,743	0	0	0
4150	Lease Agreement	51,212	55,774	56,078	80,000	80,000	0
4310	Tech. Supp/Equip Add'l	162,165	141,010	22,879	10,000	150,678	140,678
4350	Tech. Supp/Equip Repl	759	22,394	42,830	5,000	5,000	0
4410	Software - Additional	2,235	4,816	2,988	10,000	10,000	0
4450	Software - Replacement	2,244	1,010	1,018	0	0	0
4510	General Equipment - Add'l	111,350	67,608	47,434	31,000	131,000	100,000
4550	General Equipment - Repl.	10,455	0	0	0	0	0
5101	Equipment - Additional	35,352	41,100	10,000	0	0	0
5141	Site Improvement	0	0	14,369	0	0	0
5501	Equipment - Replacement	0	5,817	14,550	15,000	15,000	0
Totals		17,600,509	17,938,562	18,208,788	18,195,458 206.39	18,579,602 199.00	384,144 (7.39)
Student Enrollment		2,480	2,527	2,515	2,402	2,373	
Positions		193.29	196.29	201.59	206.39	199.00	

## Financial Section

### HYLTON HIGH SCHOOL

**School:** 571  
**Address:** 14051 Spriggs Rd.  
 Woodbridge, VA 22193  
**Principal:** David Cassidy  
**Main Office:** 703.580.4000  
**Grades:** 9-12  
**Specialty:** Ctr. for International Studies and Language  
**Programs:** Automotive Technology, Television  
 Production, Air Force JROTC



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin Coordinator	192,831	177,826	66,117	0	0.00	0	0.00	0	0.00
1111	Principal	129,359	134,571	139,994	141,000	1.00	143,160	1.00	2,160	0.00
1112	Assistant Principal	596,296	570,613	605,909	630,000	6.00	643,680	6.00	13,680	0.00
1115	Teacher on Special Assignment	132,916	154,634	224,073	195,840	3.00	201,960	3.00	6,120	0.00
1120	Teacher, Classroom	8,442,593	8,744,735	8,586,872	8,262,240	130.60	8,635,248	132.20	373,008	1.60
1121	Librarian	93,754	157,663	163,875	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	499,491	511,109	509,089	430,848	6.60	444,312	6.60	13,464	0.00
1140	Teacher Assistant	132,507	116,496	133,124	171,360	7.00	169,680	7.00	(1,680)	0.00
1148	Specialist	116,328	149,413	120,450	109,680	2.00	136,800	3.00	27,120	1.00
1150	Secretarial / Bookkeeper	490,050	564,142	551,416	618,960	16.00	601,170	16.00	(17,790)	0.00
1180	Natl Board Certified Teacher Incentive	5,000	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	476,366	494,303	513,833	462,360	13.00	455,700	13.00	(6,660)	0.00
1200	Overtime	11,401	12,274	18,229	20,000		10,000		(10,000)	
1201	Straight Time	521	5,078	12,246	17,000		7,000		(10,000)	
1300	Temporary Employee	54,883	66,249	69,021	35,000		45,000		10,000	
1500	Substitute Teacher	149,038	161,575	153,635	100,000		16,000		(84,000)	
1502	Substitute, Other	215	982	0	0		0		0	
1600	Instructional Supplement	8,277	14,500	18,331	25,000		8,000		(17,000)	
1601	Coaching Supplement	167,295	169,663	171,592	100,000		175,000		75,000	
1602	Extra-Curr. Supplement	74,007	75,390	74,273	80,000		75,000		(5,000)	
2100	Social Security - FICA	869,635	908,766	886,257	882,032		910,529		28,498	
2210	Retirement - VRS	1,706,974	1,650,583	1,585,106	1,907,205		1,902,637		(4,568)	
2211	Retiree Health Care Credit	110,359	116,901	119,961	0		0		0	
2220	Retirement - PWCS	99,250	107,924	108,743	90,338		95,075		4,737	
2221	Defined Contribution Plan	7,187	14,471	17,403	0		0		0	
2300	Health Insurance - HMP	1,072,152	1,239,916	1,358,923	1,343,918		1,429,600		85,682	
2310	Short/Long Term Disability Premium	1,464	3,104	3,235	0		0		0	
2400	Life Insurance - GLI	128,386	135,897	146,972	146,102		151,519		5,417	
2830	Admin. Assoc. Fees	536	0	325	500		500		0	
3100	Professional Services	0	0	163	0		0		0	
3201	Telephone	9,021	7,421	6,755	0		8,000		8,000	
3401	Travel Reimbursement	734	1,285	8,108	1,000		7,000		6,000	
3402	Conference Expenses	16,269	2,823	18,386	5,000		11,000		6,000	
3450	Field Trips	58,853	53,798	57,466	36,500		60,000		23,500	
3504	Maint. Service Contracts	550	0	0	0		0		0	
3901	Laundry/Dry Cleaning	524	904	0	0		0		0	
3902	Printing Services	2,360	1,303	565	1,500		500		(1,000)	
3903	Postage	7,761	9,044	18,339	11,000		19,000		8,000	
3913	Tuition - Other Divisions	0	(700)	150	0		0		0	
3919	Tuition - Annual Year Governor's School	14,811	14,892	3,044	0		0		0	
3921	Tuition - PWCS	4,224	2,268	1,200	5,000		0		(5,000)	
3999	Other Contract Services	198	1,199	382	500		0		(500)	
4001	Office Supplies	35,744	37,275	16,711	3,641		8,200		4,559	
4002	Medical Supplies	979	1,156	1,249	2,000		2,000		0	
4003	Custodial Supplies	41,647	40,844	33,035	0		35,000		35,000	
4004	Repair/Maint. Supplies	29,119	36,072	68,185	5,000		5,000		0	
4007	Wearing Apparel	1,305	1,021	2,875	0		500		500	
4010	Instructional Supplies	110,691	125,158	189,965	172,150		97,984		(74,166)	
4011	Textbooks	22,718	30,003	101,212	0		0		0	
4013	Testing Materials	115,228	138,993	121,968	0		0		0	
4014	Food, Cafeteria	0	0	5,490	0		0		0	
4016	Library Books	3,035	7,379	2,136	5,000		5,000		0	
4017	Library Periodicals	6,108	4,717	3,329	5,000		3,000		(2,000)	
4018	Library Supplies	614	795	3,292	2,000		3,000		1,000	
4019	Food	18,417	10,295	11,515	3,000		4,000		1,000	
4150	Lease Agreement	48,387	44,665	44,665	0		20,866		20,866	
4310	Tech. Supp/Equip Add'l	46,717	110,287	59,377	10,000		11,000		1,000	
4350	Tech. Supp/Equip Repl	637	385	0	0		0		0	
4410	Software - Additional	0	0	3,640	0		0		0	
4450	Software - Replacement	24,595	11,891	1,018	0		0		0	
4510	General Equipment - Add'l	52,037	50,046	196,218	14,000		11,000		(3,000)	
4550	General Equipment - Repl.	12,357	13,462	185,017	9,000		18,000		9,000	
5101	Equipment - Additional	23,675	70,094	18,474	0		0		0	
5501	Equipment - Replacement	0	0	12,267	0		0		0	
Totals		16,478,381	17,295,052	17,562,699	16,191,234	187.20	16,722,261	189.80	531,027	2.60
Student Enrollment		2,418	2,436	2,298	2,204		2,226			
Positions		185.02	190.82	180.52	187.20		189.80			

## Financial Section

### OSBOURN PARK HIGH SCHOOL

**School:** 508  
**Address:** 8909 Euclid Ave.  
 Manassas, VA 20111  
**Principal:** Neil Beech  
**Main Office:** 703.365.6500  
**Grades:** 9-12  
**Specialty:** Biotechnology Center  
**Programs:** Automotive Technology, Medical and Health Science, Navy JROTC, Project Lead the Way



		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin Coordinator	70,505	59,203	144,116	177,120	2.00	179,280	2.00	2,160	0.00
1111	Principal	118,381	123,151	128,114	141,000	1.00	143,160	1.00	2,160	0.00
1112	Assistant Principal	531,231	563,423	499,932	525,000	5.00	536,400	5.00	11,400	0.00
1115	Teacher on Special Assignment	78,811	81,988	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	9,624,182	10,304,854	8,749,437	8,062,704	127.50	8,909,578	136.47	846,874	8.97
1121	Librarian	148,643	114,931	142,993	130,560	2.00	134,640	2.00	4,080	0.00
1122	Counselor	488,187	554,758	575,022	456,960	7.00	504,900	7.50	47,940	0.50
1140	Teacher Assistant	153,415	159,859	133,625	122,400	5.00	96,960	4.00	(25,440)	(1.00)
1148	Specialist	98,778	131,415	133,650	147,000	3.00	164,160	3.80	17,160	0.80
1150	Secretarial / Bookkeeper	554,796	572,206	526,222	534,720	13.10	531,786	13.60	(2,934)	0.50
1180	Natl Board Certified Teacher Incentive	15,000	20,000	17,500	0	0.00	0	0.00	0	0.00
1190	Custodian	401,094	431,113	396,722	407,280	12.00	421,140	13.00	13,860	1.00
1200	Overtime	10,161	12,016	8,567	6,500		6,500		0	
1201	Straight Time	12,563	18,837	9,914	0		0		0	
1300	Temporary Employee	40,080	29,747	17,748	2,000		0		(2,000)	
1500	Substitute Teacher	114,141	124,566	99,760	120,000		132,000		12,000	
1502	Substitute, Other	77	0	314	0		0		0	
1600	Instructional Supplement	53,817	67,518	70,988	30,000		38,000		8,000	
1601	Coaching Supplement	150,302	156,622	154,586	172,000		215,843		43,843	
1602	Extra-Curr. Supplement	72,861	68,327	71,023	71,000		55,500		(15,500)	
1603	Homebound Tutoring	0	9,994	82	3,500		0		(3,500)	
2100	Social Security - FICA	932,170	997,341	861,561	849,895		923,344		73,449	
2210	Retirement - VRS	1,899,121	1,790,188	1,533,418	1,834,533		1,915,806		81,273	
2211	Retiree Health Care Credit	123,813	128,283	118,060	0		0		0	
2220	Retirement - PWCS	114,795	114,501	103,364	86,709		95,532		8,824	
2221	Defined Contribution Plan	10,708	25,872	40,119	0		0		0	
2300	Health Insurance - HMP	1,305,829	1,393,006	1,315,482	1,289,922		1,436,479		146,557	
2310	Short/Long Term Disability Premium	2,094	4,847	6,446	0		0		0	
2400	Life Insurance - GLI	142,737	148,086	143,518	140,232		152,248		12,016	
2830	Admin. Assoc. Fees	0	0	0	1,600		1,600		0	
3401	Travel Reimbursement	38,866	36,264	21,682	5,000		6,200		1,200	
3402	Conference Expenses	1,639	1,676	23,415	22,500		26,500		4,000	
3450	Field Trips	75,467	74,623	64,031	31,000		69,100		38,100	
3501	Repair/Maint. - Building	0	8,066	0	0		0		0	
3502	Repair/Maint. - Equipment	0	0	0	4,500		4,500		0	
3504	Maint. Service Contracts	550	0	0	0		0		0	
3700	In-Service Expenses	7,919	846	6,667	11,000		16,000		5,000	
3902	Printing Services	26,294	36,434	26,484	37,500		39,500		2,000	
3903	Postage	2,220	2,225	2,215	7,500		7,500		0	
3913	Tuition - Other Divisions	25	0	0	0		0		0	
3919	Tuition - Annual Year Governor's School	42,952	62,546	66,964	93,000		101,413		8,413	
3921	Tuition - PWCS	6,655	4,111	4,778	46,200		105,000		58,800	
4001	Office Supplies	2,913	5,357	2,458	2,800		2,400		(400)	
4002	Medical Supplies	337	946	1,509	1,500		3,000		1,500	
4003	Custodial Supplies	40,020	42,786	39,004	36,000		38,000		2,000	
4004	Repair/Maint. Supplies	4,959	29,726	4,504	0		0		0	
4007	Wearing Apparel	1,448	5,226	853	4,650		5,175		525	
4010	Instructional Supplies	483,702	545,039	446,707	90,850		116,250		25,400	
4011	Textbooks	57,627	58,601	24,221	108,760		0		(108,760)	
4013	Testing Materials	0	1,705	5,310	0		0		0	
4014	Food, Cafeteria	0	3,293	1,366	0		0		0	
4016	Library Books	0	1,074	1,258	4,000		6,000		2,000	
4017	Library Periodicals	0	0	565	1,000		1,000		0	
4018	Library Supplies	0	0	268	2,000		2,000		0	
4019	Food	0	392	277	0		0		0	
4150	Lease Agreement	45,225	53,459	52,072	46,000		48,000		2,000	
4310	Tech. Supp/Equip Add'l	108,777	29,937	28,144	31,500		47,000		15,500	
4350	Tech. Supp/Equip Repl	0	38,275	0	0		0		0	
4410	Software - Additional	0	0	399	4,500		4,500		0	
4450	Software - Replacement	460	1,010	8,253	0		0		0	
4510	General Equipment - Add'l	37,103	66,856	436	9,500		5,000		(4,500)	
4550	General Equipment - Repl	38,396	43,446	51,908	26,000		2,500		(23,500)	
5101	Equipment - Additional	42,746	4,750	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		18,334,591	19,365,318	16,888,030	15,944,895	177.60	17,256,395	188.37	1,311,500	10.77
Student Enrollment		2,684	2,804	2,278	2,166		2,316			
Positions		202.60	210.90	178.90	177.60		188.37			

## Financial Section

### PATRIOT HIGH SCHOOL

**School:** 542  
**Address:** 10504 Kettle Run Rd.  
 Nokesville, VA 20181  
**Principal:** Michael Bishop  
**Main Office:** 703.594.3020  
**Grades:** 9-12  
**Specialty:** AP Scholars  
**Programs:** Building Trades, Culinary Arts, Early  
 Childhood Education, Project Lead the Way,  
 Virginia Teachers for Tomorrow



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin Coordinator	50,787	0	0	0 0.00	0 0.00	0 0.00	
1111	Principal	125,558	130,653	135,917	141,000 1.00	143,160 1.00	2,160 0.00	
1112	Assistant Principal	553,999	576,324	590,636	630,000 6.00	643,680 6.00	13,680 0.00	
1115	Teacher on Special Assignment	74,290	73,134	207,273	194,160 3.00	201,960 3.00	7,800 0.00	
1120	Teacher, Classroom	8,940,466	9,247,017	9,711,542	9,753,960 153.10	10,000,644 152.10	246,684 (1.00)	
1121	Librarian	148,513	154,294	160,313	130,560 2.00	134,640 2.00	4,080 0.00	
1122	Counselor	510,424	526,073	545,057	522,240 8.00	538,560 8.00	16,320 0.00	
1140	Teacher Assistant	145,548	173,212	196,150	220,320 9.00	218,160 9.00	(2,160) 0.00	
1148	Specialist	158,582	140,628	140,491	164,832 3.80	154,464 3.80	(10,368) 0.00	
1150	Secretarial / Bookkeeper	540,854	526,974	557,049	569,040 14.00	544,170 14.00	(24,870) 0.00	
1180	Natl Board Certified Teacher Incentive	7,500	7,500	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	395,724	420,867	440,814	488,040 15.00	489,540 15.00	1,500 0.00	
1200	Overtime	4,418	5,644	1,707	0	0	0	
1201	Straight Time	3,940	2,249	3,530	0	0	0	
1300	Temporary Employee	22,330	18,612	44,575	0	0	0	
1500	Substitute Teacher	99,075	106,706	116,140	85,000	95,000	10,000	
1502	Substitute, Other	769	862	369	0	0	0	
1600	Instructional Supplement	0	0	738	0	11,000	11,000	
1601	Coaching Supplement	159,651	159,965	159,965	236,800	196,875	(39,925)	
1602	Extra-Curr. Supplement	70,267	84,686	71,266	10,000	65,581	55,581	
2100	Social Security - FICA	880,574	901,367	953,409	1,005,664	1,027,964	22,300	
2210	Retirement - VRS	1,757,877	1,649,549	1,717,778	2,195,980	2,152,585	(43,395)	
2211	Retiree Health Care Credit	117,220	119,367	131,908	0	0	0	
2220	Retirement - PWCS	57,847	65,607	78,106	103,795	107,427	3,632	
2221	Defined Contribution Plan	11,717	23,759	40,333	0	0	0	
2300	Health Insurance - HMP	1,225,440	1,354,744	1,482,921	1,544,106	1,615,325	71,220	
2310	Short/Long Term Disability Premium	2,644	4,525	6,370	0	0	0	
2400	Life Insurance - GLJ	135,283	138,007	160,351	167,865	171,203	3,338	
3100	Professional Services	0	0	561	0	0	0	
3201	Telephone	4,153	3,589	3,472	4,000	4,000	0	
3401	Travel Reimbursement	3,678	6,904	7,233	2,500	2,500	0	
3402	Conference Expenses	9,940	8,035	12,744	134,702	51,608	(83,094)	
3450	Field Trips	45,733	53,061	50,790	38,500	33,800	(4,700)	
3501	Repair/Maint. - Building	0	559	1,003	0	0	0	
3502	Repair/Maint. - Equipment	6,126	2,160	2,661	0	0	0	
3504	Maint. Service Contracts	550	0	0	0	0	0	
3902	Printing Services	1,671	4,435	6,549	4,000	2,000	(2,000)	
3903	Postage	1,149	50	1,218	2,000	2,000	0	
3918	Permits & Fees	400	200	0	0	0	0	
3919	Tuition - Annual Year Governor's School	54,801	71,482	70,007	0	0	0	
3921	Tuition - PWCS	9,511	2,611	1,383	85,000	81,088	(3,912)	
3999	Other Contract Services	0	0	487	0	0	0	
4001	Office Supplies	8,886	6,400	3,505	5,000	5,000	0	
4002	Medical Supplies	1,683	1,544	927	2,000	2,000	0	
4003	Custodial Supplies	23,489	27,598	33,668	35,000	35,000	0	
4004	Repair/Maint. Supplies	717	1,954	2,943	0	0	0	
4007	Wearing Apparel	5,103	4,343	6,620	0	0	0	
4009	Extra Curricular Supplies	240	4,170	0	0	0	0	
4010	Instructional Supplies	113,397	114,168	119,886	135,000	156,898	21,898	
4011	Textbooks	64,589	75,647	62,543	50,000	24,000	(26,000)	
4013	Testing Materials	186,141	181,879	185,120	0	0	0	
4014	Food, Cafeteria	0	0	3,279	0	0	0	
4015	Food Service Supplies	17,915	23,362	27,284	0	0	0	
4016	Library Books	38,257	24,447	31,274	40,000	15,000	(25,000)	
4017	Library Periodicals	18,536	13,294	14,449	24,000	12,000	(12,000)	
4018	Library Supplies	3,265	1,290	6,451	1,000	1,000	0	
4019	Food	148	956	2,274	0	0	0	
4020	Printing Supplies	0	0	0	0	27,000	27,000	
4150	Lease Agreement	95,119	75,719	90,113	100,000	102,000	2,000	
4310	Tech. Supp/Equip Add'l	79,369	78,922	19,999	45,000	25,000	(20,000)	
4350	Tech. Supp/Equip Repl	66,713	7,515	11,209	0	0	0	
4410	Software - Additional	30,243	23,060	31,612	7,500	30,000	22,500	
4450	Software - Replacement	460	1,010	1,018	0	0	0	
4510	General Equipment - Add'l.	63,816	36,008	6,419	34,115	40,000	5,885	
4550	General Equipment - Repl.	0	0	1,148	0	0	0	
5101	Equipment - Additional	0	8,000	0	0	0	0	
5103	DP Equipment - Additional	0	0	5,598	0	0	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		17,157,095	17,476,699	18,482,653	18,917,679 214.90	19,168,833 213.90	251,154 (1.00)	
Student Enrollment		2,822	2,766	2,747	2,697	2,668		
Positions		207.80	204.40	212.30	214.90	213.90		

## Financial Section

### POTOMAC HIGH SCHOOL

**School:** 514  
**Address:** 3401 Panther Pride Dr.  
 Dumfries, VA 22026  
**Principal:** Michael Wright  
**Main Office:** 703.441.4200  
**Grades:** 9-12  
**Specialty:** Cambridge Program  
**Programs:** Welding, Navy JROTC, Criminal Justice,  
 Culinary Arts, Project Lead the Eay



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	73,175	90,207	7,154	0 0.00	0 0.00	0 0.00
1111	Principal	133,239	138,607	144,195	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	523,693	551,896	560,430	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	11,881	0	0	0 0.00	65,640 1.00	65,640 1.00
1120	Teacher, Classroom	6,212,184	6,877,575	7,401,826	7,466,820 118.50	7,773,180 119.50	306,360 1.00
1121	Librarian	139,733	117,930	155,272	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	307,070	396,738	419,229	391,680 6.00	403,920 6.00	12,240 0.00
1140	Teacher Assistant	107,961	122,875	124,991	122,400 5.00	169,680 7.00	47,280 2.00
1148	Specialist	85,843	117,054	123,202	179,760 4.00	136,800 3.00	(42,960) (1.00)
1150	Secretarial / Bookkeeper	415,799	438,507	494,297	512,520 12.00	457,410 11.00	(55,110) (1.00)
1180	Natl Board Certified Teacher Incentive	0	7,500	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	351,182	362,447	374,470	365,760 10.00	370,380 10.00	4,620 0.00
1200	Overtime	7,422	8,303	1,430	7,500	7,500	0
1201	Straight Time	2,751	0	2,436	0	0	0
1300	Temporary Employee	52,890	96,178	112,398	107,000	87,000	(20,000)
1500	Substitute Teacher	104,634	106,080	151,043	125,000	120,000	(5,000)
1600	Instructional Supplement	0	0	3,044	0	0	0
1601	Coaching Supplement	165,268	165,322	169,397	194,750	195,000	250
1602	Extra-Curr. Supplement	65,825	74,267	71,205	56,959	60,000	3,041
2100	Social Security - FICA	646,105	712,412	760,818	798,026	823,752	25,727
2210	Retirement - VRS	1,278,993	1,284,768	1,357,829	1,704,909	1,697,940	(6,970)
2211	Retiree Health Care Credit	83,791	91,486	103,715	0	0	0
2220	Retirement - PWCS	64,953	68,876	79,364	80,518	84,653	4,135
2221	Defined Contribution Plan	3,047	13,376	25,374	0	0	0
2300	Health Insurance - HMP	921,075	1,022,327	1,146,267	1,197,830	1,272,893	75,063
2310	Short/Long Term Disability Premium	903	3,310	5,033	0	0	0
2400	Life Insurance - GLI	96,660	106,559	126,335	130,221	134,910	4,689
3106	Sports Officials	28,781	29,939	33,156	32,000	32,000	0
3201	Telephone	5,709	5,370	4,607	5,000	5,000	0
3401	Travel Reimbursement	3,699	3,296	2,612	3,200	3,600	400
3402	Conference Expenses	15,219	8,063	18,242	5,000	5,000	0
3450	Field Trips	46,918	44,632	48,685	45,000	47,500	2,500
3504	Maint. Service Contracts	550	0	0	0	0	0
3700	In-Service Expenses	1,000	0	0	0	0	0
3903	Postage	4,234	4,327	1,835	3,000	3,000	0
3913	Tuition - Other Divisions	0	104	0	18,000	18,000	0
3919	Tuition - Annual Year Governor's School	2,962	2,978	3,044	2,000	2,000	0
3921	Tuition - PWCS	2,052	12,728	14,968	16,000	16,000	0
3999	Other Contract Services	3	194	750	500	500	0
4001	Office Supplies	2,216	2,047	2,125	3,500	3,500	0
4002	Medical Supplies	1,174	1,099	1,206	2,000	2,000	0
4003	Custodial Supplies	30,854	34,643	32,739	40,000	40,000	0
4004	Repair/Maint. Supplies	1,305	246	1,665	1,000	1,000	0
4010	Instructional Supplies	280,806	298,666	451,071	638,508	681,218	42,710
4011	Textbooks	59,933	90,718	81,674	6,000	51,500	45,500
4013	Testing Materials	(820)	0	1,064	0	0	0
4014	Food, Cafeteria	0	10,199	15,060	10,000	10,000	0
4016	Library Books	11,975	15,989	7,889	16,000	14,000	(2,000)
4017	Library Periodicals	511	405	385	1,500	500	(1,000)
4018	Library Supplies	1,762	3,482	10,894	4,500	2,500	(2,000)
4019	Food	2,670	0	1,876	6,000	6,000	0
4310	Tech. Supp/Equip Add'l	70,849	20,335	123,983	30,000	20,000	(10,000)
4350	Tech. Supp/Equip Repl	0	21,913	2,398	0	0	0
4410	Software - Additional	0	0	32,715	0	0	0
4450	Software - Replacement	460	1,010	1,018	0	0	0
4510	General Equipment - Add'l.	30,568	34,930	20,134	3,000	3,000	0
5150	Lease/Purchase Agree.	61,626	51,311	43,003	55,000	55,000	0
<b>Totals</b>		<b>12,523,093</b>	<b>13,673,223</b>	<b>14,884,552</b>	<b>15,289,921 164.50</b>	<b>15,804,956 166.50</b>	<b>515,035 2.00</b>
Student Enrollment		1,742	1,886	1,995	2,037	2,024	
Positions		137.20	149.00	159.00	164.50	166.50	

## Financial Section

### STONEWALL JACKSON HIGH SCHOOL

**School:** 568  
**Address:** 8820 Rixlew Ln.  
 Manassas, VA 20109  
**Principal:** Richard Nichols  
**Main Office:** 703.365.2900  
**Grades:** 9-12  
**Specialty:** International Baccalaureate Program  
**Programs:** Cosmetology, Air Force JROTC



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	97,596	101,528	105,621	88,560 1.00	89,640 1.00	1,080 0.00
1111	Principal	118,381	123,151	128,114	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	505,999	526,391	547,608	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	203,664	208,535	192,705	195,840 3.00	201,960 3.00	6,120 0.00
1120	Teacher, Classroom	9,020,425	9,445,506	10,303,653	10,338,960 163.20	10,368,144 158.60	29,184 (4.60)
1121	Librarian	129,852	120,992	127,398	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	461,331	478,974	538,993	522,240 8.00	538,560 8.00	16,320 0.00
1140	Teacher Assistant	198,045	205,831	222,308	244,800 10.00	242,400 10.00	(2,400) 0.00
1145	Computer Technologist	23,552	64,414	66,945	69,720 1.00	68,520 1.00	(1,200) 0.00
1148	Specialist	198,253	166,103	172,632	182,040 4.00	171,000 4.00	(11,040) 0.00
1150	Secretarial / Bookkeeper	488,016	531,133	559,605	601,320 15.00	543,600 14.00	(57,720) (1.00)
1180	Natl Board Certified Teacher Incentive	22,500	27,500	20,000	0 0.00	0 0.00	0 0.00
1190	Custodian	451,902	463,040	463,219	480,480 14.00	484,140 14.00	3,660 0.00
1200	Overtime	9,484	8,774	2,396	10,000	10,000	0
1201	Straight Time	5,717	8,714	6,215	7,000	7,000	0
1300	Temporary Employee	33,114	64,654	67,771	45,000	45,000	0
1500	Substitute Teacher	156,388	149,699	164,277	150,000	150,000	0
1502	Substitute, Other	384	0	0	0	0	0
1600	Instructional Supplement	19,834	73,917	89,508	102,500	73,564	(28,936)
1601	Coaching Supplement	151,057	153,823	153,783	157,978	161,639	3,661
1602	Extra-Curr. Supplement	92,009	71,015	68,420	60,000	60,000	0
1603	Homebound Tutoring	1,640	328	0	0	0	0
2100	Social Security - FICA	915,691	957,952	1,032,577	1,083,088	1,081,454	(1,634)
2210	Retirement - VRS	1,800,906	1,724,548	1,785,831	2,339,195	2,247,782	(91,413)
2211	Retiree Health Care Credit	116,015	122,940	136,605	0	0	0
2220	Retirement - PWCS	106,695	113,402	117,035	110,367	112,034	1,667
2221	Defined Contribution Plan	7,035	19,235	42,673	0	0	0
2300	Health Insurance - HMP	1,247,712	1,398,155	1,520,706	1,641,875	1,684,599	42,723
2310	Short/Long Term Disability Premium	1,989	4,505	7,436	0	0	0
2400	Life Insurance - GLI	135,286	142,454	166,063	178,494	178,545	51
2830	Admin. Assoc. Fees	85	10,385	1,871	100	200	100
3100	Professional Services	0	1,000	0	0	0	0
3106	Sports Officials	18,373	30,286	29,766	25,000	25,000	0
3201	Telephone	3,975	3,596	3,044	5,000	5,000	0
3401	Travel Reimbursement	9,509	5,813	2,807	7,000	13,000	6,000
3402	Conference Expenses	19,133	21,896	13,035	15,000	20,000	5,000
3450	Field Trips	62,731	64,557	65,211	58,500	83,500	25,000
3504	Maint. Service Contracts	550	10	0	0	0	0
3700	In-Service Expenses	2,050	2,050	0	0	0	0
3902	Printing Services	24,893	12,883	7,166	14,000	11,500	(2,500)
3903	Postage	3,844	7,005	7,408	11,500	12,500	1,000
3905	Extra Curricular Expenses	47,949	33,297	71,693	20,000	20,000	0
3919	Tuition - Annual Year Governor's School	17,773	20,849	6,088	17,000	17,000	0
3921	Tuition - PWCS	1,587	666	450	85,000	100,000	15,000
3999	Other Contract Services	508	725	131	0	600	600
4001	Office Supplies	10,654	16,799	13,719	40,000	37,000	(3,000)
4002	Medical Supplies	1,650	2,375	3,129	2,000	6,000	4,000
4003	Custodial Supplies	44,992	46,306	44,475	40,000	60,000	20,000
4004	Repair/Maint. Supplies	5,632	7,685	24,328	45,000	65,000	20,000
4007	Wearing Apparel	2,872	10,603	3,781	3,500	5,500	2,000
4009	Extra Curricular Supplies	8,201	450	3,616	5,500	5,500	0
4010	Instructional Supplies	151,117	131,140	225,188	148,122	150,847	2,725
4011	Textbooks	14,213	83,009	110,400	40,000	80,000	40,000
4012	Emp. Training Supplies	1,115	146	59	0	0	0
4013	Testing Materials	135,630	139,895	158,010	125,483	201,000	75,517
4014	Food, Cafeteria	0	0	4,392	0	0	0
4016	Library Books	3,120	2,643	11,768	5,000	5,000	0
4017	Library Periodicals	2,947	827	649	7,000	7,000	0
4018	Library Supplies	2,356	6,172	7,416	2,000	2,000	0
4019	Food	14,954	16,492	17,563	4,000	4,000	0
4150	Lease Agreement	53,673	65,029	60,664	70,000	70,000	0
4310	Tech. Supp/Equip Add'l	77,602	35,356	166,902	75,000	75,000	0
4350	Tech. Supp/Equip Repl	2,018	7,299	22,317	50,000	50,000	0
4410	Software - Additional	5,357	2,753	0	10,000	10,000	0
4450	Software - Replacement	460	10,950	18,279	50,000	50,000	0
4510	General Equipment - Add'l	40,216	50,050	61,087	124,000	137,000	13,000
4550	General Equipment - Repl.	9,040	161	0	0	0	0
5101	Equipment - Additional	0	33,564	0	0	0	0
5501	Equipment - Replacement	0	0	0	50,000	50,000	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		17,521,247	18,361,936	19,976,505	20,670,722 228.20	20,825,207 222.60	154,485 (5.60)
Student Enrollment		2,418	2,444	2,560	2,694	2,671	
Positions		196.80	201.00	213.20	228.20	222.60	



## Financial Section

### WOODBIDGE HIGH SCHOOL

**School:** 506  
**Address:** 3001 Old Bridge Rd.  
 Woodbridge, VA 22192  
**Principal:** Heather Abney  
**Main Office:** 703.497.8000  
**Grades:** 9-12  
**Specialty:** Ctr. For Fine & Performing Arts  
**Programs:** AP Scholars, Cosmetology, Project Lead the Way, Army JROTC



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	0	0	0	99,240 1.00	89,640 1.00	(9,600) 0.00
1111	Principal	133,239	124,012	113,829	141,000 1.00	143,160 1.00	2,160 0.00
1112	Assistant Principal	590,685	531,513	593,975	630,000 6.00	643,680 6.00	13,680 0.00
1115	Teacher on Special Assignment	105,917	100,758	128,642	261,120 4.00	269,280 4.00	8,160 0.00
1120	Teacher, Classroom	9,988,744	10,104,811	9,765,707	9,577,080 151.20	9,855,792 150.80	278,712 (0.40)
1121	Librarian	169,816	176,600	140,593	130,560 2.00	134,640 2.00	4,080 0.00
1122	Counselor	559,263	542,118	513,847	522,240 8.00	538,560 8.00	16,320 0.00
1140	Teacher Assistant	84,840	76,685	94,517	97,920 4.00	145,440 6.00	47,520 2.00
1148	Specialist	135,971	131,362	147,788	144,720 3.00	136,800 3.00	(7,920) 0.00
1150	Secretarial / Bookkeeper	485,833	524,442	534,041	588,960 14.00	594,210 15.00	5,250 1.00
1180	Natl Board Certified Teacher Incentive	2,500	0	0	0 0.00	0 0.00	0 0.00
1190	Custodian	540,927	542,203	555,895	569,520 16.00	575,580 16.00	6,060 0.00
1200	Overtime	12,974	18,238	20,519	1,000	4,000	3,000
1201	Straight Time	6,969	8,843	16,499	1,000	1,000	0
1300	Temporary Employee	42,556	32,455	39,749	25,000	30,000	5,000
1500	Substitute Teacher	141,065	174,928	164,201	135,000	160,000	25,000
1502	Substitute, Other	3,031	0	0	0	0	0
1600	Instructional Supplement	43,675	50,858	65,308	20,000	20,000	0
1601	Coaching Supplement	170,175	173,213	179,128	174,000	174,000	0
1602	Extra-Curr. Supplement	66,023	68,796	68,484	72,000	72,000	0
1603	Homebound Tutoring	0	789	2,429	1,000	0	(1,000)
2100	Social Security - FICA	981,866	984,127	964,528	1,009,139	1,039,468	30,329
2210	Retirement - VRS	1,973,653	1,818,592	1,712,550	2,178,058	2,152,948	(25,111)
2211	Retiree Health Care Credit	128,764	129,940	131,034	0	0	0
2220	Retirement - PWCS	123,964	119,260	114,451	103,375	107,902	4,527
2221	Defined Contribution Plan	9,834	22,019	37,835	0	0	0
2300	Health Insurance - HMP	1,273,576	1,368,835	1,373,818	1,537,864	1,622,470	84,605
2310	Short/Long Term Disability Premium	2,048	4,660	6,527	0	0	0
2400	Life Insurance - GLI	149,592	150,971	160,474	167,187	171,960	4,773
2830	Admin. Assoc. Fees	0	536	536	1,000	1,000	0
3100	Professional Services	1,053	8,579	9,029	0	0	0
3106	Sports Officials	0	31,052	10,572	25,000	25,000	0
3201	Telephone	4,337	3,344	2,694	5,000	5,000	0
3401	Travel Reimbursement	7,751	973	3,706	5,000	5,000	0
3402	Conference Expenses	34,841	18,181	35,172	10,000	15,000	5,000
3450	Field Trips	65,330	66,834	82,682	50,847	51,000	153
3501	Repair/Maint. - Building	818	0	0	5,000	5,000	0
3504	Maint. Service Contracts	550	0	0	0	0	0
3700	In-Service Expenses	135	4,934	3,436	5,000	5,000	0
3902	Printing Services	0	5,936	10,239	18,000	18,000	0
3903	Postage	2,466	1,767	4,549	6,000	6,000	0
3905	Extra Curricular Expenses	356	0	0	0	0	0
3913	Tuition - Other Divisions	139,356	0	0	0	0	0
3919	Tuition - Annual Year Governor's School	13,330	4,468	9,131	14,000	14,000	0
3921	Tuition - PWCS	10,222	8,898	6,750	30,000	30,000	0
3999	Other Contract Services	1,427	0	4,870	0	0	0
4001	Office Supplies	9,679	11,053	13,255	11,000	11,000	0
4002	Medical Supplies	2,925	2,509	2,132	2,000	2,000	0
4003	Custodial Supplies	48,003	55,576	66,284	50,000	50,000	0
4004	Repair/Maint. Supplies	4,409	5,438	11,016	20,000	25,000	5,000
4007	Wearing Apparel	675	236	3,359	2,000	2,000	0
4009	Extra Curricular Supplies	0	80	50	0	0	0
4010	Instructional Supplies	309,088	181,635	221,696	129,896	175,610	45,714
4011	Textbooks	56,972	27,286	157,928	75,000	80,000	5,000
4013	Testing Materials	0	128,225	129,129	10,000	80,000	70,000
4014	Food, Cafeteria	0	0	1,815	0	0	0
4016	Library Books	12,657	9,126	5,642	12,000	12,000	0
4017	Library Periodicals	184	612	811	1,000	1,000	0
4018	Library Supplies	304	14,325	5,408	1,000	1,000	0
4019	Food	9,155	11,699	7,681	11,500	17,000	5,500
4150	Lease Agreement	38,844	35,847	38,836	60,000	75,000	15,000
4310	Tech. Supp/Equip Add'l	179,168	25,759	19,185	60,000	150,000	90,000
4350	Tech. Supp/Equip Repl	0	28,428	47,134	0	0	0
4410	Software - Additional	3,640	0	0	0	0	0
4450	Software - Replacement	2,910	1,010	2,528	0	0	0
4510	General Equipment - Add'l.	9,746	166	27,098	0	150,000	150,000
4550	General Equipment - Repl.	0	0	0	0	5,000	5,000
5101	Equipment - Additional	12,698	15,697	14,202	0	0	0
Totals		18,910,530	18,691,235	18,604,922	18,807,227 210.20	19,699,139 212.80	891,912 2.60
Student Enrollment		2,875	2,874	2,651	2,634	2,690	
Positions		212.40	212.00	200.20	210.20	212.80	



## Financial Section

### SPECIAL SCHOOLS SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	875,239	913,479	945,816	809,400 6.00	681,240 5.00	(128,160) (1.00)
1112 Assistant Principal	340,439	433,726	455,391	580,680 6.00	805,320 8.00	224,640 2.00
1115 Teacher, Admin. Assign.	215,417	171,567	192,998	169,560 2.60	206,844 3.10	37,284 0.50
1120 Teacher, Classroom	13,029,419	13,206,796	13,676,760	13,251,000 208.31	15,080,172 229.60	1,829,172 21.29
1121 Librarian	243,695	253,587	274,533	195,840 3.00	269,280 4.00	73,440 1.00
1122 Counselor	509,336	571,377	578,448	578,160 8.80	639,048 9.20	60,888 0.40
1130 Social Worker	461,852	480,475	351,781	272,880 4.00	291,000 4.00	18,120 0.00
1133 Psychologist	276,951	236,888	246,327	218,520 3.00	300,480 4.00	81,960 1.00
1140 Teacher Assistant	1,899,848	1,760,649	1,466,942	1,483,488 60.60	1,541,664 63.60	58,176 3.00
1142 Cafeteria Aide	34,898	35,105	35,257	37,407 1.86	43,560 2.20	6,153 0.34
1148 Specialist	251,385	235,476	258,662	249,840 6.00	297,600 8.00	47,760 2.00
1150 Secretarial/Clerical	1,124,997	1,125,232	1,141,654	1,159,800 30.00	1,038,180 28.00	(121,620) (2.00)
1180 Natl Board Certified Teacher Incentive	20,000	20,000	15,000	0 0.00	0 0.00	0 0.00
1190 Custodian	761,999	772,785	745,422	719,484 20.30	695,802 19.30	(23,682) (1.00)
1200 Overtime	46,261	57,828	54,074	12,300	10,100	(2,200)
1201 Straight Time	59,596	67,631	72,275	20,900	17,350	(3,550)
1300 Temporary Employee	130,203	187,765	149,103	81,000	46,500	(34,500)
1500 Substitute Teacher	137,953	169,195	162,496	172,000	254,500	82,500
1502 Substitute, Other	12,157	15,291	8,618	7,900	10,200	2,300
1600 Supplemental Pay	81,971	113,540	142,911	60,000	123,000	63,000
1602 Extra Curr. Supplements	19,869	22,722	21,121	24,068	30,272	6,204
1603 Homebound Tutoring	0	27	0	0	0	0
2100 Social Security - FICA	1,507,373	1,519,897	1,535,560	1,537,975	1,712,234	174,258
2210 Retirement - VRS	3,044,041	2,826,597	2,793,098	3,377,366	3,611,730	234,364
2211 Retiree Health Care Credit	198,227	200,618	212,574	0	0	0
2220 Retirement - PWCS	175,735	188,487	202,521	159,478	179,578	20,100
2221 Defined Contribution Plan	14,263	26,389	39,608	0	0	0
2300 Health Insurance - HMP	2,120,061	2,285,003	2,299,667	2,372,483	2,700,243	327,760
2310 Short/Long Term Disability Premium	3,697	5,670	7,189	0	0	0
2400 Life Insurance - GLI	229,521	232,233	258,249	257,921	286,191	28,270
2830 Admin. Assoc. Fees	852	2,689	2,720	4,940	7,190	2,250
3100 Professional Services	298	1,837	234	400	400	0
3105 Contractual Services	0	0	0	500	1,000	500
3201 Telephone	14,979	13,770	14,616	15,215	10,400	(4,815)
3401 Travel Reimbursement	42,594	61,832	70,385	13,150	7,600	(5,550)
3402 Conference Expenses	30,656	29,965	44,039	27,975	39,000	11,025
3450 Field Trips	28,843	26,129	29,364	16,300	9,300	(7,000)
3501 Repair/Maint. - Building	0	0	6,848	2,500	6,000	3,500
3502 Repair/Maint. - Equipment	0	0	0	1,000	0	(1,000)
3504 Maint. Service Contracts	6,419	5,845	8,641	500	500	0
3700 In-Service Expenses	4,647	9,725	8,628	11,000	9,000	(2,000)
3902 Printing Services	20,199	37,379	37,639	35,617	42,300	6,683
3903 Postage	6,214	11,529	5,251	8,750	4,550	(4,200)
3904 Freight/Shipping	0	1,057	478	2,000	1,000	(1,000)
3905 Extra Curricular Expenses	0	0	143	0	0	0
3911 Rental Equipment	14,736	13,045	12,942	14,000	20,000	6,000
3912 Rental Space	4,527	4,570	4,203	0	5,000	5,000
3918 Permits & Fees	1,126	0	0	0	0	0
3921 Tuition - PW	4,852	5,962	7,686	8,000	9,000	1,000
3999 Other Contract Services	38,965	18,019	22,204	335	21,346	21,011
4001 Office Supplies	141,914	74,223	52,457	24,000	34,500	10,500
4002 Medical Supplies	5,041	1,456	5,061	4,800	3,800	(1,000)
4003 Custodial Supplies	74,696	84,178	60,243	56,400	56,000	(400)
4004 Repair/Maint. Supplies	5,180	344	648	8,000	7,000	(1,000)
4007 Wearing Apparel	14,669	14,735	6,530	1,275	10,900	9,625
4008 Reference Materials	149	1,394	187	500	0	(500)
4009 Extra Curricular Supplies	0	0	7,131	4,000	4,600	600
4010 Instructional Supplies	488,239	421,862	345,149	314,101	421,766	107,665
4011 Textbooks	225,545	149,445	60,140	63,666	129,900	66,234
4013 Testing Materials	17,239	6,995	3,106	13,025	9,656	(3,369)
4014 Food, Cafeteria	23,536	43,258	39,441	26,050	62,300	36,250
4016 Library Books	5,731	6,151	10,945	7,050	12,050	5,000
4017 Library Periodicals	3,254	6,301	3,830	3,450	3,500	50
4018 Library Supplies	3,212	8,582	1,410	3,100	3,500	400
4019 Food	35,802	42,163	28,472	9,900	31,900	22,000
4020 Printing Supplies	0	0	9,744	2,000	0	(2,000)
4310 Tech. Supp/Equip Add'l	478,298	226,327	168,091	30,294	187,794	157,500
4350 Tech. Supp/Equip Repl	4,373	33,575	0	0	0	0
4410 Software Additional	144,153	153,239	56,230	25,200	15,000	(10,200)
4450 Software Replacement	11,513	25,068	106,154	10,200	130,000	119,800
4510 General Equipment - Add'l.	74,068	58,881	167,323	31,500	53,770	22,270
4550 General Equipment - Repl.	8,056	7,841	14,768	7,500	4,500	(3,000)
5101 Equipment - Additional	8,544	11,301	1,761	0	5,000	5,000
5104 Software - Additional	0	7,167	0	0	0	0
5501 Equipment - Replacement	36,785	(10,703)	10,516	88,208	0	(88,208)
6900 Reimbursements	0	0	0	(100,000)	0	100,000
8002 General Reserve	0	0	0	5,000	8,000	3,000
	29,856,303	29,753,169	29,779,417	28,610,851 360.47	32,261,110 388.00	3,650,259 27.53

## Financial Section

### INDEPENDENCE NONTRADITIONAL SCHOOL\*

**School:** 240  
**Address:** 14550 Aden Road  
 Manassas, VA 20112  
**Principal:** Robert L. Eichorn  
**Main Office:** 571.374.6600  
**Grades:** K-12  
**Specialty:**  
**Programs:** Alternative Education Center



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	Approved Positions	FY 2019 Budget	Approved Positions	Increase/(Decrease)	
								Budget	Positions
1111 Principal	0	0	0	0	0.00	143,160	1.00	143,160	1.00
1112 Assistant Principal	0	0	0	0	0.00	536,400	5.00	536,400	5.00
1120 Teacher, Classroom	0	0	0	0	0.00	4,554,840	69.30	4,554,840	69.30
1121 Librarian	0	0	0	0	0.00	67,320	1.00	67,320	1.00
1122 Counselor	0	0	0	0	0.00	269,280	4.00	269,280	4.00
1130 Social Worker	0	0	0	0	0.00	150,240	2.00	150,240	2.00
1133 Psychologist	0	0	0	0	0.00	225,360	3.00	225,360	3.00
1140 Teacher Assistant	0	0	0	0	0.00	702,960	29.00	702,960	29.00
1148 Specialist	0	0	0	0	0.00	265,440	7.00	265,440	7.00
1150 Secretarial / Bookkeeper	0	0	0	0	0.00	490,140	12.00	490,140	12.00
1190 Custodian	0	0	0	0	0.00	179,490	5.00	179,490	5.00
1500 Substitute Teacher	0	0	0	0		81,000		81,000	
1600 Instructional Supplement	0	0	0	0		12,000		12,000	
2100 Social Security - FICA	0	0	0	0		587,341		587,341	
2210 Retirement - VRS	0	0	0	0		1,260,686		1,260,686	
2220 Retirement - PWCS	0	0	0	0		62,345		62,345	
2300 Health Insurance - HMP	0	0	0	0		937,460		937,460	
2400 Life Insurance - GLI	0	0	0	0		99,360		99,360	
3201 Telephone	0	0	0	0		4,500		4,500	
3402 Conference Expenses	0	0	0	0		4,500		4,500	
3912 Rental Space	0	0	0	0		5,000		5,000	
3999 Other Contract Services	0	0	0	0		21,346		21,346	
4001 Office Supplies	0	0	0	0		3,000		3,000	
4007 Wearing Apparel	0	0	0	0		9,000		9,000	
4009 Extra Curricular Supplies	0	0	0	0		4,600		4,600	
4010 Instructional Supplies	0	0	0	0		119,000		119,000	
4011 Textbooks	0	0	0	0		45,000		45,000	
4013 Testing Materials	0	0	0	0		5,656		5,656	
4014 Food, Cafeteria	0	0	0	0		60,000		60,000	
4019 Food	0	0	0	0		20,500		20,500	
4450 Software - Replacement	0	0	0	0		118,000		118,000	
4510 General Equipment - Add'l.	0	0	0	0		27,270		27,270	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>11,072,194</b>	<b>138.30</b>	<b>11,072,194</b>	<b>138.30</b>
School Enrollment	0	0	0	0		610			
Positions	0.00	0.00	0.00	0.00		138.30			

\*New Directions and New Dominion Alternative Schools along with PACE East Special School merged as Independence Nontraditional School effective FY 2019.

## Financial Section

### NEW DIRECTIONS ALTERNATIVE SCHOOL\*

**School:** 231  
**Address:** 8886 Rixlew Lane  
 Manassas, VA 20109  
**Principal:** Robert L. Eichorn  
**Main Office:** 703.393.7261  
**Grades:** 9-12  
**Specialty:**  
**Programs:** Alternative Education Center



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	122,844	130,653	135,917	141,000 1.00	0 0.00	(141,000) (1.00)	
1112	Assistant Principal	103,539	107,230	201,586	210,000 2.00	0 0.00	(210,000) (2.00)	
1120	Teacher, Classroom	1,244,658	1,326,272	1,359,456	1,526,400 24.00	0 0.00	(1,526,400) (24.00)	
1122	Counselor	193,197	198,685	200,584	190,800 3.00	0 0.00	(190,800) (3.00)	
1140	Teacher Assistant	125,873	129,891	135,480	122,400 5.00	0 0.00	(122,400) (5.00)	
1148	Specialist	150,950	151,095	152,011	179,760 4.00	0 0.00	(179,760) (4.00)	
1150	Secretarial / Bookkeeper	224,799	241,723	253,238	274,680 6.00	0 0.00	(274,680) (6.00)	
1190	Custodian	67,364	70,625	73,403	72,960 2.00	0 0.00	(72,960) (2.00)	
1200	Overtime	29,604	35,370	41,934	3,000	0	(3,000)	
1201	Straight Time	29,715	37,500	47,348	4,000	0	(4,000)	
1300	Temporary Employee	8,371	6,762	0	0	0	0	
1500	Substitute Teacher	15,101	17,340	17,394	1,000	0	(1,000)	
1502	Substitute, Other	3,998	5,563	2,498	0	0	0	
1600	Instructional Supplement	40,502	58,382	71,103	5,000	0	(5,000)	
2100	Social Security - FICA	171,756	183,954	196,302	208,921	0	(208,921)	
2210	Retirement - VRS	342,140	334,767	357,680	469,100	0	(469,100)	
2211	Retiree Health Care Credit	21,886	23,528	26,915	0	0	0	
2220	Retirement - PWCS	20,853	23,188	26,453	22,016	0	(22,016)	
2221	Defined Contribution Plan	0	607	420	0	0	0	
2300	Health Insurance - HMP	278,489	291,312	329,516	327,519	0	(327,519)	
2310	Short/Long Term Disability Premium	0	171	124	0	0	0	
2400	Life Insurance - GLI	25,232	27,079	32,536	35,606	0	(35,606)	
2830	Admin. Assoc. Fees	612	1,083	338	1,000	0	(1,000)	
3100	Professional Services	275	1,500	0	0	0	0	
3201	Telephone	2,870	4,039	3,314	3,200	0	(3,200)	
3401	Travel Reimbursement	26,302	50,287	54,411	2,000	0	(2,000)	
3402	Conference Expenses	2,777	2,875	16,498	0	0	0	
3450	Field Trips	9,244	8,931	13,116	2,000	0	(2,000)	
3504	Maint. Service Contract	0	460	1,035	0	0	0	
3902	Printing Services	1,933	1,897	2,145	3,000	0	(3,000)	
3903	Postage	680	5,915	645	0	0	0	
3912	Rental Space	4,527	4,570	4,203	0	0	0	
3921	Tuition - PWCS	4,482	4,852	7,236	3,000	0	(3,000)	
3999	Other Contract Services	17,147	18,019	22,217	335	0	(335)	
4001	Office Supplies	10,244	5,219	5,172	1,000	0	(1,000)	
4002	Medical Supplies	0	143	1,023	1,000	0	(1,000)	
4003	Custodial Supplies	4,917	5,215	4,060	2,000	0	(2,000)	
4004	Repair/Maint. Supplies	3,625	200	208	0	0	0	
4007	Wearing Apparel	13,229	10,215	5,878	0	0	0	
4008	Reference Materials	0	0	187	0	0	0	
4009	Extra Curricular Supplies	0	0	6,902	4,000	0	(4,000)	
4010	Instructional Supplies	58,382	34,787	35,212	55,725	0	(55,725)	
4011	Textbooks	18,280	15,748	3,593	5,000	0	(5,000)	
4013	Testing Materials	926	5,652	2,217	4,000	0	(4,000)	
4014	Food, Cafeteria	23,536	37,408	35,335	20,000	0	(20,000)	
4019	Food	16,443	22,826	15,141	1,000	0	(1,000)	
4020	Printing Supplies	0	0	8,663	2,000	0	(2,000)	
4310	Tech. Supp/Equip Add'l	139,147	66,436	10,302	1,000	0	(1,000)	
4410	Software - Additional	65,530	71,555	(1,344)	0	0	0	
4450	Software - Replacement	460	460	67,368	0	0	0	
4510	General Equipment - Add'l	32,960	16,106	22,136	12,000	0	(12,000)	
5101	Equipment - Additional	8,544	0	0	0	0	0	
5501	Equipment - Replacement	36,785	0	0	0	0	0	
Totals		3,724,730	3,798,092	4,009,110	3,917,422 47.00	0 0.00	(3,917,422) (47.00)	
School Enrollment		461	459	471	471	0		
Positions		39.80	41.00	42.00	47.00	0.00		

\*New Directions and New Dominion Alternative Schools along with PACE East Special School merged as Independence Nontraditional School effective FY 2019.

## Financial Section

### NEW DOMINION ALTERNATIVE SCHOOL\*

**School:** 210  
**Address:** 8220 Conner Ave.  
 Manassas, VA 20111  
**Principal:** Robert L. Eichorn  
**Main Office:** 703.361.9808  
**Grades:** 6-8  
**Specialty:**  
**Programs:** Alternative Education Center



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	101,822	105,773	106,082	0 0.00	0 0.00	0 0.00
1112	Assistant Principal	0	0	0	105,000 1.00	0 0.00	(105,000) (1.00)
1115	Teacher on Special Assignment	58,644	61,007	63,468	65,280 1.00	0 0.00	(65,280) (1.00)
1120	Teacher, Classroom	944,346	969,693	909,899	508,800 8.01	0 0.00	(508,800) (8.01)
1122	Counselor	64,355	66,949	69,648	63,600 1.00	0 0.00	(63,600) (1.00)
1130	Social Worker	108,075	112,429	116,962	72,840 1.00	0 0.00	(72,840) (1.00)
1140	Teacher Assistant	185,715	186,397	160,285	171,360 7.00	0 0.00	(171,360) (7.00)
1148	Specialist	43,640	45,353	47,138	0 0.00	0 0.00	0 0.00
1150	Secretarial / Bookkeeper	157,299	164,284	169,078	149,280 4.00	0 0.00	(149,280) (4.00)
1180	Natl Board Certified Teacher Incentive Bon	2,500	2,500	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	85,410	88,769	92,225	76,440 2.00	0 0.00	(76,440) (2.00)
1200	Overtime	1,489	1,769	750	1,000	0	(1,000)
1201	Straight Time	65	0	2,085	0	0	0
1502	Substitute, Other	0	0	0	1,000	0	(1,000)
1600	Instructional Supplement	210	0	0	0	0	0
2100	Social Security - FICA	129,981	132,740	128,276	92,917	0	(92,917)
2210	Retirement - VRS	276,520	259,757	246,002	204,525	0	(204,525)
2211	Retiree Health Care Credit	17,709	18,171	18,509	0	0	0
2220	Retirement - PWCS	16,853	19,125	19,673	9,822	0	(9,822)
2221	Defined Contribution Plan	333	832	1,765	0	0	0
2300	Health Insurance - HMP	207,611	226,684	214,997	146,118	0	(146,118)
2310	Short/Long Term Disability Premium	97	142	337	0	0	0
2400	Life Insurance - GLI	20,686	21,236	22,814	15,885	0	(15,885)
2830	Admin. Assoc. Fees	240	535	865	500	0	(500)
3100	Professional Services	0	190	234	0	0	0
3201	Telephone	3,065	1,889	3,004	3,000	0	(3,000)
3401	Travel Reimbursement	7,209	247	190	4,000	0	(4,000)
3402	Conference Expenses	1,625	740	920	3,000	0	(3,000)
3450	Field Trips	3,948	1,831	1,918	4,000	0	(4,000)
3504	Maint. Service Contract	5,319	5,385	6,076	0	0	0
3700	In-Service Expenses	0	6,202	0	4,000	0	(4,000)
3902	Printing Services	2,922	4,814	1,319	5,000	0	(5,000)
3903	Postage	1,274	1,024	281	2,000	0	(2,000)
3999	Other Contract Services	21,817	0	0	0	0	0
4001	Office Supplies	33,607	10,677	17,996	5,000	0	(5,000)
4002	Medical Supplies	0	454	0	0	0	0
4003	Custodial Supplies	7,289	3,598	6,505	5,000	0	(5,000)
4004	Repair/Maint. Supplies	0	0	109	4,000	0	(4,000)
4007	Wearing Apparel	150	390	377	300	0	(300)
4010	Instructional Supplies	51,119	19,352	27,465	154,799	0	(154,799)
4011	Textbooks	0	0	64	7,666	0	(7,666)
4013	Testing Materials	1,512	0	0	5,025	0	(5,025)
4014	Food, Cafeteria	0	5,553	3,184	4,000	0	(4,000)
4016	Library Books	2,092	0	0	2,000	0	(2,000)
4017	Library Periodicals	0	0	0	1,500	0	(1,500)
4019	Food	7,133	7,048	7,609	0	0	0
4310	Tech. Supp/Equip Add'l	34,884	2,774	0	5,000	0	(5,000)
4350	Tech. Supp/Equip Repl	0	7,450	0	0	0	0
4410	Software - Additional	24,375	26,997	35,664	10,000	0	(10,000)
4450	Software - Replacement	460	11,800	468	0	0	0
4510	General Equipment - Add'l	16,031	70	96,178	0	0	0
4550	General Equipment - Repl.	4,150	451	6,931	5,000	0	(5,000)
5501	Equipment - Replacement	0	0	0	88,208	0	(88,208)
6900	Reimbursements	0	0	0	(100,000)	0	100,000
Totals		2,653,584	2,603,081	2,609,849	1,906,866 25.01	0 0.00	(1,906,866) (25.01)
School Enrollment		90	71	52	52	0	
Positions		35.00	34.00	32.00	25.01	0.00	

\*New Directions and New Dominion Alternative Schools along with PACE East Special School merged as Independence Nontraditional School effective FY 2019.

## Financial Section

### THE NOKESVILLE SCHOOL

**School:** 301  
**Address:** 12375 Aden Road  
 Nokesville, VA 20181  
**Principal:** Eric Worcester  
**Main Office:** 571.781.3040  
**Grades:** K-8  
**Specialty:**  
**Programs:** Gifted Center, Baldrige School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	102,389	106,516	110,809	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	86,713	90,207	93,843	88,560 1.00	89,640 1.00	1,080 0.00
1115	Teacher on Special Assignment	0	14,708	30,809	32,640 0.50	67,320 1.00	34,680 0.50
1120	Teacher, Classroom	3,225,205	3,266,886	3,733,027	3,488,400 54.80	3,797,232 57.80	308,832 3.00
1121	Librarian	101,589	105,813	110,215	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	122,937	128,189	128,491	136,440 2.00	167,016 2.40	30,576 0.40
1140	Teacher Assistant	100,588	113,514	143,617	146,880 6.00	242,400 10.00	95,520 4.00
1142	Cafeteria Aide	11,475	10,785	11,151	13,359 0.66	15,840 0.80	2,481 0.14
1148	Specialist	0	0	18,950	35,040 1.00	32,160 1.00	(2,880) 0.00
1150	Secretarial / Bookkeeper	156,415	162,651	168,942	140,760 4.00	136,920 4.00	(3,840) 0.00
1180	Natl Board Certified Teacher Incentive Bon	7,500	5,000	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	126,199	111,699	126,475	155,220 4.50	159,120 4.50	3,900 0.00
1200	Overtime	2,246	6,522	3,120	2,000	3,600	1,600
1201	Straight Time	7,397	4,062	5,981	3,850	4,800	950
1300	Temporary Employee	41,763	83,985	95,560	46,000	12,500	(33,500)
1500	Substitute Teacher	47,967	74,225	55,087	85,000	85,000	0
1502	Substitute, Other	2,153	4,743	2,275	3,000	4,000	1,000
1600	Instructional Supplement	2,923	4,148	4,602	0	0	0
1602	Extra-Curr. Supplement	7,846	10,209	9,327	10,068	10,272	204
2100	Social Security - FICA	308,216	312,600	359,305	350,843	384,769	33,926
2210	Retirement - VRS	613,489	567,889	629,945	759,393	808,672	49,279
2211	Retiree Health Care Credit	39,637	40,391	47,735	0	0	0
2220	Retirement - PWCS	35,434	39,031	47,616	35,825	40,226	4,400
2221	Defined Contribution Plan	205	2,927	4,683	0	0	0
2300	Health Insurance - HMP	414,720	471,922	533,098	532,960	604,855	71,895
2310	Short/Long Term Disability Premium	56	621	855	0	0	0
2400	Life Insurance - GLI	45,700	46,376	57,558	57,940	64,107	6,167
2830	Admin. Assoc. Fees	0	0	425	450	1,200	750
3401	Travel Reimbursement	0	553	456	300	250	(50)
3402	Conference Expenses	1,170	4,847	3,885	1,000	3,000	2,000
3450	Field Trips	3,216	4,041	4,387	3,000	2,500	(500)
3700	In-Service Expenses	0	0	4,853	1,000	1,000	0
3903	Postage	1,041	1,998	1,100	1,000	1,800	800
4001	Office Supplies	17,659	9,043	6,706	5,000	14,000	9,000
4002	Medical Supplies	3,088	0	1,022	800	800	0
4003	Custodial Supplies	19,213	18,555	16,236	18,000	20,000	2,000
4004	Repair/Maint. Supplies	0	144	0	0	0	0
4010	Instructional Supplies	191,941	91,202	42,529	9,452	145,718	136,266
4011	Textbooks	101,312	19,881	14,032	5,000	5,000	0
4014	Food, Cafeteria	0	194	0	50	300	250
4016	Library Books	(20)	3,040	4,766	1,000	5,000	4,000
4017	Library Periodicals	0	0	381	300	500	200
4018	Library Supplies	410	0	369	300	500	200
4019	Food	585	4,040	937	1,400	2,400	1,000
4310	Tech. Supp/Equip - Add'l	42,003	21,971	45,968	10,000	40,000	30,000
4350	Tech. Supp/Equip - Repl	0	1,118	0	0	0	0
4410	Software - Additional	150	0	0	0	0	0
4450	Software - Replacement	460	610	468	200	0	(200)
4510	General Equipment - Add'l.	8,792	14,830	41,588	16,000	9,000	(7,000)
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		6,001,780	5,981,687	6,728,184	6,402,390 76.46	7,190,256 84.50	787,866 8.04
School Enrollment		806	865	901	910	975	
Positions		66.87	67.47	75.97	76.46	84.50	

Note: FY 15 - FY 18 - Grade Levels K - 8  
 FY 14 - Grade Levels K - 6  
 Prior Years - Grade Levels K - 5

## Financial Section

### PACE EAST SPECIAL SCHOOL\*

**School:** 201  
**Address:** 14780 Joplin Rd.  
 Manassas, VA 20112  
**Principal:** Jodi Pankowski  
**Main Office:** 703.791.8150  
**Grades:** K-12  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1111	Principal	118,696	123,481	128,456	133,680	1.00	0	0.00	(133,680)	(1.00)
1112	Assistant Principal	81,736	85,031	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,417,627	1,358,355	1,107,099	1,100,280	17.30	0	0.00	(1,100,280)	(17.30)
1130	Social Worker	216,362	224,955	86,023	63,600	1.00	0	0.00	(63,600)	(1.00)
1133	Psychologist	207,377	164,577	171,168	145,680	2.00	0	0.00	(145,680)	(2.00)
1140	Teacher Assistant	867,519	738,187	415,462	440,640	18.00	0	0.00	(440,640)	(18.00)
1148	Specialist	56,795	39,028	40,563	35,040	1.00	0	0.00	(35,040)	(1.00)
1150	Secretarial / Bookkeeper	157,795	125,777	124,816	153,120	4.00	0	0.00	(153,120)	(4.00)
1180	Natl Board Certified Teacher Incentive Bon	2,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	123,894	128,951	79,026	72,960	2.00	0	0.00	(72,960)	(2.00)
1200	Overtime	5,178	8,163	1,937	0		0		0	
1201	Straight Time	9,310	13,610	2,238	0		0		0	
1300	Temporary Employee	23,571	40,349	9,112	0		0		0	
1500	Substitute Teacher	1,274	6,807	5,654	0		0		0	
1502	Substitute, Other	0	0	993	0		0		0	
1603	Homebound Tutoring	0	27	0	0		0		0	
2100	Social Security - FICA	240,142	222,569	155,342	164,092		0		(164,092)	
2210	Retirement - VRS	502,514	428,639	306,380	368,539		0		(368,539)	
2211	Retiree Health Care Credit	32,617	30,220	23,198	0		0		0	
2220	Retirement - PWCS	25,966	25,931	21,475	17,374		0		(17,374)	
2221	Defined Contribution Plan	2,016	2,494	2,833	0		0		0	
2300	Health Insurance - HMP	371,898	385,529	294,997	258,473		0		(258,473)	
2310	Short/Long Term Disability Premium	624	814	720	0		0		0	
2400	Life Insurance - GLI	37,789	35,142	28,202	28,099		0		(28,099)	
2830	Admin. Assoc. Fees	0	536	0	0		0		0	
3201	Telephone	2,635	1,981	751	0		0		0	
3401	Travel Reimbursement	1,743	3,639	6,852	0		0		0	
3402	Conference Expenses	1,222	1,392	0	0		0		0	
3450	Field Trips	5,100	5,275	1,478	0		0		0	
3700	In-Service Expenses	0	287	0	0		0		0	
3902	Printing Services	2,010	2,431	2,290	0		0		0	
3903	Postage	319	0	0	0		0		0	
4001	Office Supplies	49,662	28,128	5,548	0		0		0	
4002	Medical Supplies	446	374	243	0		0		0	
4003	Custodial Supplies	16,541	16,428	5,962	400		0		(400)	
4004	Repair/Maint. Supplies	0	0	332	0		0		0	
4007	Wearing Apparel	712	3,724	0	0		0		0	
4008	Reference Materials	0	1,394	0	0		0		0	
4009	Extra Curricular Supplies	0	0	159	0		0		0	
4010	Instructional Supplies	25,702	106,476	45,214	3,815		0		(3,815)	
4011	Textbooks	1,327	2,590	874	0		0		0	
4013	Testing Materials	9,836	0	(175)	0		0		0	
4014	Food, Cafeteria	0	0	113	0		0		0	
4019	Food	8,039	6,402	1,442	0		0		0	
4020	Printing Supplies	0	0	1,081	0		0		0	
4310	Tech. Supp/Equip Add'l	117,990	37,343	492	0		0		0	
4350	Tech. Supp/Equip Repl	795	1,575	0	0		0		0	
4410	Software - Additional	16,209	15,000	199	0		0		0	
4450	Software - Replacement	3,261	1,118	1,818	0		0		0	
4510	General Equipment - Add'l.	4,603	873	2,276	0		0		0	
4550	General Equipment - Repl.	1,170	0	0	0		0		0	
Totals		4,772,525	4,428,101	3,085,145	2,985,792	46.30	0	0.00	(2,985,792)	(46.30)
School Enrollment		112	109	87	87		0			
Positions		78.80	69.20	45.20	46.30		0.00			

\*New Directions and New Dominion Alternative Schools along with PACE East Special School merged as Independence Nontraditional School effective FY 2019.

## Financial Section

### PACE WEST SPECIAL SCHOOL

**School:** 291  
**Address:** 14490 John Marshall Hwy  
 Gainesville, VA 20155  
**Principal:** Maria McDonald  
**Main Office:** 571.402.3700  
**Grades:** K-12  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	125,925	131,000	136,280	133,680 1.00	134,520 1.00	840 0.00
1115	Teacher on Special Assignment	0	0	0	0 0.00	65,640 1.00	65,640 1.00
1120	Teacher, Classroom	1,078,416	1,073,666	1,117,048	1,081,200 17.00	1,050,240 16.00	(30,960) (1.00)
1130	Social Worker	137,415	143,091	148,796	136,440 2.00	140,760 2.00	4,320 0.00
1133	Psychologist	69,574	72,311	75,159	72,840 1.00	75,120 1.00	2,280 0.00
1140	Teacher Assistant	445,931	412,473	432,668	416,160 17.00	412,080 17.00	(4,080) 0.00
1150	Secretarial / Bookkeeper	62,922	50,624	56,327	68,040 2.00	64,920 2.00	(3,120) 0.00
1190	Custodian	72,703	75,291	77,978	61,944 1.80	65,052 1.80	3,108 0.00
1200	Overtime	656	1,418	377	1,000	1,000	0
1201	Straight Time	5,213	3,875	3,542	550	2,550	2,000
1300	Temporary Employee	17,962	12,167	10,854	500	2,500	2,000
1500	Substitute Teacher	177	1,558	0	0	0	0
1600	Instructional Supplement	1,680	1,896	1,989	4,000	4,000	0
2100	Social Security - FICA	145,756	140,687	146,640	151,191	154,406	3,215
2210	Retirement - VRS	311,726	284,182	283,553	339,074	331,903	(7,171)
2211	Retiree Health Care Credit	20,266	19,897	21,841	0	0	0
2220	Retirement - PWCS	19,364	19,412	20,121	15,959	16,508	549
2221	Defined Contribution Plan	1,630	3,891	6,701	0	0	0
2300	Health Insurance - HMP	286,034	311,708	285,306	237,422	248,230	10,808
2310	Short/Long Term Disability Premium	458	597	957	0	0	0
2400	Life Insurance - GLI	23,192	22,793	26,305	25,811	26,309	498
2830	Admin. Assoc. Fees	0	0	0	590	590	0
3201	Telephone	0	0	0	815	900	85
3402	Conference Expenses	0	287	0	475	500	25
3450	Field Trips	2,174	1,477	1,109	1,500	2,500	1,000
3501	Repair/Maint. - Building	0	0	4,247	0	0	0
3700	In-Service Expenses	0	0	600	1,500	2,500	1,000
3902	Printing Services	10,313	10,564	11,044	12,000	7,000	(5,000)
3903	Postage	0	0	0	250	250	0
4001	Office Supplies	3,151	7,467	1,479	3,500	1,500	(2,000)
4002	Medical Supplies	0	0	0	500	500	0
4003	Custodial Supplies	4,809	8,491	661	4,000	4,000	0
4004	Repair/Maint. Supplies	0	0	0	1,500	1,500	0
4007	Wearing Apparel	0	164	175	175	200	25
4010	Instructional Supplies	25,272	43,466	36,611	11,422	7,429	(3,993)
4011	Textbooks	3,699	7,238	1,947	4,000	2,000	(2,000)
4014	Food, Cafeteria	0	0	703	1,500	1,500	0
4310	Tech. Supp/Equip Add'l	0	7,203	0	2,000	3,000	1,000
4350	Tech. Supp/Equip Repl	1,070	8,435	0	0	0	0
4450	Software - Replacement	460	460	468	1,000	3,000	2,000
4510	General Equipment - Add'l.	1,331	0	0	0	0	0
8002	General Reserve	0	0	0	0	3,000	3,000
Totals		2,879,281	2,877,789	2,911,485	2,792,538 41.80	2,837,607 41.80	45,069 0.00
School Enrollment		88	82	88	88	88	
Positions		43.30	40.30	41.30	41.80	41.80	



## Financial Section

### PENNINGTON TRADITIONAL SCHOOL

**School:** 340  
**Address:** 9305 Stonewall Road 0  
 Manassas, VA 2011  
**Principal:** Amanda McCulla  
**Main Office:** 703.369.6644  
**Grades:** 1-8  
**Specialty:**  
**Programs:** Traditional School, School of Excellence



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	145,983	151,866	157,987	133,680 1.00	134,520 1.00	840 0.00
1112	Assistant Principal	0	80,048	85,882	88,560 1.00	89,640 1.00	1,080 0.00
1115	Teacher on Special Assignment	64,084	0	0	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	2,256,259	2,351,216	2,480,611	2,531,280 39.80	2,605,908 39.70	74,628 (0.10)
1121	Librarian	72,125	75,033	78,056	65,280 1.00	67,320 1.00	2,040 0.00
1122	Counselor	73,209	94,532	98,342	89,040 1.40	101,376 1.40	12,336 0.00
1142	Cafeteria Aide	7,498	7,717	7,883	8,016 0.40	7,920 0.40	(96) 0.00
1150	Secretarial / Bookkeeper	164,770	171,245	152,282	167,280 5.00	163,680 5.00	(3,600) 0.00
1180	Natl Board Certified Teacher Incentive Bon	5,000	2,500	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	101,778	105,546	108,018	101,640 3.00	104,940 3.00	3,300 0.00
1200	Overtime	861	1,251	1,611	2,000	2,000	0
1201	Straight Time	2,181	2,040	2,951	3,000	3,000	0
1300	Temporary Employee	15,895	23,004	17,905	20,000	5,000	(15,000)
1500	Substitute Teacher	36,473	33,980	42,716	40,000	42,500	2,500
1502	Substitute, Other	779	784	470	1,500	3,000	1,500
1600	Instructional Supplement	13,631	9,813	14,867	11,000	28,000	17,000
1602	Extra-Curr. Supplement	12,023	12,513	11,794	14,000	20,000	6,000
2100	Social Security - FICA	215,947	227,658	240,091	250,635	258,478	7,843
2210	Retirement - VRS	426,417	418,038	430,960	546,504	540,075	(6,429)
2211	Retiree Health Care Credit	27,971	29,688	32,661	0	0	0
2220	Retirement - PWCS	23,560	25,995	29,067	25,732	26,858	1,126
2221	Defined Contribution Plan	1,966	2,599	4,172	0	0	0
2300	Health Insurance - HMP	293,763	295,372	307,152	382,800	403,849	21,049
2310	Short/Long Term Disability Premium	577	667	924	0	0	0
2400	Life Insurance - GLI	32,361	34,325	39,648	41,616	42,803	1,187
3401	Travel Reimbursement	662	690	1,230	750	750	0
3402	Conference Expenses	(1,053)	1,141	2,855	2,500	5,000	2,500
3450	Field Trips	646	344	2,503	1,000	1,500	500
3504	Maint. Service Contract	550	0	1,530	0	0	0
3700	In-Service Expenses	0	287	0	0	0	0
3902	Printing Services	296	258	2,990	500	10,000	9,500
3903	Postage	881	522	743	1,000	500	(500)
3904	Freight/Shipping	0	1,057	478	2,000	1,000	(1,000)
3905	Extra Curricular Expenses	0	0	143	0	0	0
3921	Tuition - PWCS	0	0	0	3,500	7,500	4,000
3999	Other Contract Services	0	0	(13)	0	0	0
4001	Office Supplies	15,537	4,522	8,064	3,500	5,000	1,500
4002	Medical Supplies	934	206	1,534	1,500	1,500	0
4003	Custodial Supplies	9,482	7,775	10,736	5,000	10,000	5,000
4004	Repair/Maint. Supplies	1,401	0	0	1,500	5,000	3,500
4007	Wearing Apparel	331	75	0	500	500	0
4008	Reference Materials	149	0	0	0	0	0
4009	Extra Curricular Supplies	0	0	70	0	0	0
4010	Instructional Supplies	36,098	36,484	41,496	28,301	48,518	20,217
4011	Textbooks	45,212	45,626	21,337	5,000	22,900	17,900
4013	Testing Materials	4,807	1,343	1,065	3,000	3,000	0
4014	Food, Cafeteria	0	0	48	0	0	0
4016	Library Books	0	1,181	1,272	550	550	0
4017	Library Periodicals	429	409	0	450	500	50
4018	Library Supplies	1,854	911	747	2,000	2,000	0
4019	Food	615	797	1,930	1,500	2,500	1,000
4310	Tech. Supp/Equip Add'l	8,738	8,759	14,950	5,000	25,000	20,000
4350	Tech. Supp/Equip Repl	2,508	14,998	0	0	0	0
4410	Software - Additional	12,317	6,383	2,585	5,000	5,000	0
4450	Software - Replacement	5,493	9,150	34,076	9,000	9,000	0
4510	General Equipment - Add'l.	10,199	2,104	623	2,500	10,000	7,500
5101	Equipment - Additional	0	11,301	1,761	0	5,000	5,000
5104	Software - Additional	0	7,167	0	0	0	0
Totals		4,153,197	4,320,927	4,503,303	4,609,113 52.60	4,833,084 52.50	223,971 (0.10)
School Enrollment		648	648	643	648	648	
Positions		49.20	50.90	51.20	52.60	52.50	

## Financial Section

### PORTER SCHOOL

**School:** 323  
**Address:** 15311 Forest Grove Drive  
 Woodbridge, VA 22191  
**Principal:** Darci Whitehead  
**Main Office:** 703.580.6501  
**Grades:** 1-8  
**Specialty:**  
**Programs:** Traditional School, Baldrige School,  
 School of Excellence



		FY 2015	FY 2016	FY 2017	FY 2018 Approved	FY 2019 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	145,983	151,866	157,987	133,680 1.00	134,520 1.00	840	0.00
1112	Assistant Principal	68,451	71,210	74,080	88,560 1.00	89,640 1.00	1,080	0.00
1115	Teacher on Special Assignment	7,082	7,299	7,587	6,360 0.10	6,564 0.10	204	0.00
1120	Teacher, Classroom	2,322,246	2,309,042	2,397,627	2,505,840 39.40	2,546,832 38.80	40,992	(0.60)
1121	Librarian	69,981	72,741	86,262	65,280 1.00	67,320 1.00	2,040	0.00
1122	Counselor	55,637	83,022	81,383	98,280 1.40	101,376 1.40	3,096	0.00
1140	Teacher Assistant	76,232	81,526	84,806	88,128 3.60	87,264 3.60	(864)	0.00
1142	Cafeteria Aide	15,924	16,602	16,223	16,032 0.80	19,800 1.00	3,768	0.20
1150	Secretarial / Bookkeeper	161,033	167,409	173,818	169,320 4.00	148,320 4.00	(21,000)	0.00
1180	Natl Board Certified Teacher Incentive Bon	2,500	7,500	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	137,742	143,150	137,629	140,880 4.00	144,900 4.00	4,020	0.00
1200	Overtime	1,292	1,584	1,762	2,300	2,500	200	
1201	Straight Time	756	2,536	5,016	6,000	3,500	(2,500)	
1300	Temporary Employee	20,560	19,851	13,387	9,000	21,000	12,000	
1500	Substitute Teacher	24,630	28,098	28,467	31,000	31,000	0	
1502	Substitute, Other	5,228	4,044	786	1,200	2,200	1,000	
1600	Instructional Supplement	23,026	39,301	50,350	40,000	79,000	39,000	
2100	Social Security - FICA	232,888	235,912	244,139	260,243	266,659	6,416	
2210	Retirement - VRS	444,545	414,102	418,825	563,234	545,730	(17,504)	
2211	Retiree Health Care Credit	29,999	30,339	32,689	0	0	0	
2220	Retirement - PWCS	24,731	26,309	28,171	26,700	27,346	646	
2221	Defined Contribution Plan	7,624	12,363	17,756	0	0	0	
2300	Health Insurance - HMP	216,516	248,628	271,888	397,207	411,185	13,977	
2310	Short/Long Term Disability Premium	1,750	2,443	2,959	0	0	0	
2400	Life Insurance - GLI	34,977	35,410	40,002	43,182	43,580	398	
2830	Admin. Assoc. Fees	0	150	1,092	2,000	5,000	3,000	
3105	Contractual Services	0	0	0	500	1,000	500	
3201	Telephone	5,554	4,780	6,687	7,000	4,000	(3,000)	
3401	Travel Reimbursement	127	76	656	200	500	300	
3402	Conference Expenses	24,915	18,112	19,881	20,000	25,000	5,000	
3450	Field Trips	4,391	3,754	4,512	4,000	2,000	(2,000)	
3501	Repair/Maint. - Building	0	0	0	500	5,000	4,500	
3504	Maint. Service Contract	550	0	0	500	500	0	
3700	In-Service Expenses	4,346	2,797	3,175	4,000	5,000	1,000	
3902	Printing Services	2,616	17,415	17,722	14,817	25,000	10,183	
3903	Postage	1,605	1,680	2,321	4,000	1,500	(2,500)	
3911	Rental Equipment	14,736	13,045	12,942	14,000	20,000	6,000	
3918	Permits & Fees	1,126	0	0	0	0	0	
3921	Tuition - PWCS	370	1,110	450	1,500	1,500	0	
4001	Office Supplies	11,510	7,450	7,097	5,000	10,000	5,000	
4002	Medical Supplies	378	279	316	500	500	0	
4003	Custodial Supplies	10,744	22,149	13,808	20,000	20,000	0	
4004	Repair/Maint. Supplies	153	0	0	500	500	0	
4007	Wearing Apparel	225	0	100	100	1,000	900	
4010	Instructional Supplies	89,730	79,247	88,407	31,000	73,475	42,475	
4011	Textbooks	55,714	58,363	18,294	37,000	55,000	18,000	
4013	Testing Materials	159	0	0	500	1,000	500	
4014	Food, Cafeteria	0	103	0	500	500	0	
4016	Library Books	3,659	1,930	4,908	3,000	6,000	3,000	
4017	Library Periodicals	2,825	5,891	3,449	1,200	2,500	1,300	
4018	Library Supplies	948	7,670	294	300	500	200	
4019	Food	2,987	615	1,213	5,500	6,000	500	
4310	Tech. Supp/Equip Add'l	135,535	62,549	95,820	4,294	118,794	114,500	
4410	Software - Additional	25,573	33,305	19,125	10,000	10,000	0	
4450	Software - Replacement	460	1,010	1,018	0	0	0	
4510	General Equipment - Add'l.	151	24,639	4,523	1,000	7,500	6,500	
4550	General Equipment - Repl.	0	84	2,047	500	2,500	2,000	
Totals		4,532,420	4,580,488	4,705,959	4,886,337 56.30	5,192,004 55.90	305,667	(0.40)
School Enrollment		682	685	684	672	672		
Positions		54.92	56.40	54.80	56.30	55.90		

## Financial Section

### WOODBINE PRESCHOOL

**School:** 219  
**Address:** 13225 Canova Drive  
 Manassas 20112  
**Administrator:** Kristin Waldrop  
**Main Office:** 703.791.3151  
**Grades:**  
**Specialty:**  
**Programs:**



		FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	11,597	12,324	12,298	0 0.0	0 0.00	0 0.00
1115	Teacher on Special Assignment	85,607	88,552	91,134	65,280 1.0	67,320 1.00	2,040 0.00
1120	Teacher, Classroom	540,662	551,667	571,993	508,800 8.0	525,120 8.00	16,320 0.00
1140	Teacher Assistant	97,990	98,661	94,623	97,920 4.0	96,960 4.00	(960) 0.00
1150	Secretarial / Bookkeeper	39,963	41,519	43,152	37,320 1.0	34,200 1.00	(3,120) 0.00
1190	Custodian	46,908	48,753	50,669	37,440 1.0	42,300 1.00	4,860 0.00
1200	Overtime	4,935	1,750	2,581	1,000	1,000	0
1201	Straight Time	4,958	4,009	3,114	3,500	3,500	0
1300	Temporary Employee	2,080	1,646	2,286	5,500	5,500	0
1500	Substitute Teacher	12,331	7,187	13,178	15,000	15,000	0
1502	Substitute, Other	0	157	1,596	1,200	1,000	(200)
2100	Social Security - FICA	62,687	63,776	65,465	59,132	60,580	1,448
2210	Retirement - VRS	126,690	119,223	119,754	126,998	124,665	(2,333)
2211	Retiree Health Care Credit	8,143	8,384	9,027	0	0	0
2220	Retirement - PWCS	8,974	9,497	9,946	6,049	6,296	247
2221	Defined Contribution Plan	489	676	1,278	0	0	0
2300	Health Insurance - HMP	51,030	53,849	62,713	89,985	94,665	4,681
2310	Short/Long Term Disability Premium	134	213	312	0	0	0
2400	Life Insurance - GLI	9,584	9,872	11,185	9,783	10,033	251
2830	Admin. Assoc. Fees	0	385	0	400	400	0
3100	Professional Services	23	147	0	400	400	0
3201	Telephone	853	1,080	861	1,200	1,000	(200)
3401	Travel Reimbursement	6,550	6,338	6,590	5,900	6,100	200
3402	Conference Expenses	0	570	0	1,000	1,000	0
3450	Field Trips	123	478	342	800	800	0
3501	Repair/Maint. - Building	0	0	2,601	2,000	1,000	(1,000)
3502	Repair/Maint. - Equipment	0	0	0	1,000	0	(1,000)
3700	In-Service Expenses	301	151	0	500	500	0
3902	Printing Services	108	0	129	300	300	0
3903	Postage	414	391	161	500	500	0
4001	Office Supplies	544	1,717	395	1,000	1,000	0
4002	Medical Supplies	194	0	923	500	500	0
4003	Custodial Supplies	1,701	1,968	2,275	2,000	2,000	0
4004	Repair/Maint. Supplies	0	0	0	500	0	(500)
4007	Wearing Apparel	22	168	0	200	200	0
4008	Reference Materials	0	0	0	500	0	(500)
4010	Instructional Supplies	9,994	10,848	28,215	19,587	27,626	8,039
4013	Testing Materials	0	0	0	500	0	(500)
4014	Food, Cafeteria	0	0	57	0	0	0
4016	Library Books	0	0	0	500	500	0
4018	Library Supplies	0	0	0	500	500	0
4019	Food	0	436	199	500	500	0
4310	Tech. Supp/Equip Add'l	0	19,291	558	3,000	1,000	(2,000)
4410	Software - Additional	0	0	0	200	0	(200)
4450	Software - Replacement	460	460	468	0	0	0
4510	General Equipment - Add'l.	0	258	0	0	0	0
4550	General Equipment - Repl.	2,736	7,306	5,790	2,000	2,000	0
5501	Equipment - Replacement	0	(10,703)	10,516	0	0	0
Totals		1,138,786	1,163,004	1,226,382	1,110,393 15.00	1,135,965 15.00	25,572 0.00
School Enrollment		63	65	61	80	80	
Positions		15.00	15.00	15.00	15.00	15.00	

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# Debt Service Fund

## Section Contents

Budget Data  
Fund Statement and Description  
Debt Capacity  
Consolidated Statement of Outstanding Debt  
Summary of Scheduled Payments  
Comparison of Payments  
Bond Amortization Schedules

The School Division utilizes the Debt Service Fund as a separate governmental fund to account for the transfers of funds for and the payment of general long-term debt from the sale of bonds and loans from the state Literary Fund. Principal, interest and appropriate costs arising from the administration of bonds by outside agencies and principal and interest payments for Literary Fund loans are recorded within this fund.

Bonds for school construction are issued as either General Obligation Bonds or through the Virginia Public School Authority (VPSA). General Obligation Bonds are issued through the county's appropriating body, the Prince William Board of County Supervisors (BOCS). These bonds require approval by the voting public. VPSA bonds are sold to bonding agencies through state arranged sales.

FY 2019 revenue sources for the Debt Service Fund include the county General Fund Transfer \$103,436,563, Construction Fund Transfer \$1,200,000, federal tax credits for the Local Build America Bonds and Qualified School Construction Bonds \$1,310,058, other financing sources \$783,492, and the capital accumulation reserve \$1,000,000. The total fund budget amount is \$107,730,113.

The Debt Service Section includes a narrative of the fund and major changes for FY 2019, the budget data for fiscal years 2015-2019, the Debt Service Fund Statement which includes projections for future years, a description of debt capacity, a summary of principal and interest payments to be paid during FY 2019, a comparison of payments for FY 2018 and 2019 and a summary of outstanding balances for current bond issues and Literary Fund loans.

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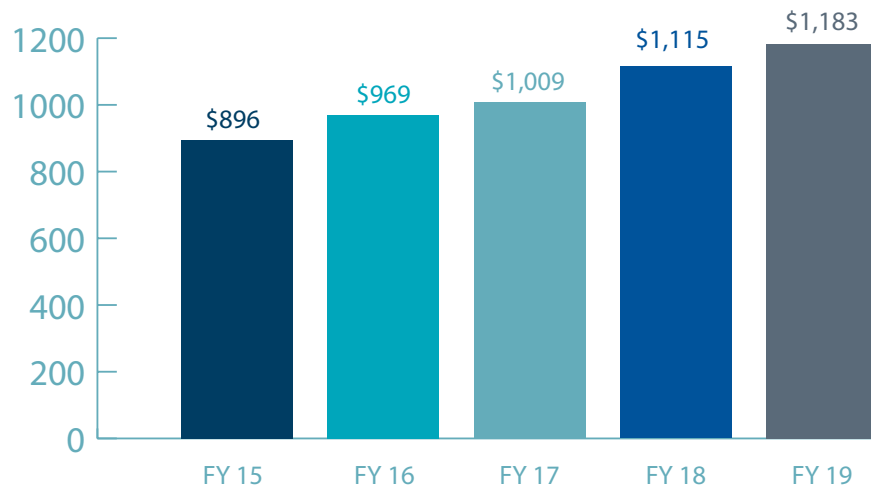
## Financial Section

### DEBT SERVICE FUND 004 054

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
6101 Bond Principal*	48,095,848	52,177,657	55,699,806	65,362,739	69,287,000	3,924,261
6103 Literary Loan Principal	250,000	250,000	0	0	0	0
6201 Bond Interest*	28,222,134	30,171,584	33,141,903	35,071,235	36,374,290	1,303,055
6203 Literary Loan Interest	90,000	80,000	0	0	0	0
6300 Other Debt Service Costs	218,928	1,085,722	514,290	612,000	612,000	0
6301 Bond Issuance Costs	400,796	758,697	357,616	0	600,000	600,000
8002 General Reserve	0	0		0	856,823	856,823
Totals	77,277,706	84,523,659	89,713,615	101,045,974 0.00	107,730,113 0.00	6,684,139 0.00

\*Approved principal and interest amounts are estimates that are made prior to debt issuance and will therefore not reflect total principal and interest amounts presented on the following debt schedules which were prepared subsequent to debt issuance.

### Debt Service Per Pupil Cost by Fiscal Year



The chart above relates the per pupil cost for debt service obligations in fiscal years 2015-2019. Fiscal years 2015-2017 are calculated with actual expenditures and September 30th student membership data. Fiscal years 2018 and 2019 per pupil costs are calculated with anticipated fiscal year expenditures and estimated student membership.



## Description of Fund Statement

### Debt Service Fund

The Debt Service Fund is utilized by the School Division to account for the transfers of funds for, and the payment of, general long-term debt principal and interest and appropriate costs arising from the administration of bonds by outside agencies, as well as principal and interest payments to the State Literary Fund for funds borrowed for school construction projects.

The fund statement for the Debt Service Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Debt Service Fund are based on the five-year budget plan for the School Division (included in the budget development discussions within the Organizational Section of this document) which includes local government funding of the Debt Service Fund. These projections are also developed through use of the School Division's Capital Improvement Program (summarized in the Construction Fund Section of this document) since the amounts projected for payment of debt is determined by the amounts of bonds and loans used for school construction projects.

Assumptions for projections for the Debt Service Fund include the following:

- The interest rate on new construction bonds will range from 3.0% to 4.0% over the five years.
- Bonds sold for construction/renovation will be financed over 20 years.
- Since bonds are sold in the spring of each year, payment of Debt Service is generally incurred in the following fiscal year.



## Financial Section

### FUND STATEMENT Debt Service Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 4,830,056	6,030,155	4,451,971	3,784,765	4,341,173	4,341,173	4,341,173	4,341,173
<b>FUNDING SOURCES:</b>								
Intergovernmental:								
County:								
County general fund transfers	73,209,179	72,718,852	78,940,659	98,881,481	103,436,564	107,766,856	113,984,367	113,230,865
Debt interest refunds	1,637,098	1,790,355	1,843,534	1,541,384	2,093,549	1,259,144	1,200,633	1,140,135
Proffers	2,376,500	0	0	0	0	0	0	0
Total funding sources	82,052,833	80,539,362	85,236,164	104,207,630	109,871,286	113,367,173	119,526,173	118,712,173
<b>EXPENDITURES:</b>	77,277,706	84,523,659	89,713,615	101,496,978	107,730,113	111,226,000	117,385,000	116,571,000
Excess of revenues over (under) expenditures	4,775,127	(3,984,297)	(4,477,451)	2,710,652	2,141,173	2,141,173	2,141,173	2,141,173
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
Construction fund	1,255,028	8,436,268	8,262,216	1,630,521	2,200,000	2,200,000	2,200,000	2,200,000
TRANSFERS OUT:								
General fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	1,255,028	8,436,268	8,262,216	1,630,521	2,200,000	2,200,000	2,200,000	2,200,000
<b>*FUND BALANCES, end of year</b>	<u>\$ 6,030,155</u>	<u>4,451,971</u>	<u>3,784,765</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>
*GASB 54 Fund Balance	6,030,155	4,451,971	3,784,765	4,341,173	4,341,173	4,341,173	4,341,173	4,341,173
Assigned:	<u>\$ 6,030,155</u>	<u>4,451,971</u>	<u>3,784,765</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>	<u>4,341,173</u>

## Debt Capacity

Debt provides current resources for public use that must be repaid (with interest) in the future, and borrowing thus commits future budgets. Long-term borrowing is appropriately done for long-life capital facilities since economic growth requires expanded public-capital infrastructure, often before an associated expansion of revenue.

Prince William County has AAA credit rating status from all three of the major credit ratings agencies (Fitch, Moody's and S&P) – a measure only .4% of local governments throughout the country have achieved.

The Commonwealth of Virginia imposes no legal debt limitation on counties. The limit of indebtedness for the School Division is dependent upon the county government's policies and regulations since the School Division is a component unit of the county. Based on the county government's Principles of Sound Financial Management publication, debt capacity is determined through use of two indicators: debt as a percentage of assessed value and debt as a percentage of operating revenues.

The County's Principles of Sound Financial Management states, "Total bonded indebtedness will not exceed three percent of the net assessed valuation of taxable real and personal property in the county." The total county debt is below this limitation; as of June 30, 2017, the County's Net Tax-Supported Debt as a Percent of Assessed Value was 1.8%\*.

Debt service on long-term debt of ten percent of operating revenues is considered an acceptable benchmark according to the credit industry. The County government has adopted

a 10 percent ratio as a limit in its Principles of Sound Financial Management. The County's Ratio of Debt Service to Revenues as of June 30, 2017, is 8.2%. This is below the county's adopted limit of 10 percent. Total Revenues include revenues in the General and Special revenue funds and revenues of the School Board and Adult Detention Center component units\*.

The County's net tax-supported indebtedness incurred for capital purposes and outstanding for June 30, 2017 is \$1,113,800,000. The County, pursuant to its adopted debt management policy contained in the Principles of Sound Financial Management, defines net tax-supported debt as all general obligation debt plus (i) overlapping debt of the County's sanitary districts, (ii) debt of certain Authorities and Commissions in which the debt service is expected to be paid in whole or in part from appropriations of tax revenue by the Board, and (iii) long-term capital leases payable in whole or in part from appropriations of tax revenue by the Board. The majority of the County's outstanding bonds are general obligations of the County and are secured by its full faith and credit.

The schools portion of the County's indebtedness is \$815,508,000 or 73.2% of the total county net tax-supported debt. Source: PWCS Comprehensive Annual Financial Report for fiscal year ended June 30, 2017. In summary, the County's and, thus, the School Division's debt capacity are within the limits adopted by the County's appropriating body, the BOCS. To increase its debt spending, the School Division needs the approval of the BOCS.



\* Source: PWCS Comprehensive Annual Financial Report

# Summary of Outstanding Balances for Long-Term Debt Obligations

as of July 1, 2018

Bond Issues*	Principal	Interest	Total
VPSA 1998A	490,000	12,495	502,495
VPSA 1999A	1,190,000	62,177	1,252,177
VPSA 2000A	5,040,000	423,360	5,463,360
VPSA 2001A	9,620,000	981,240	10,601,240
VPSA 2002A	13,150,000	1,676,625	14,826,625
VPSA 2003A	24,185,000	3,498,168	27,683,168
GOB 2004B	635,022	65,487	700,509
VPSA 2004A	17,075,000	3,047,123	20,122,123
VPSA 2005A	24,920,000	4,861,736	29,781,736
VPSA 2006A	27,720,000	5,924,765	33,644,765
VPSA 2007A	32,475,000	7,812,561	40,287,561
VPSA 2008A	25,235,000	6,955,898	32,190,898
VPSA 2009A	30,600,000	8,677,331	39,277,331
GOB 2010A	2,000,000	197,018	2,197,018
VPSA 2010B	52,410,000	18,105,554	70,515,554
VPSA 2010C	5,130,000	4,628,466	9,758,466
VPSA 2011A	20,895,000	4,556,875	25,451,875
GOB 2012B	3,190,000	57,333	3,247,333
VPSA 2012A	22,980,000	7,291,800	30,271,800
VPSA 2013A	32,990,000	11,805,750	44,795,750
VPSA 2014A	70,155,000	20,516,062	90,671,062
VPSA 2015A	88,635,000	29,156,147	117,791,147
VPSA 2016A	165,145,000	62,476,675	227,621,675
VPSA 2017A	73,775,000	27,272,450	101,047,450
VPSA 2018A	115,895,000	48,279,379	164,174,379
<b>Totals</b>	<b>865,535,022</b>	<b>278,342,473</b>	<b>1,143,877,495</b>

\*Bond issues are listed as VPSA, those bonds issued by the Virginia Public School Authority; GOB, those bonds issued through the county government as General Obligation Bonds; "Refunded Series", those bonds which have been reissued by the county government at a lower interest rate; or as Literary Loan, loans issued by the state Literary Fund.

# Summary of FY 2019 Debt Service Payments

Bond Issues*	Principal	Interest	Total
VPSA 1998A	490,000	12,495	502,495
VPSA 1999A	595,000	46,633	641,633
VPSA 2000A	1,680,000	235,200	1,915,200
VPSA 2001A	2,405,000	429,293	2,834,293
VPSA 2002A	2,630,000	603,585	3,233,585
VPSA 2003A	4,035,000	1,090,243	5,125,243
GOB 2004B	0	26,195	26,195
VPSA 2004A	2,440,000	808,605	3,248,605
VPSA 2005A	3,115,000	1,136,975	4,251,975
VPSA 2006A	3,080,000	1,254,330	4,334,330
VPSA 2007A	3,250,000	1,481,629	4,731,629
VPSA 2008A	2,295,000	1,217,013	3,512,013
VPSA 2009A	2,550,000	1,394,850	3,944,850
GOB 2010A	500,000	86,538	586,538
VPSA 2010B	4,035,000	2,563,364	6,598,364
VPSA 2010C	570,000	514,274	1,084,274
VPSA 2011A	2,325,000	713,925	3,038,925
GOB 2012B	1,725,000	43,196	1,768,196
VPSA 2012A	3,285,000	1,017,675	4,302,675
VPSA 2013A	3,000,000	1,499,550	4,499,550
VPSA 2014A	4,130,000	2,620,750	6,750,750
VPSA 2015A	4,925,000	3,453,107	8,378,107
VPSA 2016A	6,015,000	7,265,475	13,280,475
VPSA 2017A	3,885,000	3,038,750	6,923,750
VPSA 2018A	5,790,000	3,940,388	9,730,388
<b>Totals</b>	<b>68,750,000</b>	<b>36,494,038</b>	<b>105,244,038</b>

\*Bond issues are listed as VPSA, those bonds issued by the Virginia Public School Authority; GOB, those bonds issued through the county government as General Obligation Bonds; "ReFunded Series", those bonds which have been reissued by the county government at a lower interest rate.

# Debt Service Fund

## FY 2018 – FY 2019 Comparison of Budgeted Payments

Bond Issues*	FY 18 Approved Principal	FY 18 Approved Interest	FY 19 Approved Principal	FY 19 Approved Interest	Increase/ (Decrease) Principal	Increase/ (Decrease) Interest	Increase/ (Decrease) Total
VPSA 1995A	0	0	0	0	0	0	0
VPSA 1997A	995,000	27,860	0	0	(995,000)	(27,860)	(1,022,860)
VPSA 1998A	490,000	37,485	490,000	12,495	0	(24,990)	(24,990)
VPSA 1999A	595,000	77,350	595,000	46,633	0	(30,717)	(30,717)
VPSA 2000A	1,680,000	329,280	1,680,000	235,200	0	(94,080)	(94,080)
VPSA 2001A	2,405,000	551,948	2,405,000	429,293	0	(122,655)	(122,655)
VPSA 2002A	2,630,000	737,715	2,630,000	603,585	0	(134,130)	(134,130)
VPSA 2003A	4,035,000	1,275,853	4,035,000	1,090,243	0	(185,610)	(185,610)
GOB 2004B	0	26,195	0	26,195	0	0	0
VPSA 2004A	2,440,000	933,045	2,440,000	808,605	0	(124,440)	(124,440)
VPSA 2005A	3,115,000	1,295,840	3,115,000	1,136,975	0	(158,865)	(158,865)
VPSA 2006A	3,080,000	1,411,410	3,080,000	1,254,330	0	(157,080)	(157,080)
VPSA 2007A	3,250,000	1,647,379	3,250,000	1,481,629	0	(165,750)	(165,750)
VPSA 2008A	2,295,000	1,334,058	2,295,000	1,217,013	0	(117,045)	(117,045)
VPSA 2009A	2,550,000	1,523,625	2,550,000	1,394,850	0	(128,775)	(128,775)
GOB 2010A	500,000	96,821	500,000	86,538	0	(10,283)	(10,283)
VPSA 2010A	0	0	0	0	0	0	0
VPSA 2010B	4,035,000	2,726,197	4,035,000	2,563,364	0	(162,833)	(162,833)
VPSA 2010C	570,000	514,274	570,000	514,274	0	0	0
VPSA 2011A	2,325,000	798,206	2,325,000	713,925	0	(84,281)	(84,281)
GOB 2012B	3,325,000	81,725	1,725,000	43,196	(1,600,000)	(38,529)	(1,638,529)
VPSA 2012A	3,285,000	1,181,925	3,285,000	1,017,675	0	(164,250)	(164,250)
VPSA 2013A	3,000,000	1,649,550	3,000,000	1,499,550	0	(150,000)	(150,000)
VPSA 2014A	4,130,000	2,806,600	4,130,000	2,620,750	0	(185,850)	(185,850)
VPSA 2015A	4,925,000	3,699,356	4,925,000	3,453,107	0	(246,249)	(246,249)
VPSA 2016A	6,015,000	7,566,225	6,015,000	7,265,475	0	(300,750)	(300,750)
VPSA 2017A	3,885,000	3,161,156	3,885,000	3,038,750	0	(122,406)	(122,406)
VPSA 2018A	0	0	5,790,000	3,940,388	5,790,000	3,940,388	9,730,388
<b>Bond Totals</b>	<b>65,555,000</b>	<b>35,491,078</b>	<b>68,750,000</b>	<b>36,494,038</b>	<b>3,195,000</b>	<b>1,002,960</b>	<b>4,197,960</b>

\*Bond issues are listed as VPSA, those bonds issued by the Virginia Public School Authority; GOB, those bonds issued through the county government as General Obligation Bonds; “ReFunded Series”, those bonds which have been reissued by the county government at a lower interest rate.

## Bond Amortization Schedule Combined Existing Debt Service

Fiscal Year	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
2018				865,535,022
2019	68,750,000	36,494,036	105,244,036	796,785,022
2020	68,000,000	34,370,137	102,370,137	728,785,022
2021	66,575,022	31,119,716	97,694,738	662,210,000
2022	64,250,000	27,931,167	92,181,167	597,960,000
2023	61,265,000	24,874,583	86,139,583	536,695,000
2024	58,360,000	21,988,104	80,348,104	478,335,000
2025	54,335,000	19,249,633	73,584,633	424,000,000
2026	51,935,000	16,702,990	68,637,990	372,065,000
2027	48,860,000	14,369,403	63,229,403	323,205,000
2028	45,230,000	11,704,403	56,934,403	277,975,000
2029	41,995,000	9,743,323	51,738,323	235,980,000
2030	39,730,000	7,905,735	47,635,735	196,250,000
2031	37,365,000	6,301,073	43,666,073	158,885,000
2032	33,335,000	5,000,209	38,335,209	125,550,000
2033	31,010,000	3,840,768	34,850,768	94,540,000
2034	27,725,000	2,792,493	30,517,493	66,815,000
2035	24,730,000	1,940,363	26,670,363	42,085,000
2036	20,605,000	1,206,494	21,811,494	21,480,000
2037	15,685,000	612,263	16,297,263	5,795,000
2038	5,795,000	195,581	5,990,581	0
<b>Totals</b>	<b>865,535,022</b>	<b>278,342,473</b>	<b>1,143,877,495</b>	

\*Schedule does not include debt that is anticipated in future years



# Bond Amortization Schedule

Virginia Public School Authority Bonds 1998

Original Bond Amount \$9,850,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	1999		0	330,928	330,928	9,850,000
2	2000	4.10	495,000	457,045	952,045	9,355,000
3	2001	4.10	495,000	436,750	931,750	8,860,000
4	2002	4.10	495,000	416,455	911,455	8,365,000
5	2003	4.20	495,000	395,913	890,913	7,870,000
6	2004	4.30	495,000	374,875	869,875	7,375,000
7	2005	4.35	495,000	353,466	848,466	6,880,000
8	2006	4.40	495,000	331,810	826,810	6,385,000
9	2007	4.50	495,000	309,783	804,783	5,890,000
10	2008	4.50	495,000	287,507	782,507	5,395,000
11	2009	5.10	495,000	263,748	758,748	4,900,000
12	2010	5.35	490,000	238,017	728,017	4,410,000
13	2011	5.23	490,000	212,109	702,109	3,920,000
14	2012	5.10	490,000	186,812	676,812	3,430,000
15	2013	5.23	490,000	161,516	651,516	2,940,000
16	2014	4.98	490,000	136,526	626,526	2,450,000
17	2015	4.98	490,000	112,149	602,149	1,960,000
18	2016	5.10	490,000	87,465	577,465	1,470,000
19	2017	5.10	490,000	62,475	552,475	980,000
20	2018	5.10	490,000	37,485	527,485	490,000
21	2019	5.10	490,000	12,495	502,495	0
<b>Totals</b>			<b>9,850,000</b>	<b>5,205,329</b>	<b>15,055,329</b>	

# Bond Amortization Schedule

Virginia Public School Authority Bonds 1999A

Original Bond Amount \$12,032,311

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2000		0	376,293	376,293	11,930,000
2	2001	4.60	600,000	546,725	1,146,725	11,330,000
3	2002	5.10	600,000	519,875	1,119,875	10,730,000
4	2003	4.60	600,000	490,775	1,090,775	10,130,000
5	2004	4.60	600,000	461,675	1,061,675	9,530,000
6	2005	4.10	600,000	434,075	1,034,075	8,930,000
7	2006	4.10	600,000	407,975	1,007,975	8,330,000
8	2007	4.10	595,000	383,478	978,478	7,735,000
9	2008	4.20	595,000	358,785	953,785	7,140,000
10	2009	4.23	595,000	333,721	928,721	6,545,000
11	2010	5.10	595,000	305,979	900,979	5,950,000
12	2011	4.48	595,000	277,493	872,493	5,355,000
13	2012	4.60	595,000	250,495	845,495	4,760,000
14	2013	4.60	595,000	223,125	818,125	4,165,000
15	2014	4.73	595,000	195,383	790,383	3,570,000
16	2015	4.73	595,000	167,269	762,269	2,975,000
17	2016	5.10	595,000	138,040	733,040	2,380,000
18	2017	5.10	595,000	107,695	702,695	1,785,000
19	2018	5.10	595,000	77,350	672,350	1,190,000
20	2019	5.23	595,000	46,633	641,633	595,000
21	2020	5.23	595,000	15,544	610,544	0
<b>Totals</b>			<b>11,930,000</b>	<b>6,118,382</b>	<b>18,048,382</b>	

<b>Debt Total</b>	<b>11,930,000</b>					
<b>Premium (Discount)</b>	<b>102,311</b>					
<b>Grand Total</b>	<b>12,032,311</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2000A

Original Bond Amount \$33,650,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2001		0	1,217,003	1,217,003	33,650,000
2	2002	6.35	1,685,000	1,795,114	3,480,114	31,965,000
3	2003	5.60	1,685,000	1,694,435	3,379,435	30,280,000
4	2004	5.60	1,685,000	1,600,075	3,285,075	28,595,000
5	2005	5.60	1,685,000	1,505,715	3,190,715	26,910,000
6	2006	5.10	1,685,000	1,415,568	3,100,568	25,225,000
7	2007	5.10	1,685,000	1,329,633	3,014,633	23,540,000
8	2008	5.10	1,685,000	1,243,698	2,928,698	21,855,000
9	2009	5.10	1,685,000	1,157,763	2,842,763	20,170,000
10	2010	5.10	1,685,000	1,071,828	2,756,828	18,485,000
11	2011	5.60	1,685,000	981,680	2,666,680	16,800,000
12	2012	5.23	1,680,000	890,610	2,570,610	15,120,000
13	2013	5.60	1,680,000	799,680	2,479,680	13,440,000
14	2014	5.60	1,680,000	705,600	2,385,600	11,760,000
15	2015	5.60	1,680,000	611,520	2,291,520	10,080,000
16	2016	5.60	1,680,000	517,440	2,197,440	8,400,000
17	2017	5.60	1,680,000	423,360	2,103,360	6,720,000
18	2018	5.60	1,680,000	329,280	2,009,280	5,040,000
19	2019	5.60	1,680,000	235,200	1,915,200	3,360,000
20	2020	5.60	1,680,000	141,120	1,821,120	1,680,000
21	2021	5.60	1,680,000	47,040	1,727,040	0
<b>Totals</b>			<b>33,650,000</b>	<b>19,713,359</b>	<b>53,363,359</b>	

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2001A

Original Bond Amount \$48,175,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2002		0	1,648,200	1,648,200	48,175,000
2	2003	4.10	2,410,000	2,443,670	4,853,670	45,765,000
3	2004	5.10	2,410,000	2,332,810	4,742,810	43,355,000
4	2005	5.10	2,410,000	2,209,900	4,619,900	40,945,000
5	2006	5.35	2,410,000	2,083,978	4,493,978	38,535,000
6	2007	5.35	2,410,000	1,955,043	4,365,043	36,125,000
7	2008	5.35	2,410,000	1,826,108	4,236,108	33,715,000
8	2009	5.60	2,410,000	1,694,160	4,104,160	31,305,000
9	2010	5.60	2,410,000	1,559,200	3,969,200	28,895,000
10	2011	5.60	2,410,000	1,424,240	3,834,240	26,485,000
11	2012	5.60	2,410,000	1,289,280	3,699,280	24,075,000
12	2013	4.85	2,410,000	1,163,358	3,573,358	21,665,000
13	2014	5.10	2,410,000	1,043,460	3,453,460	19,255,000
14	2015	5.10	2,410,000	920,550	3,330,550	16,845,000
15	2016	5.10	2,410,000	797,640	3,207,640	14,435,000
16	2017	5.10	2,410,000	674,730	3,084,730	12,025,000
17	2018	5.10	2,405,000	551,948	2,956,948	9,620,000
18	2019	5.10	2,405,000	429,293	2,834,293	7,215,000
19	2020	5.10	2,405,000	306,638	2,711,638	4,810,000
20	2021	5.10	2,405,000	183,983	2,588,983	2,405,000
21	2022	5.10	2,405,000	61,328	2,466,328	0
<b>Totals</b>			<b>48,175,000</b>	<b>26,599,513</b>	<b>74,774,513</b>	

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2002A

Original Bond Amount \$52,660,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2003		0	1,804,847	1,804,847	52,660,000
2	2004	3.60	2,635,000	2,671,168	5,306,168	50,025,000
3	2005	5.10	2,635,000	2,556,545	5,191,545	47,390,000
4	2006	5.10	2,635,000	2,422,160	5,057,160	44,755,000
5	2007	5.35	2,635,000	2,284,481	4,919,481	42,120,000
6	2008	5.35	2,635,000	2,143,509	4,778,509	39,485,000
7	2009	5.35	2,635,000	2,002,536	4,637,536	36,850,000
8	2010	5.60	2,635,000	1,858,270	4,493,270	34,215,000
9	2011	5.60	2,635,000	1,710,710	4,345,710	31,580,000
10	2012	5.60	2,635,000	1,563,150	4,198,150	28,945,000
11	2013	5.60	2,635,000	1,415,590	4,050,590	26,310,000
12	2014	5.10	2,635,000	1,274,618	3,909,618	23,675,000
13	2015	5.10	2,635,000	1,140,233	3,775,233	21,040,000
14	2016	5.10	2,630,000	1,005,975	3,635,975	18,410,000
15	2017	5.10	2,630,000	871,845	3,501,845	15,780,000
16	2018	5.10	2,630,000	737,715	3,367,715	13,150,000
17	2019	5.10	2,630,000	603,585	3,233,585	10,520,000
18	2020	5.10	2,630,000	469,455	3,099,455	7,890,000
19	2021	5.10	2,630,000	335,325	2,965,325	5,260,000
20	2022	5.10	2,630,000	201,195	2,831,195	2,630,000
21	2023	5.10	2,630,000	67,065	2,697,065	0
<b>Totals</b>			<b>52,660,000</b>	<b>29,139,975</b>	<b>81,799,975</b>	

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2003A

Original Bond Amount \$86,615,204

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2004		0	2,669,008	2,669,008	80,675,000
2	2005	3.10	4,035,000	3,940,970	7,975,970	76,640,000
3	2006	5.10	4,035,000	3,775,535	7,810,535	72,605,000
4	2007	5.35	4,035,000	3,564,706	7,599,706	68,570,000
5	2008	5.35	4,035,000	3,348,834	7,383,834	64,535,000
6	2009	5.35	4,035,000	3,132,961	7,167,961	60,500,000
7	2010	5.35	4,035,000	2,917,089	6,952,089	56,465,000
8	2011	5.10	4,035,000	2,701,217	6,736,217	52,430,000
9	2012	5.10	4,035,000	2,490,388	6,525,388	48,395,000
10	2013	5.10	4,035,000	2,284,603	6,319,603	44,360,000
11	2014	5.10	4,035,000	2,078,818	6,113,818	40,325,000
12	2015	5.10	4,035,000	1,873,033	5,908,033	36,290,000
13	2016	5.10	4,035,000	1,667,248	5,702,248	32,255,000
14	2017	4.10	4,035,000	1,461,463	5,496,463	28,220,000
15	2018	5.10	4,035,000	1,275,853	5,310,853	24,185,000
16	2019	5.10	4,035,000	1,090,243	5,125,243	20,150,000
17	2020	5.10	4,030,000	884,585	4,914,585	16,120,000
18	2021	5.10	4,030,000	679,055	4,709,055	12,090,000
19	2022	4.60	4,030,000	473,525	4,503,525	8,060,000
20	2023	4.60	4,030,000	278,070	4,308,070	4,030,000
21	2024	4.60	4,030,000	92,690	4,122,690	0
<b>Totals</b>			<b>80,675,000</b>	<b>42,679,891</b>	<b>123,354,891</b>	

<b>Debt Total</b>	<b>80,675,000</b>					
<b>Premium (Discount)</b>	<b>5,940,204</b>					
<b>Grand Total</b>	<b>86,615,204</b>					

# Bond Amortization Schedule

ReFunded General Obligation Bonds 2004B

Original Bond Amount \$27,301,457

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2005		0	678,943	678,943	27,301,457
2	2006	2.00	28,070	1,627,894	1,655,964	27,273,387
3	2007	2.00	236,842	1,625,245	1,862,087	27,036,545
4	2008	2.50	1,674,526	1,601,945	3,276,471	25,362,019
5	2009	2.75	2,477,605	1,546,946	4,024,551	22,884,414
6	2010	3.00	3,161,561	1,465,456	4,627,016	19,722,854
7	2011	5.00	3,249,273	1,336,801	4,586,074	16,473,580
8	2012	5.00	3,323,694	1,172,476	4,496,170	13,149,887
9	2013	5.00	3,127,657	573,747	3,701,403	10,022,230
10	2014	5.00	3,127,657	417,364	3,545,020	6,894,573
11	2015	5.00	3,131,895	260,875	3,392,770	3,762,679
12	2016	5.00	3,127,657	104,386	3,232,043	635,022
13	2017		0	26,195	26,195	635,022
14	2018		0	26,195	26,195	635,022
15	2019		0	26,195	26,195	635,022
16	2020		0	26,195	26,195	635,022
17	2021	4.125	635,022	13,097	648,120	0
<b>Totals</b>			<b>27,301,457</b>	<b>12,529,954</b>	<b>39,831,411</b>	

Note: Gap in Principal payment represents defeased amount.



# Bond Amortization Schedule

Virginia Public School Authority Bonds 2004A

Original Bond Amount \$52,320,418

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2005		0	1,672,855	1,672,855	48,795,000
2	2006	5.10	2,440,000	2,426,325	4,866,325	46,355,000
3	2007	5.10	2,440,000	2,301,885	4,741,885	43,915,000
4	2008	5.10	2,440,000	2,177,445	4,617,445	41,475,000
5	2009	5.10	2,440,000	2,053,005	4,493,005	39,035,000
6	2010	5.10	2,440,000	1,928,565	4,368,565	36,595,000
7	2011	5.10	2,440,000	1,804,125	4,244,125	34,155,000
8	2012	5.10	2,440,000	1,679,685	4,119,685	31,715,000
9	2013	5.10	2,440,000	1,555,245	3,995,245	29,275,000
10	2014	5.10	2,440,000	1,430,805	3,870,805	26,835,000
11	2015	5.10	2,440,000	1,306,365	3,746,365	24,395,000
12	2016	5.10	2,440,000	1,181,925	3,621,925	21,955,000
13	2017	5.10	2,440,000	1,057,485	3,497,485	19,515,000
14	2018	5.10	2,440,000	933,045	3,373,045	17,075,000
15	2019	5.10	2,440,000	808,605	3,248,605	14,635,000
16	2020	5.10	2,440,000	684,165	3,124,165	12,195,000
17	2021	5.10	2,440,000	559,725	2,999,725	9,755,000
18	2022	5.10	2,440,000	435,285	2,875,285	7,315,000
19	2023	5.10	2,440,000	310,845	2,750,845	4,875,000
20	2024	5.10	2,440,000	186,405	2,626,405	2,435,000
21	2025	5.10	2,435,000	62,093	2,497,093	0
<b>Totals</b>			<b>48,795,000</b>	<b>26,555,883</b>	<b>75,350,883</b>	

<b>Debt Total</b>	<b>48,795,000</b>					
<b>Premium (Discount)</b>	<b>3,525,418</b>					
<b>Grand Total</b>	<b>52,320,418</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2005A

Original Bond Amount \$66,160,735

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2006		0	2,066,518	2,066,518	62,320,000
2	2007	5.10	3,120,000	2,981,948	6,101,948	59,200,000
3	2008	5.10	3,120,000	2,822,828	5,942,828	56,080,000
4	2009	5.10	3,120,000	2,663,708	5,783,708	52,960,000
5	2010	5.10	3,120,000	2,504,588	5,624,588	49,840,000
6	2011	3.10	3,115,000	2,376,745	5,491,745	46,725,000
7	2012	5.10	3,115,000	2,249,030	5,364,030	43,610,000
8	2013	5.10	3,115,000	2,090,165	5,205,165	40,495,000
9	2014	5.10	3,115,000	1,931,300	5,046,300	37,380,000
10	2015	5.10	3,115,000	1,772,435	4,887,435	34,265,000
11	2016	5.10	3,115,000	1,613,570	4,728,570	31,150,000
12	2017	5.10	3,115,000	1,454,705	4,569,705	28,035,000
13	2018	5.10	3,115,000	1,295,840	4,410,840	24,920,000
14	2019	5.10	3,115,000	1,136,975	4,251,975	21,805,000
15	2020	4.10	3,115,000	993,685	4,108,685	18,690,000
16	2021	5.10	3,115,000	850,395	3,965,395	15,575,000
17	2022	5.10	3,115,000	691,530	3,806,530	12,460,000
18	2023	5.10	3,115,000	532,665	3,647,665	9,345,000
19	2024	5.10	3,115,000	373,800	3,488,800	6,230,000
20	2025	5.10	3,115,000	214,935	3,329,935	3,115,000
21	2026	4.35	3,115,000	67,751	3,182,751	0
<b>Totals</b>			<b>62,320,000</b>	<b>32,685,114</b>	<b>95,005,114</b>	

<b>Debt Total</b>	<b>62,320,000</b>					
<b>Premium (Discount)</b>	<b>3,840,735</b>					
<b>Grand Total</b>	<b>66,160,735</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2006A

Original Bond Amount \$63,835,162

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2007		0	2,053,806	2,053,806	61,605,000
2	2008	5.10	3,085,000	2,951,538	6,036,538	58,520,000
3	2009	5.10	3,080,000	2,794,330	5,874,330	55,440,000
4	2010	4.10	3,080,000	2,652,650	5,732,650	52,360,000
5	2011	5.10	3,080,000	2,510,970	5,590,970	49,280,000
6	2012	5.10	3,080,000	2,353,890	5,433,890	46,200,000
7	2013	5.10	3,080,000	2,196,810	5,276,810	43,120,000
8	2014	5.10	3,080,000	2,039,730	5,119,730	40,040,000
9	2015	5.10	3,080,000	1,882,650	4,962,650	36,960,000
10	2016	5.10	3,080,000	1,725,570	4,805,570	33,880,000
11	2017	5.10	3,080,000	1,568,490	4,648,490	30,800,000
12	2018	5.10	3,080,000	1,411,410	4,491,410	27,720,000
13	2019	5.10	3,080,000	1,254,330	4,334,330	24,640,000
14	2020	5.10	3,080,000	1,097,250	4,177,250	21,560,000
15	2021	5.10	3,080,000	940,170	4,020,170	18,480,000
16	2022	4.475	3,080,000	792,715	3,872,715	15,400,000
17	2023	4.60	3,080,000	652,960	3,732,960	12,320,000
18	2024	4.60	3,080,000	511,280	3,591,280	9,240,000
19	2025	4.60	3,080,000	369,600	3,449,600	6,160,000
20	2026	4.60	3,080,000	227,920	3,307,920	3,080,000
21	2027	5.10	3,080,000	78,540	3,158,540	0
<b>Totals</b>			<b>61,605,000</b>	<b>32,066,608</b>	<b>93,671,608</b>	

<b>Debt Total</b>	<b>61,605,000</b>					
<b>Premium (Discount)</b>	<b>2,230,162</b>					
<b>Grand Total</b>	<b>63,835,162</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2007A

Original Bond Amount \$68,111,632

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2008		0	2,192,753	2,192,753	64,975,000
2	2009	5.10	3,250,000	3,139,129	6,389,129	61,725,000
3	2010	5.10	3,250,000	2,973,379	6,223,379	58,475,000
4	2011	5.10	3,250,000	2,807,629	6,057,629	55,225,000
5	2012	5.10	3,250,000	2,641,879	5,891,879	51,975,000
6	2013	5.10	3,250,000	2,476,129	5,726,129	48,725,000
7	2014	5.10	3,250,000	2,310,379	5,560,379	45,475,000
8	2015	5.10	3,250,000	2,144,629	5,394,629	42,225,000
9	2016	5.10	3,250,000	1,978,879	5,228,879	38,975,000
10	2017	5.10	3,250,000	1,813,129	5,063,129	35,725,000
11	2018	5.10	3,250,000	1,647,379	4,897,379	32,475,000
12	2019	5.10	3,250,000	1,481,629	4,731,629	29,225,000
13	2020	5.10	3,250,000	1,315,879	4,565,879	25,975,000
14	2021	4.10	3,250,000	1,166,379	4,416,379	22,725,000
15	2022	5.10	3,250,000	1,016,879	4,266,879	19,475,000
16	2023	5.10	3,250,000	851,129	4,101,129	16,225,000
17	2024	4.475	3,245,000	695,647	3,940,647	12,980,000
18	2025	4.50	3,245,000	550,028	3,795,028	9,735,000
19	2026	4.50	3,245,000	404,003	3,649,003	6,490,000
20	2027	5.10	3,245,000	248,243	3,493,243	3,245,000
21	2028	5.10	3,245,000	82,748	3,327,748	0
<b>Totals</b>			<b>64,975,000</b>	<b>33,937,851</b>	<b>98,912,851</b>	

<b>Debt Total</b>	<b>64,975,000</b>					
<b>Premium (Discount)</b>	<b>3,136,632</b>					
<b>Grand Total</b>	<b>68,111,632</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2008A

Original Bond Amount \$49,144,225

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2009		0	1,537,327	1,537,327	45,890,000
2	2010	5.10	2,295,000	2,247,468	4,542,468	43,595,000
3	2011	4.10	2,295,000	2,141,898	4,436,898	41,300,000
4	2012	5.10	2,295,000	2,036,328	4,331,328	39,005,000
5	2013	5.10	2,295,000	1,919,283	4,214,283	36,710,000
6	2014	5.10	2,295,000	1,802,238	4,097,238	34,415,000
7	2015	5.10	2,295,000	1,685,193	3,980,193	32,120,000
8	2016	5.10	2,295,000	1,568,148	3,863,148	29,825,000
9	2017	5.10	2,295,000	1,451,103	3,746,103	27,530,000
10	2018	5.10	2,295,000	1,334,058	3,629,058	25,235,000
11	2019	5.10	2,295,000	1,217,013	3,512,013	22,940,000
12	2020	5.10	2,295,000	1,099,968	3,394,968	20,645,000
13	2021	5.10	2,295,000	982,923	3,277,923	18,350,000
14	2022	5.10	2,295,000	865,878	3,160,878	16,055,000
15	2023	5.10	2,295,000	748,833	3,043,833	13,760,000
16	2024	5.10	2,295,000	631,788	2,926,788	11,465,000
17	2025	5.10	2,295,000	514,743	2,809,743	9,170,000
18	2026	5.10	2,295,000	397,698	2,692,698	6,875,000
19	2027	5.10	2,295,000	280,653	2,575,653	4,580,000
20	2028	5.10	2,290,000	163,735	2,453,735	2,290,000
21	2029	4.60	2,290,000	52,670	2,342,670	0
<b>Totals</b>			<b>45,890,000</b>	<b>24,678,937</b>	<b>70,568,937</b>	

<b>Debt Total</b>	<b>45,890,000</b>					
<b>Premium</b>	<b>3,342,793</b>					
<b>Discount</b>	<b>(88,568)</b>					
<b>Grand Total</b>	<b>49,144,225</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2009A

Original Bond Amount \$55,528,217

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2010		0	1,648,785	1,648,785	51,020,000
2	2011	5.05	2,555,000	2,328,884	4,883,884	48,465,000
3	2012	4.05	2,555,000	2,212,631	4,767,631	45,910,000
4	2013	4.05	2,555,000	2,109,154	4,664,154	43,355,000
5	2014	5.05	2,555,000	1,992,901	4,547,901	40,800,000
6	2015	5.05	2,550,000	1,879,625	4,429,625	38,250,000
7	2016	5.05	2,550,000	1,766,475	4,316,475	35,700,000
8	2017	5.05	2,550,000	1,645,050	4,195,050	33,150,000
9	2018	5.05	2,550,000	1,523,625	4,073,625	30,600,000
10	2019	5.05	2,550,000	1,394,850	3,944,850	28,050,000
11	2020	4.05	2,550,000	1,278,825	3,828,825	25,500,000
12	2021	5.05	2,550,000	1,162,800	3,712,800	22,950,000
13	2022	5.05	2,550,000	1,034,025	3,584,025	20,400,000
14	2023	5.05	2,550,000	905,250	3,455,250	17,850,000
15	2024	5.05	2,550,000	776,475	3,326,475	15,300,000
16	2025	5.05	2,550,000	647,700	3,197,700	12,750,000
17	2026	4.05	2,550,000	531,675	3,081,675	10,200,000
18	2027	5.05	2,550,000	415,650	2,965,650	7,650,000
19	2028	4.30	2,550,000	296,438	2,846,438	5,100,000
20	2029	5.05	2,550,000	177,225	2,727,225	2,550,000
21	2030	4.25	2,550,000	56,419	2,606,419	0
<b>Totals</b>			<b>51,020,000</b>	<b>25,784,461</b>	<b>76,804,461</b>	

<b>Debt Total</b>	<b>51,020,000</b>					
<b>Premium</b>	<b>4,752,863</b>					
<b>Discount</b>	<b>(244,647)</b>					
<b>Grand Total</b>	<b>55,528,217</b>					

# Bond Amortization Schedule

General Obligation Bonds 2010A  
Original Bond Amount \$5,000,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2011		0	55,441	55,441	5,000,000
2	2012		0	214,166	214,166	5,000,000
3	2013	4.00	500,000	204,306	704,306	4,500,000
4	2014	1.20	500,000	182,704	682,704	4,000,000
5	2015	3.00	500,000	162,306	662,306	3,500,000
6	2016	4.00	500,000	140,630	640,630	3,000,000
7	2017	3.00 & 5.00	500,000	118,292	618,292	2,500,000
8	2018	3.00 & 5.00	500,000	96,821	596,821	2,000,000
9	2019	5.00	500,000	86,538	586,538	1,500,000
10	2020	3.00 & 4.00	500,000	53,434	553,434	1,000,000
11	2021	2.75	500,000	34,559	534,559	500,000
12	2022	4.00 & 5.00	500,000	22,488	522,488	0
<b>Totals</b>			<b>5,000,000</b>	<b>1,371,684</b>	<b>6,371,684</b>	



# Bond Amortization Schedule

Virginia Public School Authority Bonds 2010B

Original Bond Amount \$56,445,000

Local Build America Bonds

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2011		0	1,884,878	1,884,878	56,445,000
2	2012		0	2,803,951	2,803,951	56,445,000
3	2013		0	2,803,951	2,803,951	56,445,000
4	2014		0	2,803,951	2,803,951	56,445,000
5	2015		0	2,803,951	2,803,951	56,445,000
6	2016		0	2,803,951	2,803,951	56,445,000
7	2017		0	2,803,951	2,803,951	56,445,000
8	2018	3.854	4,035,000	2,726,197	6,761,197	52,410,000
9	2019	4.217	4,035,000	2,563,364	6,598,364	48,375,000
10	2020	4.417	4,035,000	2,389,173	6,424,173	44,340,000
11	2021	4.517	4,035,000	2,208,930	6,243,930	40,305,000
12	2022	4.717	4,035,000	2,022,634	6,057,634	36,270,000
13	2023	4.817	4,030,000	1,830,406	5,860,406	32,240,000
14	2024	4.967	4,030,000	1,633,258	5,663,258	28,210,000
15	2025	5.067	4,030,000	1,431,073	5,461,073	24,180,000
16	2026	5.167	4,030,000	1,224,858	5,254,858	20,150,000
17	2027	5.562	4,030,000	1,008,669	5,038,669	16,120,000
18	2028	5.562	4,030,000	784,520	4,814,520	12,090,000
19	2029	5.562	4,030,000	560,372	4,590,372	8,060,000
20	2030	5.562	4,030,000	336,223	4,366,223	4,030,000
21	2031	5.562	4,030,000	112,074	4,142,074	0
<b>Totals</b>			<b>56,445,000</b>	<b>39,540,336</b>	<b>95,985,336</b>	

Note: Gap in Principal payment represents defeased amount. Also, Build America Bonds (BABS) are authorized by the federal government through the American Recovery and Reinvestment Act (ARRA) of 2009. The bonds provide partial reimbursement of interest paid by a credit from the US Treasury via VPSA.

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2010C

Original Bond Amount \$9,685,000

Qualified Construction Bonds (QSCB)

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2011		565,000	461,418	1,026,418	9,120,000
2	2012		570,000	514,274	1,084,274	8,550,000
3	2013		570,000	514,274	1,084,274	7,980,000
4	2014		570,000	514,274	1,084,274	7,410,000
5	2015		570,000	514,274	1,084,274	6,840,000
6	2016		570,000	514,274	1,084,274	6,270,000
7	2017		570,000	514,274	1,084,274	5,700,000
8	2018		570,000	514,274	1,084,274	5,130,000
9	2019		570,000	514,274	1,084,274	4,560,000
10	2020		570,000	514,274	1,084,274	3,990,000
11	2021		570,000	514,274	1,084,274	3,420,000
12	2022		570,000	514,274	1,084,274	2,850,000
13	2023		570,000	514,274	1,084,274	2,280,000
14	2024		570,000	514,274	1,084,274	1,710,000
15	2025		570,000	514,274	1,084,274	1,140,000
16	2026		570,000	514,274	1,084,274	570,000
17	2027		570,000	514,274	1,084,274	0
<b>Totals</b>			<b>9,685,000</b>	<b>8,689,802</b>	<b>18,374,802</b>	

Note: Qualified School Construction Bonds (QSCB) are authorized by the federal government through the American Recovery and Reinvestment Act (ARRA) of 2009. The bonds provide partial reimbursement of interest paid by a credit from the US Treasury via VPSA.

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2011A

Original Bond Amount \$37,080,742

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2012		0	775,086	775,086	34,845,000
2	2013	5.00	2,325,000.00	1,674,988	3,999,988	32,520,000
3	2014	3.00	2,325,000.00	1,581,988	3,906,988	30,195,000
4	2015	4.00	2,325,000.00	1,500,613	3,825,613	27,870,000
5	2016	4.00	2,325,000.00	1,407,613	3,732,613	25,545,000
6	2017	5.00	2,325,000.00	882,488	3,207,488	23,220,000
7	2018	2.25	2,325,000.00	798,206	3,123,206	20,895,000
8	2019	5.00	2,325,000.00	713,925	3,038,925	18,570,000
9	2020	3.00	2,325,000.00	620,925	2,945,925	16,245,000
10	2021	5.00	2,325,000.00	527,925	2,852,925	13,920,000
11	2022	2.75	2,320,000.00	437,900	2,757,900	11,600,000
12	2023	3.00	2,320,000.00	371,200	2,691,200	9,280,000
13	2024	3.00	2,320,000.00	301,600	2,621,600	6,960,000
14	2025			266,800	266,800	6,960,000
15	2026			266,800	266,800	6,960,000
16	2027			266,800	266,800	6,960,000
17	2028	3.50	2,320,000.00	226,200	2,546,200	4,640,000
18	2029			185,600	185,600	4,640,000
19	2030			185,600	185,600	4,640,000
20	2031	4.00	2,320,000.00	139,200	2,459,200	2,320,000
21	2032	4.00	2,320,000.00	46,400	2,366,400	0
<b>Totals</b>			<b>34,845,000</b>	<b>13,177,855</b>	<b>48,022,855</b>	

<b>Debt Total</b>	<b>34,845,000</b>					
<b>Premium/ (Discount)</b>	<b>2,235,742</b>					
<b>Grand Total</b>	<b>37,080,742</b>					

Note: Gaps in Principal payment represents defeased amount.

# Bond Amortization Schedule

General Obligation Bonds 2012B  
Original Bond Amount \$10,852,271

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2013		0	135,995	135,995	10,852,271
2	2014	1.20	262,031	147,110	409,141	10,590,240
3	2015	3.00	265,434	146,199	411,633	10,324,806
4	2016	4.00	400,000	144,582	544,582	9,924,806
5	2017	4.67	3,409,806	124,427	3,534,233	6,515,000
6	2018	4.67	3,325,000	81,725	3,406,725	3,190,000
7	2019	5.00	1,725,000	43,196	1,768,196	1,465,000
8	2020	3.20	1,465,000	14,137	1,479,137	0
	<b>Totals</b>		<b>10,852,271</b>	<b>837,371</b>	<b>11,689,642</b>	

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2012A

Original Bond Amount \$51,705,857

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2013		0	1,306,687	1,306,687	39,405,000
2	2014	5.00	3,285,000.00	3,053,925	6,338,925	36,120,000
3	2015	5.00	3,285,000.00	2,889,675	6,174,675	32,835,000
4	2016	5.00	3,285,000.00	2,725,425	6,010,425	29,550,000
5	2017	5.00	3,285,000.00	1,346,175	4,631,175	26,265,000
6	2018	5.00	3,285,000.00	1,181,925	4,466,925	22,980,000
7	2019	5.00	3,285,000.00	1,017,675	4,302,675	19,695,000
8	2020	5.00	3,285,000.00	853,425	4,138,425	16,410,000
9	2021	5.00	3,285,000.00	689,175	3,974,175	13,125,000
10	2022	5.00	3,285,000.00	524,925	3,809,925	9,840,000
11	2023			442,800	442,800	9,840,000
12	2024			442,800	442,800	9,840,000
13	2025			442,800	442,800	9,840,000
14	2026			442,800	442,800	9,840,000
15	2027			442,800	442,800	9,840,000
16	2028			442,800	442,800	9,840,000
17	2029			442,800	442,800	9,840,000
18	2030			442,800	442,800	9,840,000
19	2031	4.50	3,280,000.00	369,000	3,649,000	6,560,000
20	2032	4.50	3,280,000.00	221,400	3,501,400	3,280,000
21	2033	4.50	3,280,000.00	73,800	3,353,800	0
<b>Totals</b>			<b>39,405,000</b>	<b>19,795,612</b>	<b>59,200,612</b>	

<b>Debt Total</b>	<b>39,405,000</b>					
<b>Premium/ (Discount)</b>	<b>12,300,857</b>					
<b>Grand Total</b>	<b>51,705,857</b>					

Note: Gaps in Principal payment represents defeased amount.

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2013A

Original Bond Amount \$52,775,731

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2014		0	1,326,669	1,326,669	44,990,000
2	2015	4.00	3,000,000	2,834,550	5,834,550	41,990,000
3	2016	5.00	3,000,000	2,699,550	5,699,550	38,990,000
4	2017	5.00	3,000,000	1,799,550	4,799,550	35,990,000
5	2018	5.00	3,000,000	1,649,550	4,649,550	32,990,000
6	2019	5.00	3,000,000	1,499,550	4,499,550	29,990,000
7	2020	5.00	3,000,000	1,349,550	4,349,550	26,990,000
8	2021	5.00	3,000,000	1,199,550	4,199,550	23,990,000
9	2022	5.00	3,000,000	1,049,550	4,049,550	20,990,000
10	2023	5.00	3,000,000	899,550	3,899,550	17,990,000
11	2024	5.00	3,000,000	749,550	3,749,550	14,990,000
12	2025			674,550	674,550	14,990,000
13	2026			674,550	674,550	14,990,000
14	2027			674,550	674,550	14,990,000
15	2028			674,550	674,550	14,990,000
16	2029			674,550	674,550	14,990,000
17	2030	4.50	3,000,000	607,050	3,607,050	11,990,000
18	2031	4.50	3,000,000	472,050	3,472,050	8,990,000
19	2032	4.50	3,000,000	337,050	3,337,050	5,990,000
20	2033	4.50	2,995,000	202,163	3,197,163	2,995,000
21	2034	4.50	2,995,000	67,387	3,062,387	0
<b>Totals</b>			<b>44,990,000</b>	<b>22,115,619</b>	<b>67,105,619</b>	

<b>Debt Total</b>	<b>44,990,000</b>					
<b>Premium/ (Discount)</b>	<b>7,785,731</b>					
<b>Grand Total</b>	<b>52,775,731</b>					

Note: Gaps in Principal payment represents defeased amount.

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2014A

Original Bond Amount \$89,792,092

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2015		0	876,447	876,447	82,545,000
2	2016	4.00	4,130,000	3,137,000	7,267,000	78,415,000
3	2017	4.00	4,130,000	2,971,800	7,101,800	74,285,000
4	2018	4.00	4,130,000	2,806,600	6,936,600	70,155,000
5	2019	5.00	4,130,000	2,620,750	6,750,750	66,025,000
6	2020	5.00	4,130,000	2,414,250	6,544,250	61,895,000
7	2021	5.00	4,130,000	2,207,750	6,337,750	57,765,000
8	2022	5.00	4,130,000	2,001,250	6,131,250	53,635,000
9	2023	5.00	4,130,000	1,794,750	5,924,750	49,505,000
10	2024	5.00	4,130,000	1,588,250	5,718,250	45,375,000
11	2025	5.00	4,125,000	1,381,875	5,506,875	41,250,000
12	2026	3.00	4,125,000	1,216,875	5,341,875	37,125,000
13	2027	2.50	4,125,000	1,103,438	5,228,438	33,000,000
14	2028	3.00	4,125,000	990,000	5,115,000	28,875,000
15	2029	3.25	4,125,000	861,094	4,986,094	24,750,000
16	2030	3.25	4,125,000	727,031	4,852,031	20,625,000
17	2031	3.50	4,125,000	587,812	4,712,812	16,500,000
18	2032	3.00	4,125,000	453,750	4,578,750	12,375,000
19	2033	3.50	4,125,000	319,687	4,444,687	8,250,000
20	2034	3.00	4,125,000	185,625	4,310,625	4,125,000
21	2035	3.00	4,125,000	61,875	4,186,875	0
<b>Totals</b>			<b>82,545,000</b>	<b>30,307,909</b>	<b>112,852,909</b>	

<b>Debt Total</b>	<b>82,545,000</b>					
<b>Premium/ (Discount)</b>	<b>7,247,092</b>					
<b>Grand Total</b>	<b>89,792,092</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2015A

Original Bond Amount \$106,515,191

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2016		0	2,045,668	2,045,668	98,485,000
2	2017	5.00	4,925,000	3,945,606	8,870,606	93,560,000
3	2018	5.00	4,925,000	3,699,356	8,624,356	88,635,000
4	2019	5.00	4,925,000	3,453,107	8,378,107	83,710,000
5	2020	5.00	4,925,000	3,206,856	8,131,856	78,785,000
6	2021	5.00	4,925,000	2,960,606	7,885,606	73,860,000
7	2022	5.00	4,925,000	2,714,357	7,639,357	68,935,000
8	2023	5.00	4,925,000	2,468,106	7,393,106	64,010,000
9	2024	5.00	4,925,000	2,221,856	7,146,856	59,085,000
10	2025	5.00	4,925,000	1,975,607	6,900,607	54,160,000
11	2026	5.00	4,925,000	1,729,356	6,654,356	49,235,000
12	2027	3.00	4,925,000	1,532,356	6,457,356	44,310,000
13	2028	3.00	4,925,000	1,384,607	6,309,607	39,385,000
14	2029	3.00	4,925,000	1,236,856	6,161,856	34,460,000
15	2030	3.00	4,925,000	1,089,106	6,014,106	29,535,000
16	2031	3.00	4,925,000	941,356	5,866,356	24,610,000
17	2032	3.125	4,925,000	790,528	5,715,528	19,685,000
18	2033	3.50	4,925,000	627,387	5,552,387	14,760,000
19	2034	3.50	4,920,000	455,100	5,375,100	9,840,000
20	2035	3.75	4,920,000	276,750	5,196,750	4,920,000
21	2036	3.75	4,920,000	92,250	5,012,250	0
<b>Totals</b>			<b>98,485,000</b>	<b>38,846,777</b>	<b>137,331,777</b>	

<b>Debt Total</b>	<b>98,485,000</b>					
<b>Premium/ (Discount)</b>	<b>8,030,191</b>					
<b>Grand Total</b>	<b>106,515,191</b>					



# Bond Amortization Schedule

Virginia Public School Authority Bonds 2016A

Original Bond Amount \$200,722,814

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2017	5.00	0	5,873,190	5,873,190	171,160,000
2	2018	5.00	6,015,000	7,566,225	13,581,225	165,145,000
3	2019	5.00	6,015,000	7,265,475	13,280,475	159,130,000
4	2020	5.00	6,015,000	6,964,725	12,979,725	153,115,000
5	2021	5.00	6,015,000	6,663,975	12,678,975	147,100,000
6	2022	5.00	6,010,000	6,363,350	12,373,350	141,090,000
7	2023	5.00	9,220,000	5,982,600	15,202,600	131,870,000
8	2024	5.00	8,950,000	5,528,350	14,478,350	122,920,000
9	2025	5.00	14,285,000	4,947,475	19,232,475	108,635,000
10	2026	5.00	14,320,000	4,232,350	18,552,350	94,315,000
11	2027	5.00	14,360,000	3,515,350	17,875,350	79,955,000
12	2028	5.00	12,065,000	2,854,725	14,919,725	67,890,000
13	2029	5.00	14,395,000	2,193,225	16,588,225	53,495,000
14	2030	5.00	11,425,000	1,547,725	12,972,725	42,070,000
15	2031	3.00	6,010,000	1,171,950	7,181,950	36,060,000
16	2032	3.00	6,010,000	991,650	7,001,650	30,050,000
17	2033	3.00	6,010,000	811,350	6,821,350	24,040,000
18	2034	3.00	6,010,000	631,050	6,641,050	18,030,000
19	2035	3.00	6,010,000	450,750	6,460,750	12,020,000
20	2036	3.00	6,010,000	270,450	6,280,450	6,010,000
21	2037	3.00	6,010,000	90,150	6,100,150	0
<b>Totals</b>			<b>171,160,000</b>	<b>75,916,090</b>	<b>247,076,090</b>	

<b>Debt Total</b>	<b>171,160,000</b>					
<b>Premium/ (Discount)</b>	<b>29,562,814</b>					
<b>Grand Total</b>	<b>200,722,814</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2017A

Original Bond Amount \$84,214,103

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2018	5.00	3,885,000	3,161,156	7,046,156	73,775,000
2	2019	5.00	3,885,000	3,038,750	6,923,750	69,890,000
3	2020	5.00	3,885,000	2,844,500	6,729,500	66,005,000
4	2021	5.00	3,885,000	2,650,250	6,535,250	62,120,000
5	2022	5.00	3,885,000	2,456,000	6,341,000	58,235,000
6	2023	5.00	3,885,000	2,261,750	6,146,750	54,350,000
7	2024	5.00	3,885,000	2,067,500	5,952,500	50,465,000
8	2025	5.00	3,885,000	1,873,250	5,758,250	46,580,000
9	2026	5.00	3,885,000	1,679,000	5,564,000	42,695,000
10	2027	5.00	3,885,000	1,484,750	5,369,750	38,810,000
11	2028	4.00	3,885,000	1,290,500	5,175,500	34,925,000
12	2029	4.00	3,885,000	1,135,100	5,020,100	31,040,000
13	2030	3.00	3,880,000	979,700	4,859,700	27,160,000
14	2031	3.00	3,880,000	863,300	4,743,300	23,280,000
15	2032	3.125	3,880,000	746,900	4,626,900	19,400,000
16	2033	3.125	3,880,000	625,650	4,505,650	15,520,000
17	2034	3.125	3,880,000	504,400	4,384,400	11,640,000
18	2035	3.25	3,880,000	383,150	4,263,150	7,760,000
19	2036	3.25	3,880,000	257,050	4,137,050	3,880,000
20	2037	3.375	3,880,000	130,950	4,010,950	0
<b>Totals</b>			<b>77,660,000</b>	<b>30,433,606</b>	<b>108,093,606</b>	

<b>Debt Total</b>	<b>77,660,000</b>					
<b>Premium/ (Discount)</b>	<b>6,554,103</b>					
<b>Grand Total</b>	<b>84,214,103</b>					

# Bond Amortization Schedule

Virginia Public School Authority Bonds 2018A

Original Bond Amount \$127,266,288

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
						115,895,000
1	2019	5.00	5,790,000	3,940,388	9,730,388	110,105,000
2	2020	5.00	5,795,000	4,831,581	10,626,581	104,310,000
3	2021	5.00	5,795,000	4,541,831	10,336,831	98,515,000
4	2022	5.00	5,795,000	4,252,081	10,047,081	92,720,000
5	2023	5.00	5,795,000	3,962,331	9,757,331	86,925,000
6	2024	5.00	5,795,000	3,672,581	9,467,581	81,130,000
7	2025	5.00	5,795,000	3,382,831	9,177,831	75,335,000
8	2026	5.00	5,795,000	3,093,081	8,888,081	69,540,000
9	2027	5.00	5,795,000	2,803,331	8,598,331	63,745,000
10	2028	5.00	5,795,000	2,513,581	8,308,581	57,950,000
11	2029	5.00	5,795,000	2,223,831	8,018,831	52,155,000
12	2030	5.00	5,795,000	1,934,081	7,729,081	46,360,000
13	2031	4.00	5,795,000	1,644,331	7,439,331	40,565,000
14	2032	4.00	5,795,000	1,412,531	7,207,531	34,770,000
15	2033	3.125	5,795,000	1,180,731	6,975,731	28,975,000
16	2034	3.125	5,795,000	948,931	6,743,931	23,180,000
17	2035	3.125	5,795,000	767,838	6,562,838	17,385,000
18	2036	3.375	5,795,000	586,744	6,381,744	11,590,000
19	2037	3.375	5,795,000	391,163	6,186,163	5,795,000
20	2038	3.375	5,795,000	195,581	5,990,581	0
<b>Totals</b>			<b>115,895,000</b>	<b>48,279,379</b>	<b>164,174,379</b>	

<b>Debt Total</b>	<b>115,895,000</b>					
<b>Premium/ (Discount)</b>	<b>11,371,288</b>					
<b>Grand Total</b>	<b>127,266,288</b>					

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# Construction Fund

The School Division utilizes the Construction Fund as a separate governmental fund to account for the resources used for the acquisition or construction of major capital facilities. Revenues for this fund include funds from state (Virginia Public School Authority) or local (General Obligation) bond sales, Literary Fund loans, and, to a much lesser degree, proffered monies from outside agencies or corporations.

Bonds for school construction are issued as either General Obligation Bonds or through the Virginia Public School Authority (VPSA). VPSA bonds are sold to bonding agencies through state arranged sales. General Obligation Bonds are issued through the county's appropriating body, the Prince William Board of County Supervisors (BOCS). These bonds require approval by the voting public.

Construction Fund expenditures for FY 2019 are determined by the costs of projects begun or continued in FY 2018 and by the costs of new projects to be started in FY 2019. These new projects are based on the Capital Improvements Program (CIP), the School Division's planning document for all major construction projects. The CIP is a long-range planning document and is updated annually to ensure that all capital project requirements are included. The CIP is developed by school division staff and approved by the School Board.

The Construction Fund Section includes a narrative of the fund and major changes for FY 2019, the budget data for fiscal years 2015-2019, the Construction Fund Statement, and a summary of the Capital Improvements Program.

## Section Contents

Budget Data

Fund Statement

Summary of the Capital Improvements Program

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## Financial Section

### CONSTRUCTION FUND 007 037

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106 Supervisor	0	0	130,672	111,960 1.00	114,480 1.00	2,520 0.00
1107 Admin. Coordinator	316,419	356,343	427,626	486,840 5.00	493,920 5.00	7,080 0.00
1200 Overtime	134,906	148,227	129,575	0	0	0
1201 Straight Time	6,397	13,229	6,747	0	0	0
1300 Temporary Employee	735,848	656,229	692,280	0	0	0
2100 Social Security - FICA	91,085	88,885	104,028	45,808	46,543	734
2210 Retirement - VRS	49,888	51,225	81,308	105,090	102,698	(2,392)
2211 Retiree Health Care Credit	3,354	3,698	6,146	0	0	0
2220 Retirement - PWCS	1,544	2,255	3,911	4,850	5,001	151
2300 Health Insurance - HMP	8,895	17,987	48,932	72,156	75,198	3,043
2400 Life Insurance - GLI	3,765	4,151	7,294	7,844	7,970	126
3104 Engineering Services	6,304,439	7,500,025	8,077,066	6,545,435	4,337,072	(2,208,363)
3201 Telephone	13,777	13,883	8,362	0	0	0
4003 Custodial Supplies	0	71,803	165,340	0	0	0
4016 Library Books	136,424	112,001	240,981	0	0	0
4310 Tech. Supply Equip. Addnl.	1,153,850	1,154,819	2,364,994	0	0	0
4410 Software Additional	210,724	698,896	1,155,175	0	0	0
4510 General Equipment - Add'l.	1,770,677	1,173,452	3,736,270	0	0	0
5101 Equipment - Additional	438,627	248,849	664,047	0	0	0
5103 DP Equipment - Add'l	57,212	0	18,050	0	0	0
5104 Software - Additional	0	0	715	0	0	0
5140 Site Acquisition	88,060	363,961	28,603,362	0	15,000,000	15,000,000
5142 Building, New	71,234,915	81,449,460	43,953,141	186,330,000	26,756,827	(159,573,173)
5143 Building, Additions	8,376,894	12,974,560	24,220,932	65,927,000	0	(65,927,000)
5144 Building, Alteration	33,924,239	22,911,028	37,494,007	51,548,565	33,707,643	(17,840,922)
5145 Asbestos Removal	606,751	170,777	640,051	0	0	0
5146 Trailers/Modulars, New	590,343	768,287	543,743	500,000	500,000	0
6400 Arbitrage	2,070	(50,912)	(124,938)	0	0	0
8002 General Reserve	0	0	0	306,452	300,000	(6,452)
8606 Transfer Out	1,255,028	2,436,268	2,262,216	2,200,000	2,200,000	0
Totals	127,516,134	133,339,384	155,662,031	314,192,000 6.00	83,647,352 6.00	(230,544,648) 0.00
Positions	3.00	3.00	5.00	6.00	6.00	

### CONSTRUCTION FUND 007 047 Maintenance Projects

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
3104 Engineering Services	4,381	10,269	6,150	0	0	0
3500 Miscellaneous Projects	494,336	538,542	556,561	790,227	808,900	18,673
3505 Stormwater	52,104	170,124	325,911	0	500,000	500,000
5144 Building, Alteration	869,842	754,204	715,194	790,227	1,918,710	1,128,483
5145 Asbestos Removal	47,714	0	6,081	0	0	0
Totals	1,468,377	1,473,139	1,609,897	1,580,454 0.00	3,227,610 0.00	1,647,156 0.00
Positions	0.00	0.00	0.00	0.00	0.00	

### CONSTRUCTION FUND 007 049 Energy Improvements

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget Positions	FY 2019 Approved Budget Positions	Increase/(Decrease) Budget Positions
1160 Maintenance Personnel	0	29,797	33,084	39,000 1.00	42,300 1.00	3,300 0.00
1201 Straight Time	0	42	476	0	0	0
1300 Temporary Employee	7,826	1,226	1,418	0	0	0
2100 Social Security - FICA	599	2,361	2,786	2,984	3,237	253
2210 Retirement - VRS	0	2,048	1,734	2,617	2,521	(96)
2211 Retiree Health Care Credit	0	64	73	0	0	0
2220 Retirement - PWCS	0	0	0	316	348	32
2221 Defined Contribution Plan	0	292	414	0	0	0
2300 Health Insurance - HMP	0	4,906	6,487	4,700	5,228	529
2310 Short/Long Term Disability Premium	0	96	109	0	0	0
2400 Life Insurance - GLI	0	347	433	511	554	43
3104 Engineering Services	62,720	173,256	70,107	100,000	0	(100,000)
3500 Miscellaneous Projects	806,043	552,934	312,740	849,873	945,812	95,939
Totals	877,188	767,460	431,633	1,000,000 1.00	1,000,000 1.00	0 0.00
Positions	0.00	1.00	1.00	1.00	1.00	

## Description of Fund Statement

### Construction Fund

The Construction Fund is utilized to account for the financial resources to be used for the acquisition, construction, or repair of school division major capital facilities. This fund receives its revenue from the sale of bonds or loans from the State Literary Fund or the transfer of monies from the Operating Fund.

The fund statement for the Construction Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years. The projections for the Construction Fund are based on the School Division's Capital Improvement Program (included within the Construction Fund Section of this document) which details the planned construction projects for the next five years determined by increased student membership and needed building improvements.

#### **Assumptions for projections for the Construction Fund include the following:**

- Construction costs are based on the Approved CIP.





## Financial Section

### FUND STATEMENT Construction Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 74,726,283	65,950,670	193,571,720	163,496,991	213,602,446	272,688,832	284,190,373	308,056,177
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	1,178,536	1,657,794	1,375,883	1,269,105	845,810	854,268	862,811	871,439
Intergovernmental:								
County:								
County general fund transfers	5,450,000	0	0	200,000	0	0	0	0
Proceeds from bond sale	89,792,092	243,690,449	106,899,384	127,266,288	121,111,600	111,225,982	116,194,368	116,571,429
Proffers	5,300,000	0	0	6,000,000	0	0	0	0
Miscellaneous	0	40,625	1,191,922	1,411,668	497,328	300,000	300,000	300,000
Total funding sources	<u>176,446,911</u>	<u>311,339,538</u>	<u>303,038,909</u>	<u>299,644,052</u>	<u>336,057,184</u>	<u>385,069,082</u>	<u>401,547,552</u>	<u>425,799,045</u>
<b>EXPENDITURES:</b>	<u>128,604,602</u>	<u>133,194,627</u>	<u>155,581,059</u>	<u>96,129,725</u>	<u>85,674,962</u>	<u>134,835,609</u>	<u>140,546,375</u>	<u>174,884,249</u>
Excess of revenues over expenditures	<u>47,842,309</u>	<u>178,144,911</u>	<u>147,457,850</u>	<u>203,514,327</u>	<u>250,382,222</u>	<u>250,233,473</u>	<u>261,001,177</u>	<u>250,914,796</u>
<b>OTHER FINANCING SOURCES (USES):</b>								
TRANSFERS IN:								
General fund	19,363,389	17,213,077	17,601,357	11,388,640	24,006,610	36,156,900	48,646,000	51,913,000
Food & nutrition services fund	0	650,000	700,000	330,000	500,000	0	609,000	700,000
TRANSFERS OUT:								
Debt service fund	(1,255,028)	(2,436,268)	(2,262,216)	(1,630,521)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)
Total other financing sources (uses), net	<u>18,108,361</u>	<u>15,426,809</u>	<u>16,039,141</u>	<u>10,088,119</u>	<u>22,306,610</u>	<u>33,956,900</u>	<u>47,055,000</u>	<u>50,413,000</u>
<b>*FUND BALANCES, end of year</b>	<u>\$ 65,950,670</u>	<u>193,571,720</u>	<u>163,496,991</u>	<u>213,602,446</u>	<u>272,688,832</u>	<u>284,190,373</u>	<u>308,056,177</u>	<u>301,327,796</u>
<b>*GASB 54 Fund Balance</b>								
Restricted:	37,780,670	165,353,720	143,326,496	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
Assigned:	<u>28,170,000</u>	<u>28,218,000</u>	<u>20,170,495</u>	<u>173,602,446</u>	<u>232,688,832</u>	<u>244,190,373</u>	<u>268,056,177</u>	<u>261,327,796</u>
	<u>\$ 65,950,670</u>	<u>193,571,720</u>	<u>163,496,991</u>	<u>213,602,446</u>	<u>272,688,832</u>	<u>284,190,373</u>	<u>308,056,177</u>	<u>301,327,796</u>

# Capital Improvements Program Summary

## Fiscal Years 2019 – 28

### Summary Contents

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## Overview

The total 2017-18 enrollment is 89,861 students with permanent capacity for 88,567 students. This capacity is supplemented with 207 instructional portable classrooms. Capital needs are determined through the development of the Capital Improvements Program (CIP) which is annually updated to maintain a ten-year projection of the School Division's capital needs based upon student population growth and needed school facility renovations and renewals. Permanent capacity is set to increase by 17,606 seats over the next ten years with completion of the school facility construction identified within this CIP.

PWCS is organized to focus on meeting the needs of its students and employees while managing 96 schools, along with administrative and support facilities. The CIP serves as a tool for planning and implementing the capital improvement projects needed to house these students and employees adequately.

Since it is difficult, if not impossible, to address all county and School Division needs in a single year, a long-term approach to balance expenditures with anticipated revenues must occur. Therefore, the CIP is an ongoing plan designed to address the need for construction of new school facilities, classroom additions to existing schools, site acquisition, renewals of existing facilities, and upgrading and maintaining the School Division's infrastructure. Title IX

improvements and Energy Infrastructure improvements are also elements of the CIP.

The CIP is a blueprint of work to be performed over the next ten-year period as determined in assessments of building needs, capacity, and utilization. Faced with continuing growth in enrollment, the CIP enables the School Division to address the changing enrollment patterns and utilize facilities in ways that are consistent with world-class educational programs. As the CIP is reviewed and updated on an annual basis, long range plans are adjusted based on enrollment projections and fiscal limitations (debt service and budget constraints.)

The CIP addresses the need for new schools and/or additions, as well as renovations to existing school facilities, providing general guidance for the next ten years. It is not an inventory of all the work that must be performed on school facilities over the next ten years. It is, rather, a specific budget for the first year of the program (FY 2019) combined with a more general planning schedule for four additional years (FY 2020-23) and then an estimate of projects needed for FY 2024-28.

The projects designated for the first two years of the plan are the highest priority needs. Working cooperatively, the Prince William County School Board and the Prince William County Board of Supervisors, develop and implement a budget plan to address these needs.

## Strategic Plan

The Prince William County Schools' Strategic Plan provides administrators and School Board members a vehicle to measure progress. All schools and departments are aligned with the same goals, objectives, and measures. With the comprehensive strategic plan as a road-map, it allows PWCS to focus on critical areas.

The CIP must meet the following objective of the Strategic Plan:

**GOAL 2:** *The teaching, learning, and working environment is safe, caring, healthy, and values human diversity.*

**Objective 2.3:** *Enhance the appearance, condition, and capacity of physical plants, facilities, and instructional equipment.*

**2.3.1:** *All School Division facilities will pass compliance audits and meet building code regulations.*

This objective is addressed in two general program areas:

- New Construction – projects under construction and planned construction projects to include additions
- Renovations/Renewals/Maintenance – managing existing school building conditions

### School Board Priorities:

Provide a reasonable, feasible, and equitable facilities renovation and new construction schedule, and study site acquisition strategies.

## Recent Accomplishments

In the past five years, eight new schools and nine additions have been constructed, costing over \$443 million and adding capacity for 8,773 additional students. The new schools included four elementary schools, one high school, the PACE West School and Kilby Elementary School replacements, and the Nokesville K-8 school. The new Independence Nontraditional School transitioned the PACE East students in April 2018, with completion scheduled for summer 2018. The 54,323 square-foot maintenance facility was completed at the Independent Hill complex.

The new Covington-Harper Elementary School opened in September 2017, adding 750 student elementary seats in eastern Prince William County. The additions at Belmont Elementary School, Neabsco Elementary School, and Henderson Elementary School were completed and opened in September 2017, adding 28 classrooms.

Major renewals of 13 schools were completed in the last five years at a cost of over \$166 million. The renewals included Title IX improvements and energy infrastructure improvements.

Considerable progress has been made in adding activity rooms to elementary schools with renewals. To date, 73% of elementary and combined schools have activity rooms. By 2025, with renewals that include activity rooms, 90.5% of elementary and combined schools will have activity rooms.

Nursing suites and secure entrances have been added to schools with renovations. Music rooms have now been added to middle school renewals.

Additionally, the School Division continues to assess and improve school safety, including multi-million dollar enhancements in new school design and upgrades to existing buildings by providing controlled access entryways.

## Planning

Planning for capital improvements is an ongoing process to meet critical system-wide capacity demands associated with current and projected enrollment growth. Priorities shift as conditions change at individual facilities, as programs change, and as the student population totals change. The official student enrollment count for Prince William County Public Schools, as of September 30, 2017, is 89,861 students. From 2016 to 2017, total enrollment grew by 941 students, or 1.1 percent growth rate. This is compared to growth from 2015 to 2016 of 1,667 students, or 1.9 percent.

Predicting future enrollment is important for long-range planning, budgeting, staffing, and predicting future building and capital needs. The forecasting methodology used to predict the number of students who will be enrolling in PWCS for the next 10 years is a combination of cohort progression method and student generation factors method, along with judgmental adjustment to fine-tune the forecasts. This combination of methods provides for very accurate forecasts and at the same time is relatively inexpensive to produce.

2018-19 enrollment is projected to be 91,054 students, an increase of 1,193 students overall. Examining student enrollment growth within school attendance areas, “Geographic Areas,” and school program capacities, guides the identification of the need for additional space for students. Possible solutions to overcrowding conditions

include portable classrooms, relocation of special programs, changes in attendance area boundaries, additions, and the construction of new facilities.

Student enrollment projections are utilized for a variety of planning and decision-making functions, among which operational and capital budgeting needs are most prominent. The functional objective of the Student Housing program is to ensure the accurate preparation of information to enable decision-making with respect to the housing of Prince William County students. Individual school forecasts provide a snapshot of the anticipated changes that Prince William County Schools will encounter in the course of the current planning period.

Annually, the status of student housing is assessed for the next ten years. This assessment includes determining the current availability of space for students, assessing current student enrollment, projecting future student enrollment, and preparing recommendations for current and future housing of students. During the next five years, student enrollment is projected to increase by an average annual rate of about 1.8 percent. This will result in about 6,205 additional students during this period. Projected enrollments beyond 2018-19 allows for long range capital planning, such as planning for new school facilities and additions to existing school facilities. Where possible, additions are utilized as cost-effective alternatives to the construction of new facilities.

## Program Capacity vs. Planning Capacity

The Planning Capacity of a school facility provides an estimate of the number of students who can be housed in a school based on averaged educational program need and staffing. The capacity for middle and high schools remains as Planning Capacity.

The Program Capacity of a school facility provides an estimate of the number of students who can be housed in a school based on the specific educational program currently utilized at the school facility. It is a more accurate and representative means of calculating an elementary school facility's capacity, based on the actual "program" in place

at the school. It is a calculation of current programs housed at a specific elementary school, including the effect of K-3 Class Size Reduction Grant (based on three-year average of free lunch eligibility percentage), special education program needs, gifted education program needs, and Pre-kindergarten program needs.

The 2017 enrollment capacities and projections are utilizing the Program Capacity figures at the elementary level for the CIP and boundary planning and will be updated annually to recalculate program capacities.

## Major Changes From The 2018-27 CIP

### New Construction Changes:

- Middle School at Potomac Shores delayed one year to 2021 (Site Preparation Delay)
- Elementary School (Cherry Hill Area) delayed two years to 2023 (new Enrollment Projections)
- Elementary School (Yorkshire Area) delayed two years to 2024 (new Enrollment Projections)
- Elementary School (Stonewall Area) moved forward two years to 2022 (new Enrollment Projections)
- 14th High School (Mid-County) delayed one year to 2024 (new Enrollment Projections)
- 15th High School (TBD) delayed two years to 2027 (new Enrollment Projections)
- KLC Addition/Renewal (Admin Space Addition) removed from 2027
- Occoquan Elementary School Replacement added to 2028 (Evaluation of Facility Condition and anticipation of Renewal Date)

### Renewal/Renovation Changes:

- Artificial Turf Fields at Stonewall Jackson High School and Woodbridge High School added to FY2019, to be completed September 2020
- Middle School Music Rooms (TBD) added to renewal plans (Design Change)
- Municipal Separate Storm Sewer System added to the renovation schedule (Stronger DEQ and EPA Regulations)

- Rippon Middle School Fenestration Improvements (Funding Phase 2) moved forward one year to 2020 (Bid project phases together)
- Beville Middle School Renewal (Funding Phases 1 and 2) moved forward one year to 2020 and 2021 (Prioritization/Reevaluation of Facility needs)
- Bennett Elementary School Renewal (Funding Phases 1 and 2) delayed one year to 2021 and 2022 (Prioritization/Reevaluation of Facility needs)
- Penn Elementary School Renewal (Funding Phases 1 and 2) delayed one year to 2021 and 2022 (Prioritization/Reevaluation of Facility needs)
- Parkside Middle School Renewal (Funding Phases 1 and 2) added to 2022 and 2023 (Prioritization/Reevaluation of Facility needs)
- Benton Middle School Renewal (Funding Phases 1 and 2) delayed 2 years to 2024 and 2025 (Prioritization/Reevaluation of Facility needs)
- Brentsville High School Renewal (Funding Phases 1 and 2) added 2023 and 2024 (Prioritization/Reevaluation of Facility needs)
- Featherstone Elementary School Renewal (Funding Phases 1 and 2) added to 2024 and 2025 (Prioritization/Reevaluation of Facility needs)
- Forest Park High School Renewal (Funding Phase 1) delayed (Prioritization/Reevaluation of Facility needs)
- Ashland Elementary School Renewal (Funding Phases 1 and 2) delayed (Prioritization/Reevaluation of Facility needs)
- Marsteller Middle School Renewal (Funding Phases 1 and 2) delayed (Prioritization/Reevaluation of Facility needs)

## Funding

This CIP is presented by the Superintendent as part of the annual budget and reviewed and adopted by the Prince William County School Board after a public hearing. The CIP is then presented to the Prince William Board of County Supervisors as part of the School Division's budget for funding appropriation. Once the budget is adopted by the Board of County Supervisors, it becomes the basis for the CIP during the fiscal year.

Prioritizing the work within the available funding to address the most critical needs is an ever-present challenge. Funds are included in the approved budget to support the CIP. The funding formula developed by the Associate Superintendent for Finance and Support Services provides targets for construction and maintenance expenditures.

It is impossible to address all School Division needs in a single year, therefore, a long-term approach is needed to balance expenditures with anticipated revenues. Future enrollment projections is the long-term approach and is important for long-range planning, budgeting, staffing, and predicting future building capital needs. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds and to meet operational and facility needs. Funding for long-range plans is adjusted for Prince William County's overall bonding capacity to maintain a Triple A bond rating, as directed by the Prince William Board of County Supervisors.

Funds from "Proffered," monetary contributions have also provided revenue. Proffers are residential rezoning applicant's monetary or in-kind contribution to the School Division to help mitigate the capital costs associated with residential development.

## Proffer Changes

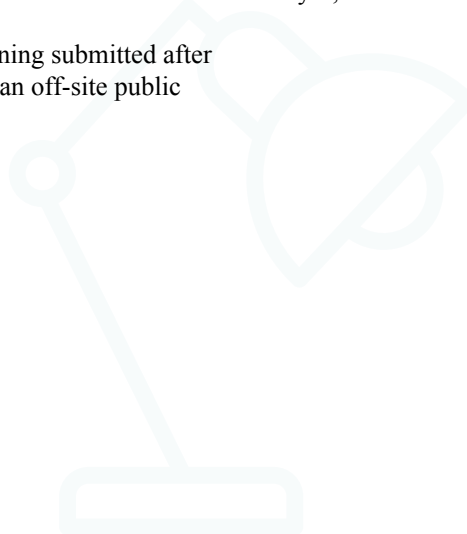
As of July 1, 2016, the Virginia General Assembly passed SB 549, which amends the Virginia Code relating to conditional zoning for residential rezonings and proffer amendments. Prince William County's Policy Guide for Monetary Contributions could be determined to be inconsistent with SB 549, therefore, the Board of County Supervisors repealed the residential portion of the Policy Guide for Monetary Contributions effective July 1, 2016.

All residential rezoning applications accepted after July 1, 2016 must provide methodology and justification for all proffers proposed for residential rezoning. Proposed proffers need to address an impact that is specifically attributable to a proposed new residential development.

Each new residential development rezoning submitted after July 1, 2016 must address an impact to an off-site public facility such that:

- the new residential development creates a need for one or more public facility improvements in excess of existing public facility capacity at the time of the rezoning and,
- new residential development receives a direct and material benefit from a proffer made with response to any such public facility improvement.

The School Division will no longer be receiving monetary contributions based on the number and type of residential units to be constructed. The School Division will still collect monetary contributions on rezonings filed prior to July 1, 2016.



# New Schools/Additions/School Facilities (Bond-Funded) (FY 2019-2028)

Scheduled Completion	Project	Cost
September 2019	PW Parkway Elementary School	\$32,685,000
	Antietam Elementary School Addition (13 rooms)	\$10,384,000
	Lake Ridge Elementary School Addition (13 rooms)	\$10,884,000
	Springwoods Elementary School Addition (13 rooms)	\$11,884,000
	Leesylvania Elementary School Addition (4 rooms)	\$6,900,000
	Minnieville Elementary School Addition (10 rooms)	\$12,043,000
	Special Needs Transportation Center @ New Dominion	\$2,000,000
	Stonewall Middle School Addition (17 rooms)	\$17,130,000
	Western Transportation Facility	\$12,500,000
	Site Acquisition Funds – 15th High School	\$15,000,000
	Leesylvania Elementary School – Renewal (Funding Phase 1)	\$7,685,000
	Marshall Elementary School – Renewal (Funding Phase 1a)	\$5,811,000
	Montclair Elementary School – Renewal (Funding Phase 1a)	\$3,866,000
	Old Bridge Elementary School – Renewal (Funding Phase 1a)	\$1,866,000
	<b>Total</b>	<b>\$150,638,000</b>
September 2020	Beville Middle School - Renewal (Funding Phase 1a)	\$6,901,400
	Mountain View Elementary – Renewal (Funding Phase 1a)	\$3,450,700
	<b>Total</b>	<b>\$10,352,100</b>
September 2021	Middle School at Potomac Shores	\$64,119,000
	13th High School (Hunter) (2,557 capacity)	\$127,400,000
	Renewal of Various Schools (Bond-Funded portion)	\$27,658,300
	<b>Total</b>	<b>\$219,177,300</b>
September 2022	Elementary School (Stonewall Area)1	\$37,156,000
	<b>Total</b>	<b>\$37,156,000</b>
September 2023	Elementary School (Occoquan/Woodbridge Area)1	\$39,018,000
	Elementary School (Cherry Hill Area)1	\$39,018,000
	Renewal of Various Schools (Bond-Funded portion)	\$21,207,000
	<b>Total</b>	<b>\$99,243,000</b>
September 2024	Elementary School (Yorkshire Area)1	\$40,973,000
	Middle School (West - Linton Hall Area)	\$74,238,000
	14th High School (Mid-County)1 (2,557 capacity)	\$148,826,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	<b>Total</b>	<b>\$289,037,000</b>
September 2025	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	<b>Total</b>	<b>\$25,000,000</b>
September 2026	Middle School (TBD)1	\$81,855,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	<b>Total</b>	<b>\$106,855,000</b>



## Financial Section

Scheduled Completion	Project	Cost
September 2027	15th High School (TBD)1 (2,557 capacity)	\$165,279,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	<b>Total</b>	<b>\$190,279,000</b>
September 2028	Occoquan Elementary School Replacement	\$49,821,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	<b>Total</b>	<b>\$74,821,000</b>
<b>New Schools, Additions, and Other Projects TOTAL</b>		<b>\$1,202,558,400</b>

**Note 1** – Sites needed by proffer or purchase (Current CIP includes limited site acquisition funds)

**Note 2** – Independence Nontraditional School

**Summer 2018** – Complete construction and move New Dominion and New Directions in Facility

**Note 3** – Eastern Area Intake/ELL Relocation

**Summer 2018** – Relocate Eastern Area Intake/ELL staff from Ann Ludwig

**Note 4** – Middle School Music Rooms added to renewal plans (TBD)

The School Division is finishing the final construction stages of the Independence Nontraditional School to replace the current facilities now housing the students at Independent Hill School, PACE East, New Dominion, and New Directions. PACE East students moved into the Independence Nontraditional School in January 2018 and

New Dominion and New Direction students will move into the new facility in the summer of 2018. The Independent Hill students have shifted to appropriate elementary, middle, and high schools allowing the students of Independent Hill School to be educated in the least restrictive environment.

## Property Acquisition

Project	Acres	Date Acquired	Purchase Price
Western Transportation Facility	16.70	11/16	\$3,757,833
PW Parkway Elementary School	15.06	6/17	\$7,874,400
13th High School	101.50	6/17	\$16,565,582
<b>Property Acquisition TOTAL</b>			<b>\$28,197,815</b>



## Site Acquisition

Land acquisition for school sites is challenging as prime undeveloped land is purchased or optioned by developers for high-profit future residential, commercial, and industrial development. Real estate costs continue to escalate, therefore PWCS must look further into the future and acquire sites now or pay higher premiums later.

School staff reviews county residential development plans and maintains a database containing the number of anticipated housing units and the stage of development. This information is used in making enrollment projections. The projected enrollments by geographic area determine future school locations and attendance areas. School sites acquired must be located and sized in accordance with the adopted Prince William County Comprehensive Plan.

Potential school sites are evaluated and should satisfy the following criteria:

- Located proximate to geographic location of projected student population to be served
- Access to transportation network
- Educational program requirements
- Availability of utilities
- State and local size requirements
- Soil and topographic conditions
- Grading and drainage conditions

Land acquisition will continue to figure prominently in this and future capital improvement budgets. Funding for school site acquisition comes from a combination of rezoning “proffered” funds or sites, bond funds, and the operating budget. “Proffered” funds contributions to the School

Division have helped to offset the impact of new residential development on schools. As of July 1, 2016 though, the Board of County Supervisors repealed the residential portion of the Policy Guide for Monetary Contributions. However, monetary contributions on rezonings filed prior to July 1, 2016 will still be collected by the School Division.

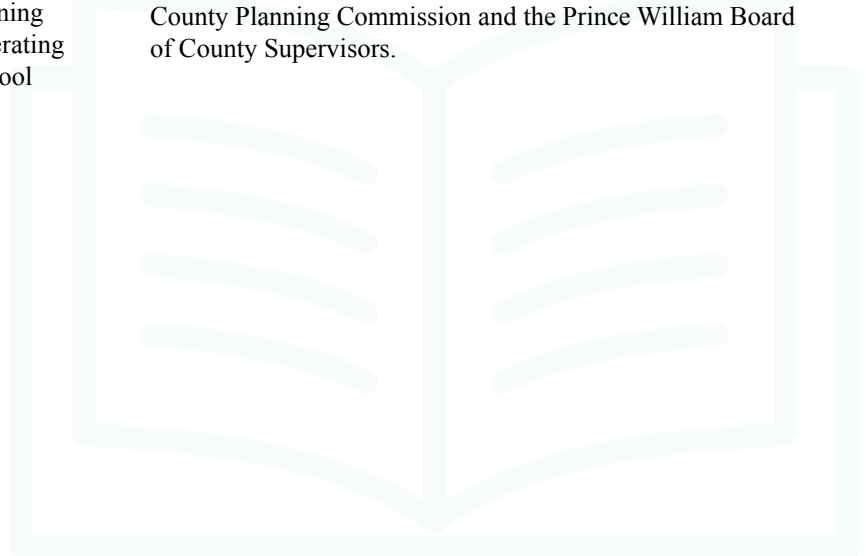
In 1990, as part of the Comprehensive Plan, Prince William County established level of service (LOS) criteria as a standard or bench-mark to measure the quantity and/or quality of service provided by a government agency. The LOS standards provide an objective justification for mitigation requests.

Sixteen school sites have been acquired by proffers since 2000, with an estimated value of \$63,800,000. The School Division purchased 13 school sites and facilities since 2000, spending almost \$70,000,000. Site acquisition funding for the 14th and 15th high schools are included in the PWCS Budget via bond funding.

The 16.7 acre Western Transportation Facility was acquired in November 2016. The PW Parkway Elementary School site and the 13th High School site were both purchased in June 2017.

Even with purchased and proffered sites, there are still six school sites needed by 2028. If previously proffered school sites are not used, an additional middle school site will need to be acquired.

The location, character, and extent of all proposed public facilities must be consistent with Prince William County’s Comprehensive Plan as determined by the Prince William County Planning Commission and the Prince William Board of County Supervisors.



## School Site Needs – Planned

Year to Open	Year to Acquire	Planned School Facility	Property Status	Estimated Funds Required
2019	NA	PW Parkway ES	Purchased; PWCS Owned	NA
	NA	Special Needs Trans. Center @ New Dominion	PWCS Owned	NA
	NA	Western Transportation Facility	Purchased, PWCS Owned	NA
2021	NA	MS @ Potomac Shores	Proffered	NA
	2017	13th High School (2,557 capacity)	Purchased; PWCS Owned	NA
2022	2019	ES (Stonewall Area)	PWC Site Identified	NA
2023	2020	ES (Occoquan/Woodbridge Area)	Site Needed	\$6,000,000 (\$2.65m BOCS)
	2020	ES (Cherry Hill Area)	Site Needed	\$6,000,000
2024	2020	ES (Yorkshire Area)	Site Needed	\$6,000,000
	2019	MS West (Linton Hall Area)	Proffered-Avendale	\$0
			Otherwise Site Needed	\$7,200,000
	2018-19	14th High School (2,557 capacity)	Site Needed	FY18 Bond Funding
2026	2022	MS (TBD)	Site Needed	\$7,500,000
2027	2021-22	15th High School (2,557 capacity)	Site Needed	FY19 Bond Funding
2028	2024	Occoquan ES Replacement	PWCS Owned	NA
Total Estimated Cost of School Site Needs				\$32,700,000

## Joint CIP Planning Committee

The Joint Capital Improvements Program (CIP) Committee is comprised of School Board and Board of County Supervisor members. Vice-Chairman Lillie Jessie (Occoquan), Gil Trenum (Brentsville), and Loree Williams (Woodbridge) are the School Board members on the Joint CIP Committee.

Based on efforts of the Joint CIP Committee, both Boards, (School Board and Board of County Supervisors) have committed to developing a shared process for land acquisition, directing staff to work together to help efficiently acquire school sites.

## Renovations / Renewals

New construction projects are only part of the CIP picture. Renovations/renewals are programmed to assure that all schools are safe, functional, and provide the facilities necessary to support the current educational programs regardless of the age of the building. School renewals are infrastructure improvements that are important to improve capacity, provide adequate activity spaces, and to meet current instructional needs such as technology and music.

Fifty-three of the Division's 96 school facilities are 25 years or older. The goal of the school renewal program is to renovate schools prior to 25 years of age since the last renewal. The older buildings are well-maintained but are in constant need of repair. They must be renewed to provide quality space, continuity, and stability for a World-Class Education. The projects contained in this plan are based on the planning, design review, and input from a team of in-house facility maintenance professionals, administration, school principals, and facility-condition evaluations conducted by architect and engineer consultants.

The Office of Facilities Services continues to meet these challenges head-on and to make dramatic improvements to the physical condition of schools. School building conditions are assessed annually and consideration of critical needs and prior facility upgrades are evaluated. Recent renewals allow for changing the emphasis from

systems replacements to maintenance in areas such as roofing and paving repairs.

This CIP addresses the reduction of the backlog of renewal projects at older buildings, with age of each school building the first consideration. The order of renewals may be altered when major components are addressed with previous projects, accelerated deterioration conditions warrant, and with funding constraints. The Schedule of Renovations and Renewals includes annual dollars for kitchen upgrades, energy infrastructure improvements, HVAC equipment and controls upgrades, Title IX and technology improvements, portable classroom relocations, and asphalt upgrades. The list of capital projects identified provides a clear statement of school facility requirements that have been categorized within the limitation of projected funding.

Considerable progress has been made in adding Activity Rooms to elementary school with renewals with 73 percent of elementary and combined schools now having activity rooms. By 2025, with renewals that include activity rooms, 90.5 percent of elementary and combined schools will have activity rooms.

Music Rooms have been added to middle school renewals.

Municipal Separate Storm Sewer Systems (MS4) funds have been added to the annual renovations schedule due to stronger DEQ and EPA regulations.

## Infrastructure Task Force

As new school facilities are constructed, differences exist between the new school facilities and those previously constructed. It is important to review the features provided in new school facilities versus those available in existing schools in order to ensure consistency of educational opportunities provided within the School Division.

The School Board has established an Infrastructure Task Force to examine, evaluate, recommend, and prioritize a long-term

plan for resolving facility inequities amongst school facilities. The Task Force prioritized potential improvements including security-related improvements, additional specialty instruction spaces, and additional on-site parking.

The School Board approved a one-time budget expenditure of \$742,000 for the Infrastructure Task Force Elementary School Security-related recommendation.

## Budget – Renovations/Renewals

The School Division budgets for repairs and renewals using the National Building Research Board recommendations. The School Board recommends that 2 to 4 % of current replacement value of facilities be budgeted annually for repairs and renewals. The current replacement value of schools is approximately \$2,815,161,000.

Prince William County Schools has established an average annual renewal and repair target of 3% of the current replacement value of facilities with 1.5% for preventive maintenance and 1.5% for repairs and renewals. The amount targeted to be budgeted each year varies from approximately 2.2% to 3.4%, dependent upon the year of the Commonwealth of Virginia's biennium funding. The target to be budgeted in FY 2019 for repairs, renovations, and maintenance is \$84,455,000 (3.0% of value), with the estimated budget for maintenance renovations, renewals, technology, and energy improvements in FY 2019 at \$69,431,000 (2.5% of value); of which \$19,866,000 will be bond funded.

A School Facility Renewal Prioritization List has been prepared by the Facilities Services Office. The list is based on the year the school was built or year of last renewal.

School Renewals/Major Infrastructure Renovations may include:	
HVAC Systems	Lockers
Lighting	Roof Replacement
Electrical System	Flooring
Plumbing	Painting
Fire Alarm System	Technology
Security System	Casework
Telephone and Intercom Systems	Doors/Hardware
American Disability Act (ADA)	Site Improvements
Bleachers	Title IX Improvements
Elementary School P.E. Spaces	Clinic Improvements
Secure Access Improvements	

## Major Maintenance

To improve and maintain current facilities, each school is evaluated at 7-year intervals and major maintenance repairs are scheduled. Major maintenance work extends the useful life of the School facilities by improving, exchanging or replacing building components that are at or near the end of their useful life.

Based on restricted funding levels, many of the following major maintenance items will not be addressed. Repairs are made on an 'as need' basis until other funding sources become available.

Typical Major Maintenance Activities	
7-Year Cycle	14-Year Cycle
Carpeting	Paint Exterior and Interior (Partial)
Paint Hallways, Offices, Exterior Doors, Kitchens, (Partial)	Repave/Seal Coat Parking Lot, Paved Areas, and Tennis Courts
Seal Coat Paved Areas and Repaint	Re-Key Interior and Exterior Doors
Minor HVAC Repairs	Repair/Replace Fencing and Backstops
Repair Concrete Sidewalks and Curbs	Carpeting (Partial)
Clean and Repair Storm Drains	Update Food Service Equipment (Partial)
Repair Fencing	Minor Roof Repairs
Electrical System Preventive Maintenance	Update Plumbing Fixtures
Trim Trees/Landscaping	Update Electrical Service
Re-Lamp Interior and Exterior Light Fixtures	Update HVAC Controls
Stage Lighting/Curtains	Minor Chiller Rebuilding

The FY19 Budget includes funding of two high school turf fields:

Artificial Turf Fields	
Stonewall Jackson High School (Funded FY 19, complete Sept. 2019)	\$1,500,000
Woodbridge High School (Funded FY 19, complete Sept. 2019)	\$1,500,000
<b>Total</b>	<b>\$3,000,000</b>

# Five Year Schedule of Renovations and Renewals

(For Ten Year Schedule see Capital Improvements Plan on [www.pwcs.edu](http://www.pwcs.edu))

Fiscal Year	Project	Proposed Funding
2019	River Oaks Elementary School – Renewal (Funding Phase 2)	\$2,130,000
	Leesylvania Elementary School – Renewal (Funding Phase 1b) [Bond funded-\$7.685M]	\$7,685,000
	Marshall Elementary School – Renewal (Funding Phase 1b) [Bond funded-\$5.811M]	\$7,685,000
	Montclair Elementary School – Renewal (Funding Phase 1b) [Bond funded-\$3.866M]	\$7,685,000
	Old Bridge Elementary School – Renewal (Funding Phase 1b) [Bond funded-\$1.866M]	\$7,685,000
	Beville Middle School – Roof Replacement	\$2,100,000
	Parkside Middle School – Partial Roof Replacement	\$2,900,000
	Roof Replacements/Repairs (TBD)	\$850,000
	HVAC Equipment and Controls – Upgrades	\$850,000
	Rippon Middle School – Fenestration Improvements – (Funding Phase 1)	\$1,057,000
	Municipal Separate Storm Sewer Systems (MS4)	\$500,000
	Kitchen – Upgrades	\$500,000
	Asphalt – Upgrades	\$600,000
	Portable Classroom Relocation	\$500,000
	Energy Infrastructure Improvements	\$1,000,000
	Title IX Improvements	\$280,000
	Technology Improvement Program – Upgrades	\$3,500,000
	<b>Total – Fiscal Year 2019</b>	<b>\$47,507,000</b>
2020	Leesylvania Elementary School – Renewal (Funding Phase 2)	\$3,600,000
	Marshall Elementary School – Renewal (Funding Phase 2)	\$3,421,000
	Montclair Elementary School – Renewal (Funding Phase 2)	\$3,421,000
	Old Bridge Elementary School – Renewal (Funding Phase 2)	\$3,600,000
	Mountain View Elementary School – Renewal (Funding Phase 1) [Bond Funded \$3.4507M]	\$8,135,000
	Beville Middle School – Renewal (Funding Phase 1) [Bond Funded \$6.9014M]	\$16,870,000
	Rippon Middle School – Fenestration Improvements (Funding Phase 2)	\$1,500,000
	Potomac View Elementary School – Roof Replacement	\$1,150,000
	Belmont Elementary School – Partial Roof Replacement	\$772,000
	Municipal Separate Storm Sewer Systems (MS4)	\$500,000
	Roof Replacements/Repairs (TBD)	\$900,000
	HVAC Equipment and Controls – Upgrades	\$850,000
	Portable Classroom Relocation	\$500,000
	Energy Infrastructure Improvements	\$1,000,000
	Title IX Improvements	\$290,000
	Technology Improvement Program – Upgrades	\$4,000,000
	<b>Total – Fiscal Year 2020</b>	<b>\$50,509,000</b>

## Financial Section

Fiscal Year	Project	Proposed Funding
2021	Beville Middle School - Renewal (Funding Phase 2)	\$769,047
	Hylton High School - Renewal (Funding Phase 1)	\$18,500,000
	Bennett Elementary School - Renewal (Funding Phase 1)	\$9,134,143
	Mountain View Elementary School - Renewal (Funding Phase 2)	\$3,308,667
	Penn Elementary School - Renewal (Funding Phase 1)	\$9,134,143
	Transportation Bus Parking (TBD)	\$1,000,000
	Municipal Separate Storm Sewer Systems (MS4)	\$500,000
	Roof Replacements/Repairs (TBD)	\$2,300,000
	HVAC Equipment and Controls - Upgrades	\$1,200,000
	Kitchen - Upgrades	\$609,000
	Asphalt - Upgrades	\$1,000,000
	Portable Classroom Relocation	\$500,000
	Energy Infrastructure Improvements	\$1,000,000
	Title IX Improvements	\$300,000
	Technology Improvement Program - Upgrades	\$4,500,000
	<b>Total – Fiscal Year 2021</b>	<b>\$53,755,000</b>
2022	Hylton High School – Renewal (Funding Phase 2)	\$5,666,000
	Bristow Run Elementary School – Renewal (Funding Phase 1)	\$8,810,000
	Signal Hill Elementary School – Renewal (Funding Phase 1)	\$8,810,000
	Bennett Elementary School – Renewal (Funding Phase 2)	\$3,050,500
	Penn Elementary School – Renewal (Funding Phase 2)	\$3,050,500
	Parkside Middle School – Renewal (Funding Phase 1)	\$12,560,000
	Municipal Separate Storm Sewer Systems (MS4)	\$500,000
	Roof Replacements/Repairs (TBD)	\$2,856,000
	HVAC Equipment and Controls – Upgrades	\$1,900,000
	Fenestration Improvements (TBD)	\$1,900,000
	Kitchen – Upgrades	\$700,000
	Asphalt – Upgrades	\$1,000,000
	Portable Classroom Relocation	\$500,000
	Energy Infrastructure Improvements	\$1,000,000
	Title IX Improvements	\$310,000
	Technology Improvement Program – Upgrades	\$5,000,000
	<b>Total – Fiscal Year 2022</b>	<b>\$57,613,000</b>
2023	Cedar Point Elementary School – Renewal (Funding Phase 1)	\$7,980,000
	Swans Creek Elementary School – Renewal (Funding Phase 1)	\$7,900,000
	Brentsville High School – Renewal (Funding Phase 1)	\$17,600,000
	Bristow Run Elementary School – Renewal (Funding Phase 2)	\$4,100,000
	Signal Hill Elementary School – Renewal (Funding Phase 2)	\$4,100,000
	Parkside Middle School – Renewal (Funding Phase 2)	\$5,273,000
	Municipal Separate Storm Sewer Systems (MS4)	\$500,000
	Roof Replacements/Repairs (TBD)	\$2,900,000
	HVAC Equipment and Controls - Upgrades	\$1,900,000
	Kitchen – Upgrades	\$900,000
	Asphalt – Upgrades	\$1,000,000
	Portable Classroom Relocation	\$500,000
	Energy Infrastructure Improvements	\$1,000,000
	Title IX Improvements	\$320,000
	Technology Improvement Program – Upgrades	\$5,500,000
	<b>Total – Fiscal Year 2023</b>	<b>\$61,473,000</b>
	<b>Renovations and Renewals Total</b>	<b>\$270,857,000</b>

Year Opened	List of Potential Upcoming Schools and Facilities for Renewal (based on Prioritization List)
2003	Alvey Elementary School
2004	Ellis Elementary School
2002	Bull Run Middle School
	Transportation Center (TBD)
2004	Williams Elementary School
2004	Porter Traditional School
2004	Freedom and Battlefield High Schools
2005	Glenkirk Elementary School
2005	Victory Elementary School

## Capital Improvement Costs

### Financial Impact on Operating Fund

Capital infrastructure expansion is financed primarily through the Construction Fund from long-term liabilities such as bonds. The Operating Fund supplements capital funding in order to meet demands. This impacts the Operating Fund in several ways. For example, an estimate of the Operating Fund's additional recurring fixed cost when a new school is opened is as follows:

High School	\$2,299,258
Middle School	\$1,222,488
Elementary School	\$813,604

The above fixed costs are primarily for administrative, clerical, and custodial positions that are required regardless of student enrollment when a new school opens. It does not include the classroom instructional staff or the utility and/or maintenance costs.

Principal and interest due on the bonds sold for the Construction Fund are paid by the Debt Service Fund. Since the Debt Service Fund is 100% funded from the County General Fund Transfer to Schools, it has a direct financial impact on the Schools Operating Fund.

The chart below shows the new bonds and Operating Fund expenditures projected each year of this CIP. The associated debt service costs to the Operating Fund for each bond sold is not included in this chart. The bond column shows the principal amount borrowed for the Construction Fund. The Operating Fund Portion column shows the impact on the Operating Fund each year for facilities maintenance, repair and major maintenance. When Operating Funds must be used for capital improvement costs and/or debt service it means less cash for school operating expenditures in the classroom.

Year	Bond	Operating Fund Portion
<b>FY 2019</b>	\$126,316,100	\$37,247,000
<b>FY 2020</b>	\$129,641,300	\$39,444,000
<b>FY 2021</b>	\$117,277,000	\$41,858,000
<b>FY 2022</b>	\$159,815,000	\$44,811,000
<b>FY 2023</b>	\$172,535,500	\$47,766,000
<b>FY 2024</b>	\$132,321,000	\$51,048,000
<b>FY 2025</b>	\$73,927,500	\$54,289,000

It is harder to quantify, but capital improvements also impact the Operating Fund in a positive way. For example, a roof, HVAC, or floor, replacement means less money spent on labor and repairs for the first few years after the replacement or improvement.



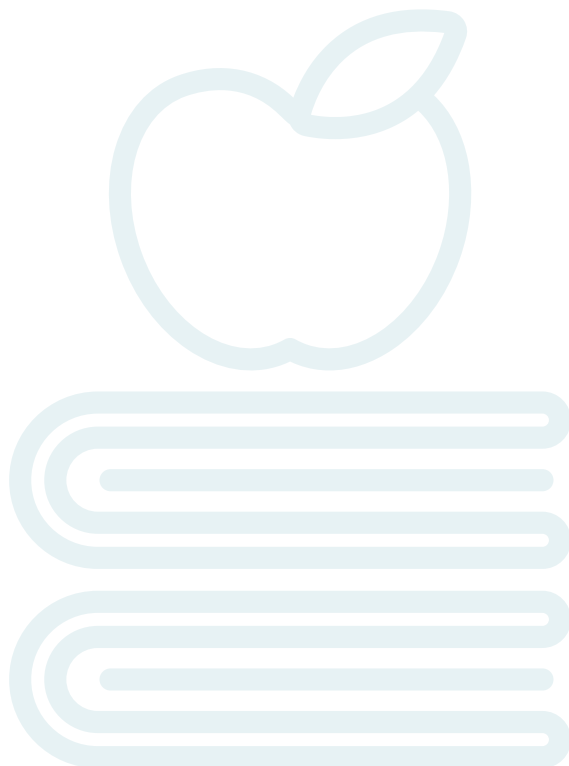
# Summary

Existing Conditions	
Projected Growth in Students (2017-2028)	14,060
Student Enrollment (2017-2018)	89,861
Student Enrollment (2027-2028)	103,921
Current Student Capacity	88,567
Current Portable Classrooms in Use	207

Proposed Capital Improvements Plan	
New School Facilities	12
New Elementary Schools	5
New Middle Schools	3
New High Schools	3
Replacement Elementary School	1
School Additions (Classrooms)	70
Elementary School Additions (5 Schools)	53
Middle School Additions (1 School)	17
High School Additions	—
Support Facilities	2
Western Transportation Center	1
New Dominion – Special Needs Transportation	1
Proposed Capacity to be Constructed	17,606
Proposed Costs	
New School Facilities	\$912,888,000
Classroom Additions	\$89,225,000
Renewals	\$645,147,000
Site Acquisition	\$15,000,000

## Key Highlights of Fiscal Year 2019 Budget - Capital Projects Funded

- Construction of:
  - PW Parkway Elementary School, Western Transportation Facility
- Construction of Additions at:
  - Antietam ES, Lake Ridge ES, Springwoods ES, Leesylvania ES, Minnieville ES, Stonewall MS
- Phase 1 Renovations/Renewals at:
  - Leesylvania ES, Marshall ES, Montclair ES, Old Bridge ES
- Acquisition Funds for 14th High School
- Washington-Reid building conversion to a preschool center



# Other Funds

## Section Contents

Food Services Fund  
Distribution Center Fund  
Facilities Use Fund  
Administration Building Cafeteria Fund  
Self-Insurance Fund  
Health Insurance Fund  
School Age Child Care Program Fund  
Special Education Regional School Fund  
Governor's School @ Innovation Park Fund  
Aquatics Center Fund  
Imaging Center Fund

The Prince William County Public School Division utilizes separate funds for the appropriate and accurate tracking of revenues and expenditures that are not directly linked to classroom instruction. The funds included within this section include the Food Services Fund, the Distribution Center Fund, the Facilities Use Fund which includes both the Facilities Use and Administration Building Cafeteria budgets (which are presented separately in this document), the Self-Insurance Fund, the Health Insurance Fund, the School Age Child Care Program Fund, the Special Education Regional School Fund, the Governor's School @ Innovation Park Fund, the Aquatics Center Fund, and the Imaging Center Fund.

Each fund is represented with a narrative that includes a description of the fund and any major changes, the budget data, and a fund statement.

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# Description of Fund Statement

## Food Services Fund

The Food Services Fund is utilized to account for all revenues and expenditures to the operation of cafeteria services to schools. This fund is financed and operated in a manner similar to a private business enterprise in that its costs are financed through user charges. Some federal and state revenues are received in addition to receipts from the sale of meals to students.

The fund statement for the Food Services Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal year 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Food Services Fund are based on the anticipated growth in sales in meals due to the increased growth in student membership and participation.

### Assumptions for projections for the Food Services Fund include the following:

- Salary costs will increase by a step increase each year as funding permits.
- Two percent adjustment for inflation cost.
- Lunch prices will be increased as necessary to meet rising expenses. Actual changes in lunch prices will be addressed, if needed, in the annual budget process.

#### FUND STATEMENT Food & Nutrition Services Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 23,535,775	25,417,864	27,874,184	29,064,037	31,873,338	30,965,887	31,905,242	33,065,005
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	403,734	530,667	(93,756)	64,078	200,000	202,000	204,020	206,060
Charges for services	17,393,720	17,854,705	18,926,777	18,414,361	20,383,000	20,994,490	21,624,325	22,273,055
Intergovernmental:								
Federal	22,963,445	25,418,175	26,974,844	28,416,536	29,912,000	31,108,480	32,352,819	33,646,932
State	735,220	752,009	938,005	1,074,051	875,000	947,385	956,859	966,428
Miscellaneous	494,059	904,084	1,015,417	740,431		500,000	500,000	500,000
Total funding sources	<u>65,525,953</u>	<u>70,877,504</u>	<u>75,635,471</u>	<u>77,773,494</u>	<u>83,243,338</u>	<u>84,718,242</u>	<u>87,543,265</u>	<u>90,657,480</u>
<b>EXPENDITURES:</b>	<u>40,108,089</u>	<u>42,353,320</u>	<u>44,841,799</u>	<u>45,570,156</u>	<u>51,777,451</u>	<u>52,813,000</u>	<u>53,869,260</u>	<u>54,946,645</u>
Excess of revenues over (under) expenditures	<u>25,417,864</u>	<u>28,524,184</u>	<u>30,793,672</u>	<u>32,203,338</u>	<u>31,465,887</u>	<u>31,905,242</u>	<u>33,674,005</u>	<u>35,710,835</u>
<b>OTHER FINANCING (USES):</b>								
TRANSFERS OUT:								
General fund	0	0	(1,029,635)	0	0	0	0	0
Construction fund	0	(650,000)	(700,000)	(330,000)	(500,000)	0	(609,000)	(700,000)
Total other financing (uses), net	<u>0</u>	<u>(650,000)</u>	<u>(1,729,635)</u>	<u>(330,000)</u>	<u>(500,000)</u>	<u>0</u>	<u>(609,000)</u>	<u>(700,000)</u>
<b>*FUND BALANCES, end of year</b>	<u>\$ 25,417,864</u>	<u>27,874,184</u>	<u>29,064,037</u>	<u>31,873,338</u>	<u>30,965,887</u>	<u>31,905,242</u>	<u>33,065,005</u>	<u>35,010,835</u>
<b>*GASB 54 Fund Balance</b>								
Nonspendable:	1,495,025	1,495,025	1,454,854	1,696,151	1,755,516.29	1,816,959.35	1,880,552.93	1,946,372.29
Restricted:	<u>23,922,839</u>	<u>26,379,159</u>	<u>27,609,183</u>	<u>30,177,187</u>	<u>29,210,371</u>	<u>30,088,283</u>	<u>31,184,452</u>	<u>33,064,463</u>
	<u>\$ 25,417,864</u>	<u>27,874,184</u>	<u>29,064,037</u>	<u>31,873,338</u>	<u>30,965,887</u>	<u>31,905,242</u>	<u>33,065,005</u>	<u>35,010,835</u>

# School Food and Nutrition Services

## Description

The Office of School Food and Nutrition Services provides meal service to students and staff using the National School Lunch and Breakfast Programs. In addition to funding from the federal and state government, the Food Services program must generate revenue in the form of customer meal and food sales to support the operation. No local tax dollars are allocated to the program with the exception of shared overhead.

## Strategic Goals

- Goal 2: Climate
  - Objective 2.2: Promote and ensure safe, responsible, and healthy behavior.

## Critical Functions and Strategic Programs

- Student lunch and breakfast program; and
- Catered meals for special functions.

## Budget Changes for Fiscal Year 2019

- Addition of 4.0 FTE Area Managers—To reduce the total number of sites supervised and better meet the needs of individual schools;
- Addition of a 1.0 FTE Cafeteria Manager position;
- Addition of 2.0 FTE Food Service Warehouse & Custodial Associate positions;
- Addition of a 1.0 FTE Writing Specialist—As a Supporting Service to a World-Class Education, PWCS Nutrition seeks to bolster our professional output and increase internal capacity; and
- Addition of a 1.0 FTE Human Resource Specialist—By internalizing this currently outsourced function we aim to increase hiring efficiencies to recruit and retain qualified staff;
- Five-cent proposed increase for student breakfast and lunch prices; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Implemented a “Grab & Go” Breakfast Program at all levels and “Second Chance Breakfast” at all high schools to increase student participation;
- Eliminated food dyes and artificial colors from all foods served;
- Implemented an automated food production planning and ordering process;
- Created a digital signage campaign at all secondary locations;
- Wellness initiatives continue to increase the consumption of fruits, vegetables, and whole grains;
- Implemented the nutrition standards recommended in the “Healthy Hunger-Free Kids Act of 2010,” the “Governor’s Scorecard for Nutrition,” and the “Healthier US School Challenge”;
- Implemented “Smart Snacks for Kids” to improve the nutritional value of food sold to students during the school day from all sources;
- Implemented a “Point of Sale” program with an identification component at all schools;
- Provided parents the option of applying for meal benefits online;
- Provided parents and students with nutrition information via the monthly menu, website, and virtual cafeteria;
- Implemented the “Professional Performance Process” for Food Services employees;
- Implemented a “Farm to School” program; and
- Implemented a “Supper Program” at four high schools, two middle schools, and two elementary schools.

## Critical and Unmet Needs

- Salary and benefits to recruit and retain qualified staff; and
- Operating growing food service programs within our available work and storage space.

## Financial Section

### SCHOOL FOOD & NUTRITION FUND 010 058

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget      Positions	FY 2019 Approved Budget      Positions	Increase/(Decrease) Budget      Positions
1104 Director	149,961	156,005	162,290	165,529      1.00	127,863      1.00	(37,666)      0.00
1106 Supervisor	0	0	0	116,125      1.00	95,544      1.00	(20,581)      0.00
1107 Admin. Coordinator	341,693	361,424	375,992	383,855      4.00	386,519      4.00	2,664      0.00
1148 Specialist	0	45,999	61,608	63,098      1.00	119,626      2.00	56,528      1.00
1150 Secretarial/Bookkeeper	395,565	416,772	433,154	441,806      9.00	505,094      10.00	63,288      1.00
1191 Warehouse Personnel	0	0	89,616	155,873      6.00	294,518      8.00	138,645      2.00
1192 Cafeteria Manager	3,364,279	3,497,617	3,692,007	3,781,294      98.00	3,983,798      103.00	202,504      5.00
1193 Cafeteria Staff	8,577,869	8,786,728	9,041,346	10,463,558      525.86	10,668,726      525.86	205,168      0.00
1200 Overtime	199,948	250,246	304,732	314,292	310,000	(4,292)
1201 Straight Time	751,654	842,596	961,315	1,620,016	1,640,000	19,984
1300 Temporary Employee	42,269	55,882	55,167	50,000	55,000	5,000
1502 Substitute, Other	485,508	576,263	623,044	701,242	690,000	(11,242)
2100 Social Security - FICA	1,031,821	1,082,188	1,140,539	1,408,172	1,486,174	78,002
2210 Retirement - VRS	1,045,400	950,543	900,944	1,095,871	1,137,575	41,704
2211 Retiree Health Care Credit	50,525	54,131	59,392	71,246	69,900	(1,346)
2220 Retirement - PWCS	77,119	85,223	90,957	127,381	127,000	(381)
2221 Defined Contribution Plan	4,129	9,974	21,469	0	0	0
2300 Health Insurance - HMP	1,638,556	1,783,562	1,955,708	2,045,294	2,000,000	(45,294)
2310 Short/Long Term Disability Premium	1,221	2,636	5,167	0	0	0
2400 Life Insurance - GLI	87,696	94,056	110,536	121,233	119,000	(2,233)
2820 Tuition Assistance	0	0	0	1,500	1,500	0
2830 Admin. Assoc. Fees	720	874	3,077	1,200	3,000	1,800
3107 Data Processing	0	0	0	4,000	4,000	0
3401 Travel Reimbursement	32,687	32,224	31,355	42,910	60,000	17,090
3402 Conference Expenses	12,286	9,767	8,265	15,000	25,000	10,000
3501 Repair/Maint. - Building	37,376	38,237	107,937	99,248	125,000	25,752
3504 Maint. Service Contract	68,733	66,043	87,551	90,000	90,000	0
3700 In-Service Expenses	30,642	67,022	15,103	32,250	25,000	(7,250)
3902 Printing Services	44,024	46,411	47,613	66,000	50,000	(16,000)
3904 Freight/Shipping	37,075	117,007	72,047	165,000	100,000	(65,000)
3999 Other Contract Expenses	732	0	0	0	0	0
4001 Office Supplies	102,927	87,603	66,597	145,400	160,000	14,600
4007 Wearing Apparel	65,670	65,924	112,732	92,700	115,000	22,300
4014 Food, Cafeteria	17,326,928	18,974,489	20,047,138	21,830,764	22,157,614	326,850
4015 Food Service Supplies	1,381,065	861,849	1,573,573	2,021,048	1,900,000	(121,048)
4019 Food	7,345	9,327	19,182	10,000	20,000	10,000
4310 Tech. Supply Equip. Add.	4,005	13,225	139,854	15,000	80,000	65,000
4350 Techn Supply/Equip Repl.	169,122	211,202	168,878	80,250	120,000	39,750
4410 Software Additional	0	25,135	123,419	10,000	10,000	0
4510 General Equipment - Add'l.	5,606	3,970	56,127	25,000	75,000	50,000
4550 General Equipment - Repl.	277,887	88,023	31,706	76,000	25,000	(51,000)
4999 Other Materials/Supplies	1,737,271	2,351,727	1,830,565	2,397,229	2,500,000	102,771
5101 Equipment - Additional	466,583	23,429	113,539	15,000	15,000	0
5501 Equipment - Replacement	127,666	326,695	235,700	594,225	300,000	(294,225)
6900 Reimbursement Account	(73,475)	(118,711)	(135,143)	0	0	0
8606 Transfer Out	0	650,000	1,729,635	330,000	500,000	170,000
Totals	40,108,089	43,003,320	46,571,434	51,285,609      645.86	52,277,451      654.86	991,842      9.00
Positions	573.00	565.26	591.80	645.86	654.86	

# Description of Fund Statement

## Distribution Center Fund

The Distribution Center Fund is utilized to account for the purchase of warehouse stock items from vendors and the sale of issued items to schools and departments. The fund serves as the accounting mechanism for the warehouse function.

The fund statement for the Distribution Center Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years.

### FUND STATEMENT Distribution Center Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 490,647	464,338	458,494	438,661	439,270	439,270	424,270	394,075
<b>OPERATING REVENUES:</b>								
Charges for services	4,505,141	4,862,829	4,964,977	4,809,946	5,000,000	5,025,000	5,050,125	5,075,376
Total operating revenues	4,995,788	5,327,167	5,423,471	5,248,607	5,439,270	5,464,270	5,474,395	5,469,451
<b>EXPENSES</b>	4,531,450	4,868,673	4,984,810	4,809,337	5,000,000	5,040,000	5,080,320	5,120,963
Excess of revenues over (under) expenses	464,338	458,494	438,661	439,270	439,270	424,270	394,075	348,488
<b>NET POSITION, end of year</b>	<u>\$ 464,338</u>	<u>458,494</u>	<u>438,661</u>	<u>439,270</u>	<u>439,270</u>	<u>424,270</u>	<u>394,075</u>	<u>348,488</u>

### DISTRIBUTION CENTER FUND 015 056

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
4997 External Sales	220	0	0	0		0		0	
4999 Other Materials/Supplies	0	0	0	5,000,000		5,000,000		0	
6800 Breakage	986	686	2,128	0		0		0	
6805 Initial System	0	0	(1,676)	0		0		0	
6810 Obsolete/Excess	14,533	(8,558)	28,539	0		0		0	
6815 Price change	3,920	1,642	756	0		0		0	
6820 Shrinkage/Overage	5,975	11,274	14,110	0		0		0	
6825 Unit of Issue	0	1,020	(12)	0		0		0	
6835 Physical Inventory	(731)	(780)	(4,925)	0		0		0	
6840 Issue of Back order	688	831	1,117	0		0		0	
6845 Add to Stock	(3,807)	(15,397)	(20,837)	0		0		0	
COGS Cost of Goods Sold	4,508,334	4,873,761	4,964,743	0		0		0	
Totals	4,530,119	4,864,480	4,983,943	5,000,000	0.00	5,000,000	0.00	0	0.00



# Description of Fund Statement

## Facilities Use Fund

The Facilities Use Fund is utilized to account for the revenues and expenditures pertaining to the operation of the School Division's facilities rental program by approved non-school organizations. The revenues are used to fund the positions for managing the program.

The fund statement for the Facilities Use Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Facilities Use Fund remain constant due to the anticipated stability of the program in the future.

### FUND STATEMENT Facilities Use Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 2,932,357	3,045,460	3,240,781	3,337,046	3,378,745	3,404,530	3,342,378	3,172,122
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	51,366	72,222	0	9,044	0	0	0	0
Use of property	1,103,669	1,191,536	1,254,764	1,115,156	1,200,000	1,206,000	1,212,030	1,218,090
Total funding sources	4,087,392	4,309,218	4,495,545	4,461,246	4,578,745	4,610,530	4,554,408	4,390,212
<b>EXPENDITURES:</b>	1,041,932	1,079,732	1,159,317	1,089,437	1,174,215	1,268,152	1,382,286	1,520,515
Excess of revenues over (under) expenditures	3,045,460	3,229,486	3,336,228	3,371,809	3,404,530	3,342,378	3,172,122	2,869,697
<b>OTHER FINANCING SOURCES:</b>								
TRANSFERS IN:								
General fund	0	11,295	818	6,936	0	0	0	0
Total other financing sources	0	11,295	818	6,936	0	0	0	0
<b>FUND BALANCES, end of year</b>	<b>\$ 3,045,460</b>	<b>3,240,781</b>	<b>3,337,046</b>	<b>3,378,745</b>	<b>3,404,530</b>	<b>3,342,378</b>	<b>3,172,122</b>	<b>2,869,697</b>

### FACILITIES USE FUND 018 062

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1148 Specialist	45,788	46,666	48,501	49,408	1.00	51,353	1.00	1,945	0.00
1190 Custodian	441,272	517,412	556,254	400,861	0.00	560,000	0.00	159,139	0.00
1200 Overtime	63	504	514	2,100		2,160		60	
1201 Straight Time	605	666	660	2,100		2,160		60	
1300 Temporary Employee	0	0	9,788	20,000		22,000		2,000	
1900 Other Salary / Wages	162,425	169,090	152,708	165,000		160,000		(5,000)	
2100 Social Security - FICA	47,187	53,428	56,844	48,920		61,022		12,102	
2210 Retirement - VRS	7,409	7,028	7,110	8,646		8,668		22	
2211 Retiree Health Care Credit	476	495	538	0		614		614	
2220 Retirement - PWCS	0	0	0	425		0		(425)	
2300 Health Insurance - HMP	5,805	6,190	6,487	6,428		6,224		(204)	
2400 Life Insurance - GLI	534	555	635	647		673		26	
3401 Travel Reimbursement	0	2,814	0	2,000		0		(2,000)	
3402 Conference Expenses	0	0	0	3,000		0		(3,000)	
3999 Other Contract Expenses	34,348	22,537	23,664	13,000		0		(13,000)	
4001 Office Supplies	0	0	0	4,000		0		(4,000)	
4310 Tech. Supply Equip. Addnl.	27,186	76,594	53,498	1,000		99,341		98,341	
4999 Other Materials/Supplies	0	0	0	25,000		0		(25,000)	
5501 Equipment - Replacement	268,835	211,752	232,161	300,000		200,000		(100,000)	
Totals	1,041,932	1,115,731	1,149,363	1,052,535	1.00	1,174,215	1.00	121,680	0.00
Positions	1.00	1.00	1.00	1.00		1.00			

# Description of Fund Statement

## Administration Building Cafeteria Fund

The Administration Building Cafeteria Fund is utilized to account for the revenues and expenditures related to the operation of the cafeteria located within the School Division's Administration building. The cafeteria's costs, including the payment of required sales tax, are wholly funded through the sale of meals.

The fund statement for the Administration Building Cafeteria Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Administration Building Cafeteria Fund are based on anticipated participation by users and increases in the cost of food.

### Assumptions for projections for the Administration Building Cafeteria Fund include the following:

- Salary costs will increase by a step increase each year as funding permits.
- Three percent adjustment for inflation cost.

#### FUND STATEMENT Administration Building Cafeteria Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 59,581	63,203	21,069	28,876	30,929	20,652	15,216	14,972
<b>FUNDING SOURCES:</b>								
Charges for services	303,898	298,143	299,338	427,623	514,900	535,496	556,916	579,193
Total funding sources	<u>363,479</u>	<u>361,346</u>	<u>320,407</u>	<u>456,499</u>	<u>545,829</u>	<u>556,148</u>	<u>572,132</u>	<u>594,165</u>
<b>EXPENDITURES:</b>	<u>300,276</u>	<u>340,277</u>	<u>291,531</u>	<u>425,570</u>	<u>525,177</u>	<u>540,932</u>	<u>557,160</u>	<u>573,875</u>
Excess of revenues over (under) expenditures	<u>63,203</u>	<u>21,069</u>	<u>28,876</u>	<u>30,929</u>	<u>20,652</u>	<u>15,216</u>	<u>14,972</u>	<u>20,290</u>
<b>FUND BALANCES, end of year</b>	<u>\$ 63,203</u>	<u>21,069</u>	<u>28,876</u>	<u>30,929</u>	<u>20,652</u>	<u>15,216</u>	<u>14,972</u>	<u>20,290</u>

# Administration Building Cafeteria Fund

## Description

The Administration Building Cafeteria provides meal service to School Division employees and guests. The major source of revenue for the dining room is in the form of customer meal and food sales, which support the operation.

## Strategic Goals

- Goal 2: Climate  
The teaching, learning, and working environment is caring, safe and healthy, and values human diversity.

## Critical Functions and Strategic Programs

- Employee lunch and breakfast programs; and,
- Catered meals for special functions.

## Budget Changes for Fiscal Year 2019

- Increase in the expenditures for labor, benefits, and supplies;
- A decrease in food costs and overtime; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Increased food sales to generate the necessary funds to cover expenses; and,
- The menu was designed with a focus on staff wellness.

## Financial Section

### ADMINISTRATION BUILDING CAFETERIA FUND 18 060

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1192 Cafeteria Manager	55,280	57,455	59,710	60,903	1.00	61,308	1.00	405	0.00
1193 Cafeteria Staff	88,056	99,899	90,505	118,036	4.00	118,962	4.00	926	0.00
1200 Overtime	13,214	18,146	22,176	16,477		10,000		(6,477)	
1201 Straight Time	43,612	41,456	39,800	57,408		25,000		(32,408)	
1502 Substitute, Other	161	113	2,891	331		500		169	
2100 Social Security - FICA	15,114	16,278	16,317	19,361		16,506		(2,855)	
2210 Retirement - VRS	16,954	16,054	15,707	14,040		17,940		3,900	
2211 Retiree Health Care Credit	998	1,037	1,126	884		995		111	
2220 Retirement - PWCS	1,169	1,213	1,257	1,449		1,460		11	
2300 Health Insurance - HMP	5,805	6,190	6,487	13,052		17,000		3,948	
2400 Life Insurance - GLI	1,324	1,376	1,574	1,603		1,616		13	
3401 Travel Reimbursement	467	615	83	300		300		0	
4007 Wearing Apparel	0	0	0	740		500		(240)	
4014 Food, Cafeteria	168,235	183,420	170,143	12,000		216,190		204,190	
4015 Food Service Supplies	20,613	22,277	16,905	19,084		22,000		2,916	
4998 Sales Tax	13,926	14,106	14,225	13,927		14,900		973	
6900 Reimbursement Account	(144,653)	(175,357)	(167,374)	0		0		0	
Totals	300,276	304,277	291,531	349,595	5.00	525,177	5.00	175,582	0.00
Positions	4.00	4.00	4.00	5.00		5.00			

# Description of Fund Statement

## Self-Insurance Fund

The Self-Insurance Fund is utilized to account for the financial resources to be used for the payment of claims and related expenses for workers' compensation and general liability losses for which the School Division is self-insured. The fund is supported by transfers from the Operating Fund and interest earned on the fund balance.

The fund statement for the Self-Insurance Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Self-Insurance Fund are based on an anticipated increase of 7.0% each year due to expected increases in liability insurance costs which are dependent upon the growth of the School Division and increases in workers' compensation which are dependent upon the number of employees, salary increases, and medical inflation rates.

### FUND STATEMENT Self-Insurance Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 1,710,495	721,071	544,863	1,732,609	1,375,624	667,232	434,621	502,299
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	146,022	199,591	0	19,092	100,000	102,000	104,040	106,121
Charges for services	3,474,840	4,065,469	4,617,280	4,720,291	4,697,740	5,026,582	5,378,443	5,754,934
Total funding sources	5,331,357	4,986,131	5,162,143	6,471,992	6,173,364	5,795,814	5,917,104	6,363,354
<b>EXPENSES:</b>	4,610,286	4,441,268	3,435,774	5,096,368	5,506,132	5,361,193	5,414,805	5,468,953
Excess of revenues over (under) expenses	721,071	544,863	1,726,369	1,375,624	667,232	434,621	502,299	894,401
<b>OTHER FINANCING SOURCES:</b>								
TRANSFERS IN:								
General fund	0	0	6,240	0	0	0	0	0
Total other financing sources	0	0	6,240	0	0	0	0	0
<b>NET POSITION, end of year</b>	<u>\$ 721,071</u>	<u>544,863</u>	<u>1,732,609</u>	<u>1,375,624</u>	<u>667,232</u>	<u>434,621</u>	<u>502,299</u>	<u>894,401</u>

## Financial Section

### SELF-INSURANCE FUND 022

064 065		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin. Coordinator	91,632	78,575	93,474	95,132	1.00	99,166	1.00	4,034	0.00
1148	Specialist	69,673	72,412	75,261	76,667	1.00	79,685	1.00	3,018	0.00
1150	Secretarial/Bookkeeper	144,692	150,378	156,289	159,214	3.00	159,298	3.00	84	0.00
1200	Overtime	0	319	30	4,250		1,500		(2,750)	
1201	Straight Time	542	272	249	1,500		1,500		0	
1901	Worker's Compensation	376,010	372,757	168,047	325,000		375,000		50,000	
2100	Social Security - FICA	21,551	21,783	23,603	25,762		26,098		336	
2210	Retirement - VRS	48,399	43,874	46,708	58,093		58,629		536	
2211	Retiree Health Care Credit	3,244	3,190	3,608	0		4,096		4,096	
2220	Retirement - PWCS	3,739	3,164	3,549	4,120		2,773		(1,347)	
2221	Defined Contribution Plan	697	724	941	0		0		0	
2300	Health Insurance - HMP	39,383	28,209	30,109	43,065		40,984		(2,081)	
2310	Short/Long Term Disability Premium	230	239	248	0		191		191	
2400	Life Insurance - GLI	3,642	3,581	4,258	4,336		4,430		94	
2700	Worker's Compensation	0	0	0	55,000		0		(55,000)	
2830	Admin. Assoc. Fees	300	675	685	500		1,000		500	
3100	Professional Services	117,628	119,456	77,680	135,000		152,000		17,000	
3102	Health Services	1,502,303	1,549,881	1,447,563	1,500,000		1,600,000		100,000	
3103	Legal Services	138,303	151,665	148,502	140,000		140,000		0	
3105	Consultant	0	0	0	20,000		20,000		0	
3301	Insurance, General	70,853	96,792	105,677	145,000		145,000		0	
3302	Liability Insurance	235,818	210,619	140,256	360,000		265,000		(95,000)	
3303	Liability, Transportation	341,071	274,049	249,770	390,000		290,000		(100,000)	
3304	Fire Insurance	576,162	536,902	671,336	675,000		714,782		39,782	
3305	Worker's Compensation	461,320	410,595	433,225	350,000		455,000		105,000	
3306	Unemployment Comp.	168,181	81,945	46,508	200,000		215,000		15,000	
3308	Safety Patrol Insurance	2,625	2,700	2,700	4,000		4,000		0	
3309	IBNR	188,310	216,384	(546,872)	0		0		0	
3401	Travel Reimbursement	690	440	0	1,000		1,000		0	
3402	Conference Expenses	744	2,991	4,532	2,500		2,500		0	
3503	Rep/Maint. - Vehicles	0	0	4,251	25,000		25,000		0	
3700	In-Service Expenses	0	750	801	3,000		3,000		0	
3999	Other Contract Expenses	0	0	0	2,500		57,500		55,000	
4500	Self Insurance Replacement	2,547	5,947	(150)	25,000		25,000		0	
5101	Equipment - Additional	0	0	0	12,000		12,000		0	
8003	Gen. Insurance Reserve	0	0	0	450,000		450,000		0	
8004	Emergency Reserve	0	0	0	75,000		75,000		0	
Totals		4,610,286	4,441,268	3,392,836	5,367,639	5.00	5,506,132	5.00	138,493	0.00
Positions		5.00	5.00	1.00	5.00		5.00			

# Description of Fund Statement

## Health Insurance Fund

The Health Insurance Fund is utilized to account for the financial resources to be used for the payment of claims and related expenses for the self-insured health care insurance program. The fund is supported by transfers from the Operating Fund and employee-paid health insurance premiums.

The fund statement for the Health Insurance Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years. The projections for the Health Insurance Fund are based on anticipated increases in costs of claims and increased participation by employees.

### Assumptions for projections for the Health Insurance Fund include the following:

- The premium rates and Operating Fund transfers are expected to generate the required revenue to cover projected health insurance costs.
- Health insurance costs will increase by 5 percent each following year.

#### FUND STATEMENT Health Insurance Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 15,870,665	12,244,590	14,222,339	20,412,780	24,730,785	24,445,387	22,978,271	20,261,054
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	977,489	757,067	0	115,591	100,000	101,000	102,010	103,030
Charges for services	81,194,821	87,859,491	96,270,340	99,342,561	107,344,841	111,638,635	114,987,794	117,287,550
Total funding sources	<u>98,042,975</u>	<u>100,861,148</u>	<u>110,492,679</u>	<u>119,870,932</u>	<u>132,175,626</u>	<u>136,185,022</u>	<u>138,068,075</u>	<u>137,651,634</u>
<b>EXPENSES:</b>	<u>86,694,039</u>	<u>90,556,658</u>	<u>94,079,899</u>	<u>96,140,147</u>	<u>109,530,239</u>	<u>115,006,751</u>	<u>119,607,021</u>	<u>123,195,232</u>
Excess of revenues over (under) expenses	<u>11,348,936</u>	<u>10,304,490</u>	<u>16,412,780</u>	<u>23,730,785</u>	<u>22,645,387</u>	<u>21,178,271</u>	<u>18,461,054</u>	<u>14,456,402</u>
<b>NON-OPERATING REVENUES:</b>								
TRANSFERS IN:								
General fund	895,654	3,917,849	4,000,000	1,000,000	1,800,000	1,800,000	1,800,000	1,800,000
Total non-operating revenue	<u>895,654</u>	<u>3,917,849</u>	<u>4,000,000</u>	<u>1,000,000</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,800,000</u>
<b>FUND BALANCES, end of year</b>	<u>\$ 12,244,590</u>	<u>14,222,339</u>	<u>20,412,780</u>	<u>24,730,785</u>	<u>24,445,387</u>	<u>22,978,271</u>	<u>20,261,054</u>	<u>16,256,402</u>

# Benefits and Retirement Services

## Description

The Office of Benefits and Retirement Services is part of the Department of Human Resources (DHR) and is responsible for the administration of all employee benefits and retirement plans.

## Strategic Goals

- Goal 4: Qualified Work Force.
  - Objective 4.4.1: Competitive Compensation.

## Critical Functions and Strategic Programs

- Administration of PWCS Health, Dental, and Vision Plan. This includes enrollments, change of status, audits, and terminations and COBRA processing;
- Administration and processing of the PWCS Supplemental Retirement Plans (403(b) and 457(b));
- Administration of enrollments and balancing of the Flexible Benefits Plan (Health Care and Dependent Care Reimbursement Plan);
- Administers tuition reimbursement program for certified and classified employees;
- Administration of all leave and disability programs for all employees;
- Administration of the Virginia Retirement System (VRS) which includes three different levels of plans including the 401(a) and 457(b); and
- Administration of the Retirement Opportunity Program (ROP) and retiree medical plans.

## Budget Changes for Fiscal Year 2019

- 6.6% increase in the Health Plans;
- 5.3% increase in the Delta Dental plans; and
- Inflation of two percent on supplies, materials, and equipment.

## Major Accomplishments (Past Five Years)

- Implementation of on line 24/7 Benefit Consultant called Alex by Jellyvision;
- Moved the Flexible Spending Accounts to a new provider (P&A) and was able to implement FSA Store;
- Implementation of the VRS Hybrid Plan;
- VRS Modernization, which continues to change processes annually;
- Renewed Lincoln Financial Group contract for the PWCS Supplemental Retirement Plan effective January 1, 2016;
- Implemented a separate Prescription Drug manager (WellDyneRX) effective July 1, 2016; expected initial savings of approximately \$2 million;
- Moved Delta Dental plans from fully insured to self-insured plans in 2015;
- Conducting annual retirement workshops, maternity workshops, and an annual wellness fair;
- Implementation of the Affordable Care Act, which became effective for PWCS July 1, 2015; 1095 B/C forms were mailed out on time during first and second years as required;
- Held health and dental costs to a minimum and implementing more Wellness programs, able to hold to lower than national average of 9%—this year is 1%; and
- Implementation of KRONOS time keeping system.

## Critical and Unmet Needs

- Hiring of additional staff for the increased workload directly related to handling and inputting all long-term leave cases into KRONOS;
- Providing professional development opportunities for all administrators and employees concerning benefits;
- Developing a more accurate way to track part-time, substitute and temporary employees' time and attendance (requirement of the 30-hour rule under the Affordable Care Act). Implementation of KRONOS will help in tracking hours;
- Implementation of a true short-term disability program for all employees consistent across all VRS membership levels. This would include aggressive medical review and return to work program; and
- Automating more of the benefit processes through CGI/AMS. The software will need to be updated to 4.0.



## Financial Section

### HEALTH INSURANCE FUND 023

066 068		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	145,983	151,866	157,987	161,147	1.00	167,121	1.00	5,974	0.00
1148	Specialist	216,770	206,848	202,368	211,509	4.00	219,138	4.00	7,629	0.00
1150	Secretarial/Bookkeeper	41,102	54,186	44,216	42,768	1.00	44,310	1.00	1,542	0.00
1200	Overtime	1,006	1,696	1,662	6,000		4,000		(2,000)	
1201	Straight Time	1,092	2,103	3,085	1,500		4,000		2,500	
1300	Temporary Employee	4,676	4,357	4,267	6,650		20,000		13,350	
2100	Social Security - FICA	28,096	28,653	27,115	32,891		35,081		2,190	
2210	Retirement - VRS	65,041	60,460	57,457	72,970		72,680		(290)	
2211	Retiree Health Care Credit	4,281	4,399	4,483	0		0		0	
2220	Retirement - PWCS	4,226	4,470	4,376	3,368		3,574		206	
2221	Defined Contribution Plan	532	1,318	3,957	0		0		0	
2300	Health Insurance - HMP	40,495	47,646	60,555	54,093		52,185		(1,908)	
2310	Short/Long Term Disability Premium	175	241	200	0		0		0	
2350	Health Insurance Claims	75,246,426	79,004,172	63,619,533	85,260,814		72,578,648		(12,682,166)	
2351	Dental Premium	4,904,484	5,122,693	0	5,377,019		0		(5,377,019)	
2352	Health Ins Admin Expense	3,672,043	3,933,852	4,755,065	6,630,233		6,964,538		334,305	
2353	Patient Ctrd Outcomes Research Fee	8,789	24,473	25,860	28,500		0		(28,500)	
2354	Transitional Reinsurance Fee	608,790	512,676	389,614	0		0		0	
2356	Flexible Admin Exp	31,912	36,924	42,619	30,000		40,000		10,000	
2357	Dental Claims Payments	0	0	4,911,571	0		5,125,716		5,125,716	
2358	Dental Administrative Fees	0	0	351,010	0		318,874		318,874	
2359	Prescription Drug Claims Payments	0	0	18,419,525	0		21,491,054		21,491,054	
2360	Prescription Drug Administrative Fees	0	0	269,729	0		228,000		228,000	
2400	Life Insurance - GLI	4,806	4,938	5,290	5,447		5,640		193	
2830	Admin. Assoc. Fees	0	0	0	500		750		250	
3100	Professional Services	17,500	20,000	0	40,000		150,000		110,000	
3107	Data Processing	0	0	0	1,000		1,000		0	
3309	IBNR	610,159	1,205,604	(554,286)	0		0		0	
3310	OPEB Trust	895,654	0	1,000,000	1,000,000		1,800,000		800,000	
3401	Travel Reimbursement	0	0	0	2,000		2,000		0	
3402	Conference Expenses	4,470	7,850	11,275	7,500		7,500		0	
3502	Repair/Maint. - Equipment	116,261	101,410	160,691	134,000		6,180		(127,820)	
3700	In-Service Expenses	196	0	0	1,500		1,500		0	
3902	Printing Services	4,941	7,671	5,739	10,000		15,000		5,000	
4001	Office Supplies	7,728	1,807	14,368	15,360		15,000		(360)	
4008	Reference Materials	228	190	0	9,000		9,000		0	
4019	Food	857	797	545	1,750		1,750		0	
4410	Software Additional	0	0	0	0		136,500		136,500	
4510	General Equipment - Add'l.	0	0	400	500		500		0	
4550	General Equipment - Repl.	0	0	0	1,500		1,500		0	
5101	Equipment - Additional	5,320	3,358	0	7,500		7,500		0	
Totals		86,694,039	90,556,658	94,000,275	99,157,018	6.00	109,530,239	6.00	10,373,221	0.00
Positions		6.00	6.00	6.00	6.00		6.00			

# Description of Fund Statement

## School Age Child Care Program Fund

This fund provides adult supervised, high quality, affordable, before and after school care at participating schools as well as vacation camps for students K-5. The fund is supported by application and slot fees.

The fund statement for the School Age Child Care Program Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years. The projections are based on estimated enrollment and the associated costs of increased participation.

### Assumptions for projections for the School Age Child Care Program Fund include the following:

- Expenditures will be based on projected enrollment in the program.

#### FUND STATEMENT School Age Child Care Fund (SACC)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 560,502	465,784	339,841	219,116	138,616	58,616	108,616	135,116
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	10,077	6,177	0	993	0	0	0	0
Charges for services	502,499	500,000	512,797	537,500	550,000	550,000	550,000	550,000
Total funding sources	1,073,078	971,961	852,638	757,609	688,616	608,616	658,616	685,116
<b>EXPENSES:</b>	607,294	632,120	633,522	618,993	630,000	500,000	523,500	548,105
Excess of revenues over (under) expenses	465,784	339,841	219,116	138,616	58,616	108,616	135,116	137,011
<b>NET POSITION, end of year</b>	<u>\$ 465,784</u>	<u>339,841</u>	<u>219,116</u>	<u>138,616</u>	<u>58,616</u>	<u>108,616</u>	<u>135,116</u>	<u>137,011</u>

## Financial Section

### SCHOOL AGE CHILD CARE PROGRAM FUND 024 059

	FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
	Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106 Supervisor	122,444	124,796	128,652	132,254	1.00	135,825	1.00	3,571	0.00
1107 Admin. Coordinator	88,693	107,264	113,095	116,262	1.00	0	0.00	(116,262)	(1.00)
1130 Social Worker	38,768	41,831	43,517	44,734	0.50	0	0.00	(44,734)	(0.50)
1148 Specialist	50,386	40,566	42,085	43,340	0.80	55,400	1.00	12,060	0.20
1200 Overtime	0	462	6,628	0		0		0	
1201 Straight Time	386	385	720	0		500		500	
1300 Temporary Employee	0	0	25	0		0		0	
1600 Supplemental Pay	170	0	0	0		0		0	
2100 Social Security - FICA	22,130	23,417	24,257	25,749		14,667		(11,082)	
2210 Retirement - VRS	49,702	47,303	48,000	59,072		32,280		(26,792)	
2211 Retiree Health Care Credit	3,193	3,329	3,634	0		2,515		2,515	
2220 Retirement - PWCS	4,950	3,642	4,515	2,726		1,568		(1,158)	
2300 Health Insurance - HMP	16,186	19,445	25,114	40,559		23,635		(16,924)	
2400 Life Insurance - GLI	3,584	3,738	4,289	4,409		2,505		(1,904)	
2830 Admin. Assoc. Fees	0	0	79	200		200		0	
2840 Conf. Expenses-Admin	0	0	7,130	6,000		10,000		4,000	
3100 Professional Services	7,379	2,203	9,430	4,000		3,000		(1,000)	
3105 Consultant	14,366	10,635	0	0		0		0	
3201 Telephone	1,487	1,885	880	900		1,000		100	
3401 Travel Reimbursement	8,264	4,775	3,076	2,500		2,000		(500)	
3402 Conference Expenses	0	7,000	2,567	0		5,000		5,000	
3504 Maint. Service Contract	4,286	4,500	4,300	3,300		3,300		0	
3902 Printing Services	5,241	6,271	3,169	3,200		3,200		0	
3912 Rental Space	130,000	130,000	130,000	130,000		255,000		125,000	
4001 Office Supplies	2,630	2,134	3,008	1,000		5,000		4,000	
4003 Custodial Supplies	0	0	1,098	1,000		2,000		1,000	
4010 Instructional Supplies	22,054	4,813	2,108	1,500		5,000		3,500	
4012 Emp. Training Supplies	0	3,331	90	2,000		5,000		3,000	
4019 Food	0	0	2,429	1,000		5,000		4,000	
4410 Software Additional	0	24,892	0	0		0		0	
4510 General Equipment - Add'l.	10,995	13,505	18,810	4,295		51,405		47,110	
8002 General Reserve	0	0	0	0		5,000		5,000	
Totals	607,294	632,120	632,706	630,000	3.30	630,000	2.00	0	(1.30)
Positions	3.30	3.30	3.30	3.30		2.00			

# Description of Fund Statement

## Regional School Fund

The Regional School Fund is utilized to account for the revenues and expenditures for the regional special education school. This fund receives tuition payments from Prince William County Public Schools, Manassas City Public Schools, and Manassas Park Public Schools, which are used to offset the costs of certain special education classes serving students of these school divisions.

The fund statement for the Regional School Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years. The projections for the Regional School Fund are based on anticipated decreases in participation by students of the school divisions and on anticipated decreases in the costs of the Regional School.

Refer to page 25 of the Executive Summary for further details on changes impacting the Regional School Special Education Program.

### FUND STATEMENT Regional School Fund

	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Estimated Actual</b>	<b>FY 2019 Approved</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Projected</b>	<b>FY 2022 Projected</b>
Beginning Balance	\$ 3,654,017	3,746,201	3,746,201	3,937,409	3,951,291	3,951,291	3,439,764	2,473,056
<b>FUNDING SOURCES:</b>								
Intergovernmental:								
State	26,427	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Charges for services	45,057,846	45,876,125	47,701,557	38,191,140	51,282,693	48,205,731	45,313,387	42,594,584
Total funding sources	48,738,290	49,648,326	51,473,758	42,154,549	55,259,984	52,183,022	48,779,151	45,093,640
<b>EXPENDITURES:</b>	44,992,089	45,902,125	47,536,349	38,203,258	51,308,693	48,743,258	46,306,095	43,990,790
Excess of revenues over (under) expenditures	3,746,201	3,746,201	3,937,409	3,951,291	3,951,291	3,439,764	2,473,056	1,102,850
<b>FUND BALANCES, end of year</b>	<u>\$ 3,746,201</u>	<u>3,746,201</u>	<u>3,937,409</u>	<u>3,951,291</u>	<u>3,951,291</u>	<u>3,439,764</u>	<u>2,473,056</u>	<u>1,102,850</u>

## Financial Section

### REGIONAL SCHOOL PROGRAM FUND 025 055

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	117,045	121,761	126,670	129,203	1.00	133,992	1.00	4,788	0.00
1150 Secretarial/Bookkeeper	162,883	158,801	170,888	174,610	3.50	180,908	3.50	6,298	0.00
1201 Straight Time	0	130	0	0		0		0	
2100 Social Security - FICA	20,028	20,334	21,168	23,241		24,090		849	
2210 Retirement - VRS	44,798	41,287	43,309	53,320		53,155		(164)	
2211 Retiree Health Care Credit	2,963	2,934	3,306	0		0		0	
2220 Retirement - PWCS	2,558	2,659	2,761	2,461		2,588		128	
2221 Defined Contribution Plan	719	222	357	0		0		0	
2300 Health Insurance - HMP	38,102	32,983	37,304	36,610		38,922		2,312	
2310 Short/Long Term Disability Premium	108	62	94	0		0		0	
2400 Life Insurance - GLI	3,326	3,294	3,902	3,980		4,125		145	
3401 Travel Reimbursement	0	35	0	500		500		0	
3502 Repair/Maint. - Equipment	3,902	4,553	2,257	20,584		18,632		(1,952)	
3903 Postage	13	13	10	50		50		0	
3999 Other Contract Expenses	44,560,363	45,477,648	47,083,392	50,808,308		50,807,716		(592)	
4001 Office Supplies	5,063	5,065	7,945	17,826		9,015		(8,811)	
4310 Tech. Supply Equip. Addnl.	2,453	26,457	26,268	30,000		30,000		0	
4350 Techn Supply/Equip Repl.	27,765	3,888	873	4,000		4,000		0	
4510 General Equipment - Add'l.	0	0	0	4,000		1,000		(3,000)	
Totals	44,992,089	45,902,125	47,530,503	51,308,693	4.50	51,308,693	4.50	0	0.00
Positions	4.50	4.50	4.50	4.50		4.50			

# Description of Fund Statement

## Governor's School @ Innovation Park Fund

This fund provides for the operation of the Governor's School jointly operated by Prince William County Public Schools, Manassas City Public Schools, and Manassas Park Public Schools. The school is supported by tuition from the three school divisions.

The school offers selected juniors and seniors an advanced and intensive program in science, technology, engineering, and mathematics (STEM).

The fund statement for the Governor's School @ Innovation Park Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2015 through 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Governor's School @ Innovation Park Fund are based on anticipated increases in participation by students of the school divisions and on anticipated increases in the costs of the Governor's School.

### Assumptions for projections for the Governor's School Fund include the following:

- Expenditures will increase by 3% each year.

#### FUND STATEMENT Governor's School @ Innovation Park Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$ 157,326	186,954	79,796	166,447	213,158	181,958	147,595	109,309
<b>FUNDING SOURCES:</b>								
Intergovernmental:								
State	282,498	335,976	303,156	324,255	333,376	340,044	346,844	353,781
Charges for services	544,057	429,862	622,593	617,481	629,764	649,764	669,764	689,764
Miscellaneous	0	1,850	2,688	6,386	0	0	0	0
Total funding sources	983,881	954,642	1,008,233	1,114,569	1,176,298	1,171,766	1,164,204	1,152,854
<b>EXPENDITURES:</b>	796,927	874,846	841,786	901,411	994,340	1,024,170	1,054,895	1,086,542
Excess of revenues over (under) expenditures	186,954	79,796	166,447	213,158	181,958	147,595	109,309	66,312
<b>*FUND BALANCES, end of year</b>	<u>\$ 186,954</u>	<u>79,796</u>	<u>166,447</u>	<u>213,158</u>	<u>181,958</u>	<u>147,595</u>	<u>109,309</u>	<u>66,312</u>

## Financial Section

### GOVERNOR'S SCHOOL@INNOVATION PARK FUND 027 202

		FY 2015	FY 2016	FY 2017	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	92,394	96,119	112,543	118,237	1.00	119,398	1.00	1,161	0.00
1120	Teacher, Classroom	362,662	374,211	387,017	406,657	6.00	411,863	6.00	5,206	0.00
1150	Secretarial/Bookkeeper	21,298	30,152	31,335	33,182	1.00	33,181	1.00	(1)	0.00
1201	Straight Time	0	0	2,500	0		0		0	
1500	Substitute Teacher	0	6,889	4,302	7,500		7,500		0	
1600	Supplemental Pay	17,415	7,534	7,280	20,000		8,064		(11,936)	
2100	Social Security - FICA	36,422	37,931	40,285	44,797		44,371		(426)	
2210	Retirement - VRS	70,646	61,822	66,331	97,942		98,317		374	
2211	Retiree Health Care Credit	5,064	4,684	5,220	0		0		0	
2220	Retirement - PWCS	1,920	1,772	2,881	4,520		4,598		78	
2221	Defined Contribution Plan	1,872	1,937	2,606	0		0		0	
2300	Health Insurance - HMP	32,149	34,399	38,238	67,248		69,765		2,517	
2310	Short/Long Term Disability Premium	549	636	659	0		477		477	
2400	Life Insurance - GLI	5,685	5,259	6,160	7,311		7,345		35	
3201	Telephone	0	0	648	2,000		600		(1,400)	
3401	Travel Reimbursement	3,220	1,331	6,000	7,200		8,500		1,300	
3402	Conference Expenses	5,956	2,819	4,711	700		5,500		4,800	
3450	Field Trips	138	619	2,345	4,000		3,000		(1,000)	
3902	Printing Services	26,557	5,310	424	600		600		0	
3999	Other Contract Expenses	4,260	7,924	7,532	15,301		11,291		(4,010)	
4001	Office Supplies	26,370	11,986	18,420	18,675		18,027		(648)	
4009	Extra Curricular Supplies	0	21,515	28,609	24,890		21,343		(3,547)	
4010	Instructional Supplies	71,380	101,062	28,290	23,000		37,400		14,400	
4011	Textbooks	2,963	6,212	11,451	38,596		57,200		18,604	
4310	Tech. Supply Equip. Addnl.	8,007	0	26,000	26,000		26,000		0	
4350	Techn Supply/Equip Repl.	0	52,725	0	0		0		0	
Totals		796,927	874,846	841,786	968,357	8.00	994,340	8.00	25,983	0.00
Positions		7.00	8.00	8.00	8.00		8.00			

# Description of Fund Statement

## Aquatics Center Fund

The Aquatics Center Fund is utilized to account for the revenues and expenditures pertaining to its operations. This fund is supported by a transfer from the General Fund and user fees. The Center will serve the Prince William community.

The fund statement for the Aquatics Center Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2017 and 2018.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years. The projections for the Aquatics Center Fund are based on estimated participation by the Prince William community and the associated costs.

### FUND STATEMENT Aquatics Center

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$0	0	0	(95,991)	(242,545)	(242,545)	(202,468)	(119,268)
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	0	0	0	0	0	0	0	0
Charges for services	0	0	309,555	509,589	881,541	934,433	990,499	1,049,929
Total operating revenues	0	0	309,555	413,598	638,996	691,888	788,032	930,661
<b>EXPENSES:</b>	0	0	905,546	1,056,143	1,281,541	1,294,356	1,307,300	1,320,373
Excess of revenues over (under) expenses	0	0	(595,991)	(642,545)	(642,545)	(602,468)	(519,268)	(389,712)
<b>OTHER FINANCING SOURCES:</b>								
TRANSFERS IN:								
General fund	0	0	500,000	400,000	400,000	400,000	400,000	400,000
Total other financing sources	0	0	500,000	400,000	400,000	400,000	400,000	400,000
<b>NET POSITION, end of year</b>	<u>\$0</u>	<u>0</u>	<u>(95,991)</u>	<u>(242,545)</u>	<u>(242,545)</u>	<u>(202,468)</u>	<u>(119,268)</u>	<u>10,288</u>

Note: Aquatics Center fund did not begin until fiscal year 2017.



## Financial Section

### AQUATICS CENTER FUND 028 190

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved		FY 2019 Approved		Increase/(Decrease)	
				Budget	Positions	Budget	Positions	Budget	Positions
1107 Admin. Coordinator	0	0	151,790	249,020	3.00	239,828	3.00	(9,192)	0.00
1150 Secretarial/Bookkeeper	0	0	47,654	50,633	1.00	52,510	1.00	1,877	0.00
1190 Custodian	0	0	13,865	38,075	1.50	39,683	1.50	1,608	0.00
1200 Overtime	0	0	1,295	5,588		3,903		(1,685)	
1201 Straight Time	0	0	185	0		200		200	
1300 Temporary Employee	0	0	203,255	165,844		353,228		187,384	
2100 Social Security - FICA	0	0	30,998	40,835		52,736		11,901	
2210 Retirement - VRS	0	0	25,979	57,717		56,046		(1,671)	
2211 Retiree Health Care Credit	0	0	2,194	0		0		0	
2220 Retirement - PWCS	0	0	475	2,735		2,689		(46)	
2221 Defined Contribution Plan	0	0	2,994	0		0		0	
2300 Health Insurance - HMP	0	0	32,479	42,938		40,242		(2,696)	
2310 Short/Long Term Disability Premium	0	0	282	0		0		0	
2400 Life Insurance - GLI	0	0	2,589	4,424		4,351		(73)	
3100 Professional Services	0	0	1,365	3,625		17,055		13,430	
3201 Telephone	0	0	1,237	4,200		2,400		(1,800)	
3202 Electric Service	0	0	58,591	72,000		150,000		78,000	
3203 Fuel	0	0	12,941	60,000		20,000		(40,000)	
3204 Water Service	0	0	5,157	5,400		15,000		9,600	
3205 Sewer Service	0	0	11,477	12,600		22,000		9,400	
3206 Trash	0	0	0	3,000		0		(3,000)	
3401 Travel Reimbursement	0	0	300	600		600		0	
3402 Conference Expenses	0	0	13	3,000		3,000		0	
3450 Field Trips	0	0	13,798	10,000		30,000		20,000	
3501 Repair/Maint. - Building	0	0	118	2,000		2,000		0	
3502 Repair/Maint. - Equipment	0	0	0	20,000		30,000		10,000	
3504 Maint. Service Contract	0	0	1,298	0		0		0	
3902 Printing Services	0	0	696	1,200		600		(600)	
3903 Postage	0	0	69	120		100		(20)	
3906 Advertising	0	0	905	7,308		5,000		(2,308)	
3918 Permits and Fees	0	0	1,255	805		500		(305)	
3932 Processing Fees	0	0	11,093			20,000		20,000	
4001 Office Supplies	0	0	8,924	10,000		5,000		(5,000)	
4002 Medical Supplies	0	0	2,302	5,000		2,000		(3,000)	
4003 Custodial Supplies	0	0	7,901	16,000		20,000		4,000	
4004 Repair/Maint. Supplies	0	0	27,750	30,000		35,000		5,000	
4007 Wearing Apparel	0	0	6,444	10,000		15,000		5,000	
4008 Reference Materials	0	0	680	1,500		500		(1,000)	
4010 Instructional Supplies	0	0	28,882	25,695		21,170		(4,525)	
4011 Textbooks	0	0	708	0		0		0	
4012 Emp. Training Supplies	0	0	3,675	1,500		10,000		8,500	
4013 Testing Materials	0	0	21	500		0		(500)	
4019 Food	0	0	456	1,000		1,000		0	
4023 Concession Food Purchased	0	0	2,675			0		0	
4150 Lease/Purchase Agree.	0	0	1,083	1,700		1,700		0	
4310 Tech. Supply Equip. Addnl.	0	0	3,930	4,000		1,000		(3,000)	
4450 Software - Replacement	0	0	468	500		1,500		1,000	
4510 General Equipment - Add'l.	0	0	18,755	4,000		500		(3,500)	
4550 General Equipment - Repl.	0	0	0	500		500		0	
4999 Other Materials/Supplies	0	0	0	3,000		3,000		0	
Totals	0	0	751,000	978,562	5.50	1,281,541	5.50	302,979	0.00
Positions	0.00	0.00	3.50	5.50		5.50			

# Description of Fund Statement

## Imaging Center Fund

The Imaging Center Fund is utilized to account for the revenues and expenditures pertaining to its operations. This fund is supported by the sale, primarily to internal customers, of printed materials and printing services.

The fund statement for the Imaging Center Fund details the funding sources, expenditures, transfers, and balances for fiscal year 2019.

Projections for fiscal years 2020 through 2022 are displayed to provide the school division and the community anticipated revenues and expenditures for these years.

### FUND STATEMENT Imaging Center

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Beginning Balance	\$0	0	0	0	0	0	6,052	18,582
<b>FUNDING SOURCES:</b>								
Use of money and property:								
Use of money - interest	0	0	0	0	1,000	1,000	1,000	1,000
Charges for services	0	0	0	0	608,286	632,617	657,922	684,239
Total operating revenues	0	0	0	0	609,286	633,617	664,974	703,821
<b>EXPENSES:</b>	0	0	0	0	609,286	627,565	646,392	665,784
Excess of revenues over (under) expenses	0	0	0	0	0	6,052	18,582	38,037
<b>NET POSITION, end of year</b>	<u>\$0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,052</u>	<u>18,582</u>	<u>38,037</u>

Note: Imaging Center fund did not begin until fiscal year 2019

### IMAGING CENTER FUND 020 (Imaging Center was transferred from Operating Fund 001 to Fund 020 in FY 19.)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved Budget	Positions	FY 2019 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1148 Specialist	294,088	305,644	317,654	324,007	4.00	296,838	4.00	(27,169)	0.00
1200 Overtime	22	2,529	1,318	0		0		0	
1201 Straight Time	0	792	209	0		0		0	
1300 Temporary Employee	22,526	13,570	11,709	17,000		20,000		3,000	
2100 Social Security - FICA	23,984	23,905	24,620	26,087		24,238		(1,849)	
2210 Retirement - VRS	29,468	27,569	20,616	21,028		24,578		3,550	
2211 Retiree Health Care Credit	647	673	699	713		0		(713)	
2220 Retirement - PWCS	4,623	4,805	4,993	6,480		0		(6,480)	
2300 Health Insurance - HMP	23,219	31,051	33,855	34,188		38,332		4,144	
2400 Life Insurance - GLI	3,500	3,637	4,161	4,244		4,300		56	
3504 Maint. Service Contract	75,173	47,801	58,449	90,000		95,000		5,000	
4020 Printing Supplies	88,788	94,975	124,740	100,000		106,000		6,000	
4150 Lease Agreement	0	2,158	3,419	0		0		0	
5101 Equipment - Additional	0	1,876	0	0		0		0	
6900 Reimbursement Account	(472,345)	(523,487)	(556,871)	(568,747)		0		568,747	
Totals	93,693	37,497	49,573	55,000	4.00	609,286	4.00	554,286	0.00

# Informational Section

The Informational Section of the Approved Budget document contains information of interest to School Division employees and the community at large.

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# History

Captain John Smith first discovered Prince William County during an expedition up the Potomac River in 1608. Smith found the region inhabited by Anacostan, Doeg, Iroquois, and Piscataway Indians. The first known colonial settlement was founded in 1722. In 1730, the Virginia General Assembly carved out an area approximately 2,000 square miles in size and named it Prince William County, after the second son of England's King George II. At that time Prince William County comprised all of "Northern Virginia" but by 1759, the General Assembly substantially reduced the County's size. Fairfax County was formed in 1742 and Fauquier County was formed in 1759, both from the original Prince William County area.

In 1730, the Dumfries area was prominent in the County and may have been the location of an official Tobacco Inspection Station due to its close proximity to the Potomac River. This is important because the Potomac River was a major regional route used to export tobacco to England, which was profitable for the southern colonial regions. The Tobacco Inspection law, passed in Virginia in 1730, required all exported tobacco shipments to bear an inspection certificate. Dumfries officially became a town in 1749 and in 1763 it reached an economic milestone by exporting more tobacco tonnage than the colony of New York.

Economic and political displeasure with the British government reached the breaking point for Prince William colonists in 1773. Pro-colony groups such as the Prince William Resolvers voiced protest against the erosion of colonial liberties. As England had ordered all colonial governors to cease granting lands, except to veterans of the French and Indian War, further financial strains were wrought against the colonies through taxation, including the infamous Tea Act and Stamp Act. In 1774, under ever-mounting pressure, the Virginia Convention adopted resolves against the importation of British goods and the importation of slaves. The Virginia Convention also required each county to form a volunteer company of cavalry or infantry. Prince William had already formed a volunteer unit a year before. The Independent Company of Prince William, under the leadership of Captains William Grayson and Philip Richard Francis Lee, was a volunteer unit comprised of 40 plus infantrymen. Many troops from the Independent Company of Prince William joined others from around the state to form two Colony regiments sanctioned by the third Virginia Convention in 1775. After the start of the Revolutionary War in 1776, the remaining troops of the "Company" became known as the Prince William District Battalion. In June of

that year, Captain Grayson was appointed Assistant Secretary to General George Washington.

The war ended and news of the ratification of the Treaty of Paris between the United States and Great Britain reached Virginia on February 3, 1784. Prince William County soldiers from the Virginia regiments returned home to their families. Although there was heavy troop movement through the County from all sides, it escaped the massive destruction leveled against Richmond. The County wasn't as fortunate, however, during the Civil War.

Before the Civil War, the population of Prince William County reached 11,000 and the African American population was 43.4 percent. Many African Americans in Virginia at this time were free from slavery and indentured servitude. Virginia legislators passed a law in 1782 permitting the freeing of slaves; however, colonies further south did not participate in similar legislation. Haymarket emerged as a large population center in 1799, with Occoquan following in 1804 and Brentsville in 1822. The County thrived through the early and mid-1800's. The railroad era began in Virginia around 1811 and in 1851 the railroad reached Manassas. Manassas Junction brought a new form of shipping and travel to the area. It also became a crucial stratagem for cutting off supplies to either side throughout the War. The first threat to the railroad junction was the Battle at Blackburn's Ford after Virginia seceded from the Union in 1861. Although the Battle at Blackburn's Ford was short-lived, it was a prelude to the First Manassas battle three days later. First Manassas at Bull Run was the first major land battle of Union and Confederate armies in Virginia after the Confederate takeover of Fort Sumter in South Carolina. The Union objective was to seize the Manassas Junction Railroad. Thomas J. Jackson earned his very famous nickname "Stonewall" Jackson towards the end of this battle.

Many lesser-known battles were also fought in the County; they include Cockpit Point, Manassas Station, Chapman's Mill, and Bristoe Station. Cockpit Point, a stretch of shoreline along the Occoquan River, is where the Confederate army formed a blockade at the Potomac River to cut off supplies to Washington. The Battle at Manassas Station was a Confederate victory where the Union supply depot at Manassas Junction was destroyed. The skirmish near Chapman's Mill ensured another Union defeat at the Second Battle of Bull Run; a swift Union retreat allowed two Confederate battalions to join together. This single seemingly inconsequential action virtually ensured the defeat of the

Union Army during the Second Battle at Bull Run. The last battle fought in Prince William County was at Bristoe Station in 1863. A Confederate corps happened upon a retreating Union army at Bristoe Station and attacked. Other Union soldiers in the area countered the small corps and captured the Confederate battery of artillery.

Manassas became a town in 1873. In 1892 Manassas became the County Seat for Prince William. Rebuilding the area to its former glory was almost an impossible task for locals. Grand manors and local businesses blighted during the War were replaced by modern inventions and post war architecture. The railroad was reconstructed and expanded westward. Education became more important and schools sprung up almost overnight. Ironically, a former Union Army Officer, George Carr Round, relocated to Manassas and helped to build its first public school. He later served on the Town Council and was a member of the Virginia General Assembly. Many schools and colleges opened in the County including the Manassas Industrial School for Colored Youth and Eastern College. The Manassas Industrial School for Colored Youth was founded by Jennie Dean in 1894. The purpose of the school was to improve the moral and intellectual condition of the youth placed under its care. Eastern College attracted students from over 22 states and 2 foreign countries. Eastern was transformed into a military

academy and later closed in 1935. Other academies and military schools opened in the area in the early 1900's. The ultimate military training academy was founded on a peninsula southwest of the Town of Occoquan, on the Quantico River in 1917. The Quantico Marine Base became an official training facility for the Navy before World War I, and was one of the first Marine training centers not housed on a naval base. The Town of Quantico, surrounded by the Marine base, was incorporated in 1927.

The County has a population of 430,289 people and boasts a median household income of \$96,160 as indicated by the Census Bureau's 2012 American Community Survey (2012 ACS). It is also a "young" County with 30.6% of the population 19 years of age or under as of the 2012 ACS. Prince William County was the birthplace or home of many notable personalities including George Mason II, Henry Lee III (the father of General Robert E. Lee), William Grayson, John Ballendine, Parson Mason Locke Weems, Benita Fitzgerald, the Chinn Family, Simon Kenton, Jennie Dean, James Robinson, Wilmer McLean, and many more. From pre-colonial times to modern day, Prince William County was and continues to be a dynamic community.



## School Board Members



### **Babur B. Lateef, M.D., Interim Chairman At-Large**

Babur B. Lateef, M.D., was appointed by the School Board on April 18, 2018 to fill the vacancy in the office of Chairman At-Large and will serve until the Chairman elected in the November 5, 2018 special election is qualified to serve.

Dr. Lateef is a physician and owner of Advanced Ophthalmology, Inc. in Woodbridge. He and his wife, Dr. Tarannum Lateef, have four children in Prince William County Public Schools. Dr. Lateef is a member of the Board of Directors of SPARK, the education foundation for PWCS. He is a member of the Board of Visitors for the University of Virginia and vice chairman of the University of Virginia Health System Board. He is also a PTO member at Marshall Elementary, Benton Middle School, and Thomas Jefferson High School for Science and Technology.

He is a graduate of Youngstown State University and Northeastern Ohio University College of Medicine. He completed his residency in ophthalmology at the University of Rochester School of Medicine. He also serves as an assistant clinical professor at George Washington University.



### **Lillie G. Jessie, Vice Chairman, Occoquan District**

Lillie Jessie was elected by the School Board to serve as Vice Chairman for the calendar year 2016. She was first elected on November 6, 2012 to fill the remaining term of the Occoquan District seat which was vacated in the spring of 2012. The seat had been filled on an interim basis until the election. She was re-elected in November 2015. Mrs. Jessie, a former teacher and administrator in Prince William County Public Schools, retired in the 2010-11 school year after a 35-year career, 20 years of which were served as principal of Vaughan Elementary School.

Mrs. Jessie is a nationally recognized author, mentor, master teacher, and innovative administrator in the educational field. During her tenure with Prince William County Public Schools, she served as supervisor of the Title I Program, a diagnostician, a reading teacher, assistant principal, and principal. She has authored three anthologies, “The Collaborative Principal” and “The Collaborative Teacher,” published by Solution Tree, and the recent nationally published anthology, “It’s the Principal of the

Thing.” She and her staff are featured in three national videos and she is the author of a national video, “Nothing Happens Until People are Having Fun.” She is also an educational writer for the Old Bridge Observer.

For 17 years, she worked in conjunction with the Prince William County Alumnae Chapter of Delta Sigma Theta (PWCAC) sorority, Prince William County Schools, Hylton Memorial Chapel and local churches to lead the annual community celebration in honor of Dr. Martin Luther King Jr., and the Youth Oratorical Contest. This project created by Mrs. Jessie was one of the largest celebrations of Dr. King’s birthday in the nation, with more than 3000 in attendance. Speakers were invited to speak at the White House. PWCAC celebrated the 25th Anniversary of this project in 2015.

Mrs. Jessie has received numerous awards for her contributions to the educational community. She was named Supervisor of the Year while supervisor of Title I. In 1996, she received The Washington Post Distinguished Educational Leadership Award and was named the Prince William County Principal of the Year. She received the Unsung Hero Award from Channel 50, Educator of the Year from Dale City Christian Church, NAACP Community Service Award, Eboné Image Leadership Award from the National Coalition of Black Women, a leadership award from the National Congress of Negro Women, the Prince William County Kathleen Seefeldt Community Service Award, and a Prince William Board of County Supervisors Commendation. She received the 2010 Universal Human Rights Day Award from the Prince William County Human Rights Commission. In 2014 she received the Citizen of the Year Award from Omega Si Phi Fraternity. A new wing added to Vaughan Elementary School in 2009 is named for Mrs. Jessie.

Mrs. Jessie served as member of Virginia Governor Terry McAuliffe’s Standards of Learning Innovation Committee, from 2014-2016. She earned a master’s degree in communication Disorders from Northwestern University, a bachelor’s degree in Speech Pathology from South Carolina State University, and Certification in Administration from the University of Virginia.





### William J. Deutsch, Coles District

Willie Deutsch is serving his first term on the Prince William School Board as the representative from the Coles Magisterial District. He grew up in Virginia and graduated with a degree in Government from Patrick Henry College in 2012. Appreciating the low taxes, strong schools, and quality of life, he and his wife Sarah settled in Prince William County. They have been active in their church and community, and his wife recently graduated with a master's in Clinical Mental Health Counseling.

Mr. Deutsch has a background in politics and digital communications and works in nonprofit communications. He currently works for Care Net, the largest network of pregnancy centers in the country which works to provide resources to women in unplanned pregnancies to enable them to choose life for their child.



### Diane L. Raulston, Neabsco District

Diane Raulston was elected on Tuesday, November 3, 2015 as the Prince William County School Board representative for the Neabsco District. Ms. Raulston's commitment and pledge to all of the residents of the Neabsco District includes advocacy for children and their families for quality, equitable, and collaborative education. She also commits to ensuring that Prince William County Public Schools will be held accountable in providing high quality and diversified education for all students.

Ms. Raulston's work as an advocate dates back to 1966 when she was a high school student and advocate for education in the Monterey, California high school system. She was later elected by her peers as a high school student delegate and testified before the State of California Board of Education subcommittee on high school diplomas, achievement tests, and state-required graduation requirements. Her testimony, lobbying, and campaign efforts resulted in a complete success as the Monterey, California school district changed policy to address and reflect the needs that Ms. Raulston championed. After high school, Ms. Raulston attended college and continued to advocate for various needs of the common interest and beyond.

Ms. Raulston has received many awards for her work for the advancement of student achievement. The most notable award came from the U.S. Department of Education, Office of Title One Programs – Parent Leader Advocate Program of 1990. She was appointed as a State of California Education committee member for two five-year terms by Ms. Delaine Easton, former Secretary of the State of California Department of Education, 1994.

In 2007, Ms. Raulston moved to Dale City, Virginia where she obtained membership in many local and civic organizations. She currently sits as an active member of the Bel Air Women's Club and VFW Post 1503; is a lifetime member of the Dale City Civic Association, and volunteers for the Prince William County Lassie League. On a county level, she was appointed to serve two terms as chair of the Neabsco Budget Committee at the pleasure of the Honorable John D. Jenkins, Board of County Supervisors. In addition, she was appointed to and currently sits on the Prince William County Disability Services Board, and the Discover Prince William & Manassas Convention and Visitors Bureau.

Ms. Raulston was honored to receive Congressional Recognition of Volunteerism from Congressman Gerald Connolly in 2013 and 2014 and from U.S. Senator Mark Warner in 2014.

Ms. Raulston attended Kansas State College and majored in English and Journalism.





### **Alyson A. Satterwhite, Gainesville District**

Alyson A. Satterwhite is serving her second consecutive term as the School Board representative from the Gainesville Magisterial District. She served as the School Board's Vice Chairman in 2015. From 2014 to 2015, Mrs. Satterwhite served as Vice Chairman with the Northern Virginia Special Education Regional Program. She began her service to the School Board after having twice established strong roots in the community. As a Navy family, the Satterwhites were stationed in the Washington, D.C. area and lived in Gainesville from 1995 to 1998, and returned in 2004.

After Mrs. Satterwhite's husband Doug retired from the Navy in 2005, they decided to stay in Gainesville because they loved the community and the quality of the schools. The family has been active with the Gainesville District Little League for the past 10 years. She and her husband are members of McLean Bible Church and attend the Manassas campus.

Mrs. Satterwhite has been a volunteer for the Battlefield High School orchestras and marching band. She has served on the Advisory Council at Gravely Elementary School and in other capacities as a volunteer at Tyler and Mountain View Elementary Schools and Bull Run Middle School. Mrs. Satterwhite was appointed by the School Board to the Social Studies Textbook Adoption Committee. She served with her husband on the Parents Council at Virginia Wesleyan College.

Mrs. Satterwhite is a graduate of George Mason University with a Bachelor of Science in Education. She and her husband Doug have four children, all of whom are or have been students in Prince William County Public Schools.



### **Gil Trenum, Brentsville District**

Gil Trenum is serving his third term on the School Board as the representative from the Brentsville Magisterial District. He previously served as Vice Chairman in 2010 and 2014. Mr. Trenum and his family have lived in Prince William County since 1996, when he was assigned shore duty at the Pentagon as a nuclear submarine officer.

Mr. Trenum graduated with a Bachelor of Science and Master of Science in Mechanical Engineering from Texas Tech University and earned a Graduate Certificate in Systems Engineering from George Mason University. He served as an active duty US Navy officer for 12 years and continues to serve his country as a Navy Reserve Commander supporting the Office of Naval Research. Before serving his first term in 2007, Mr. Trenum served as the Brentsville District representative to the Prince William County 2006 Citizens Bond

Committee. He and his family are members of Manassas Assembly of God Church in Bristow where he taught Sunday school classes for 4-year-olds for many years.

Mr. Trenum is currently a senior systems engineer and technical manager with Leidos, Inc. He has worked in national security, the field of intelligence, and information systems for over 20 years.



### Justin D. Wilk, Potomac District

Justin Wilk is a graduate of the University of Virginia's Curry School of Education, earning a master's degree in public education leadership. He received his B.A. in political theory and constitutional democracy from Michigan State University in 2006. He is a former member of the Prince William Education Association, and an active member of the Prince William Federation of Teachers and the Virginia AFL-CIO.

Mr. Wilk began his educational career in Prince William County Public Schools in the fall of 2008 as a 7th grade civics and economics teacher at Woodbridge Middle School. He was also chosen to help pilot Prince William County Public Schools' same gender teaching program. During his three years at Woodbridge, Mr. Wilk served as the assistant football coach, assistant track coach, head track coach, and the advisor to the school drama program. Additionally, he represented the 7th grade each year on the school's Advisory Council.

Looking for a new experience and the opportunity to teach traditional co-ed classrooms, Mr. Wilk transferred from Woodbridge to Gainesville Middle School, where he taught 8th grade Civics and Economics for three years. During his time at Gainesville, he was recognized by the local press for his 2012 presidential election project, and for motivating his former students to engage in local politics.

Mr. Wilk is currently employed at a private company that works with school leaders to build stronger relationships with parents, teachers, students, and staff. Mr. Wilk is a member of Our Lady of Angels Catholic Church in Woodbridge.



### Loree Y. Williams, Woodbridge District

Loree Williams was re-elected in November of 2015 to represent the Woodbridge Magisterial District. She was previously elected in November 2013 during a special election to fill the remaining two years of a four-year term for the Woodbridge District. In addition, Ms. Williams was recently appointed to serve as Vice-Chair on the board for the Governor's School @ Innovation Park. She is an advocate for early childhood intervention programs and for enhancing the skills of under-performing students.

As a lifelong resident of the area, Ms. Williams attended Prince William County Public Schools and currently has a son who attends Potomac High School. She has a long history of volunteer service to the county, as a youth volunteer during her teenage years, and as an adult with many programs ranging from sports groups to the Boy Scouts. Ms. Williams has been an active and involved parent at both the elementary and middle school levels, including but not

limited to service as a PTA president. She also served for three years on the Prince William County Public Schools Gifted Education Advisory Council.

Ms. Williams is a graduate of George Mason University with a B.A. in Integrative Studies with Specialization in Conflict Resolution and Peace Studies. She has more than a decade of service in corporate-level executive administration, amassing extensive experience in organizational management, office management and operations, public affairs administration, facilities management planning, purchasing/inventory control, conflict resolution, and mediation.

Ms. Williams is employed by a real estate firm in Washington, D.C., providing management support to the region CEO and Senior Managing Director. She is focused on using her long-standing management and policy skills to help Prince William County Public Schools to deliver on the commitment to Providing A World-Class Education.



## Sasan Faraj, Student Representative

Patriot High School rising senior, Sasan Faraj, has been selected as the student representative to the School Board for the 2018-19 school year. He will join Superintendent Steve Walts and School Board members on the dais for the first time at the September 5 meeting.

Two alternates for the position were also named, Annabel Bergeron, Brentsville District High School; and Wilfredo Villatoro, Gar-Field High School.

“Last year marked the first time we included a student representative to the School Board, and it was wonderful having that perspective, said Superintendent Walts. I am looking forward to another successful year and all of the insight Sasan will share.”

Faraj is a non-voting member, but will have an opportunity to share ideas, suggestions, and concerns solicited from students.

Faraj is an accomplished debater at Patriot High School and serves as captain of the debate team. He was elected president of the Social Studies Honor Society for the 2018-19 school year. Faraj represented Patriot High School at the 2018 West Point Leadership and Ethics Conference. He is also a member of the National Honor Society and National English Honor Society.

Faraj adds to his long list of achievements his recent selection to represent Prince William County Public Schools at the Summer Residential Governor’s School for Humanities, running June 24 through July 21.

“Being selected as the student representative to the School Board is an honor and a privilege. Through hard work, tenacity, and teamwork among all of the student representatives, we can ensure that the student body’s voice is heard and the School Board’s decisions are understood,” said Faraj.

# 2018 – 2019 School Year Calendar

2018			Teaching Days	Workday/ InService	Total Days
<b>August</b>	16-17	New Teacher Induction Program			
	20	All Teachers Report			
	20-24	Teacher Professional Development/Workday			
	27	School Begins			
		<b>August Totals</b>	<b>5</b>	<b>7</b>	<b>12</b>
<b>September</b>	3	Labor Day Holiday			
		<b>September Totals</b>	<b>19</b>	<b>0</b>	<b>19</b>
<b>October</b>	8	Divisionwide Professional Learning Day – ES/MS/HS Closed			
		<b>October Totals</b>	<b>22</b>	<b>1</b>	<b>23</b>
<b>November</b>	5	Teacher Professional Development/Workday – ES/MS/HS Closed			
	6	Elementary Parent/Teacher Conference Day– ES Closed			
	6	Teacher Professional Development/Workday/ Conference Day – MS/HS Closed			
	12	Veteran's Holiday (Observed)			
	21-23	Thanksgiving Break			
		<b>November Totals</b>	<b>16</b>	<b>2</b>	<b>18</b>
<b>December</b>	21-31	Winter Break for Students/Teachers			
		<b>December Totals</b>	<b>14</b>	<b>0</b>	<b>14</b>
<b>2019</b>					
<b>January</b>	1	Winter Break for Students/Teachers			
	2	School Reopens			
	21	Martin L. King Holiday			
	25	Elementary Parent/Teacher Conferences (1/2 Day)			
	28	Teacher Workday – ES/MS/HS Closed			
		<b>January Totals</b>	<b>20</b>	<b>1</b>	<b>21</b>
<b>February</b>	18	President's Day Holiday			
		<b>February Totals</b>	<b>19</b>	<b>0</b>	<b>19</b>
<b>March</b>		<b>March Totals</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>April</b>	1	Teacher Workday – ES/MS/HS Closed			
	15-19	Spring Break for Students/Teachers			
		<b>April Totals</b>	<b>16</b>	<b>1</b>	<b>17</b>
<b>May</b>	27	Memorial Day Holiday			
		<b>May Totals</b>	<b>22</b>	<b>0</b>	<b>22</b>
<b>June</b>	11	Last Day of School			
	12-13	Teacher Professional Development/Workday – ES/MS/HS			
		<b>June Totals</b>	<b>7</b>	<b>2</b>	<b>9</b>
		<b>Year Totals</b>	<b>181</b>	<b>14</b>	<b>195</b>

# Enrollment Statistics

School	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budgeted FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022
<b>Elementary Schools</b>								
Alvey Elementary	709	676	685	688	653	658	665	681
Antietam Elementary	627	635	650	660	660	656	657	662
Ashland Elementary	955	969	800	780	779	763	770	787
Bel Air Elementary	592	586	540	400	391	403	403	403
Belmont Elementary	465	448	432	447	457	460	475	496
Bennett Elementary	674	686	685	668	666	664	678	698
Bristow Run Elementary	685	657	676	663	636	665	664	673
Buckland Mills Elementary	705	688	667	651	659	660	664	686
Cedar Point Elementary	676	622	562	569	532	529	529	533
Chris Yung Elementary	0	660	697	650	650	748	801	821
Coles Elementary	496	507	456	419	401	390	392	400
Covington-Harper Elementary	0	0	0	543	626	686	810	979
Dale City Elementary	479	440	452	446	446	424	423	429
Dumfries Elementary	559	530	513	439	438	435	436	444
Ellis Elementary	579	620	588	565	571	562	562	570
Enterprise Elementary	522	484	401	422	425	423	423	426
Featherstone Elementary	525	574	592	505	538	534	536	543
Fitzgerald Elementary	818	837	872	810	828	859	881	908
Glenkirk Elementary	936	745	760	760	757	760	759	769
Gravely Elementary	780	764	759	779	771	796	811	828
Haymarket Elementary	618	686	770	825	818	855	867	878
Henderson Elementary	559	596	628	813	831	829	840	858
Kerrydale Elementary	495	508	511	469	447	461	461	462
Kilby Elementary	403	412	436	709	727	707	713	724
King Elementary	500	509	410	400	389	399	403	409
Lake Ridge Elementary	628	605	589	588	589	587	586	594
Leesylvania Elementary	756	783	771	779	776	794	803	820
Loch Lomond Elementary	523	531	556	544	545	551	551	556
Marshall Elementary	603	615	652	648	655	653	654	660
Marumscott Hills Elementary	755	767	828	636	637	650	652	657
McAuliffe Elementary	470	461	448	443	428	427	427	431
Minnieville Elementary	629	626	516	509	513	497	496	502
Montclair Elementary	639	603	581	589	639	608	613	623
Mountain View Elementary	620	573	578	584	546	545	545	549
Mullen Elementary	712	704	730	754	789	774	776	780
Neabsco Elementary	578	570	590	808	659	671	672	680

## Informational Section

### Enrollment Statistics

School	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budgeted FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022
The Nokesville School	493	536	560	619	617	619	632	653
Occoquan Elementary	577	633	612	631	655	647	648	654
Old Bridge Elementary	693	733	720	735	727	711	711	716
Parks Elementary	811	792	748	717	682	698	697	715
Pattie Elementary	714	709	698	705	695	704	706	714
Penn Elementary	814	801	823	854	878	876	886	906
Pennington School	410	405	408	408	405	405	405	405
Piney Branch Elementary	722	757	809	810	803	811	813	818
Porter School	416	418	418	419	420	420	420	420
Potomac View Elementary	808	836	843	693	706	710	709	715
River Oaks Elementary	705	768	737	686	721	693	693	701
Rockledge Elementary	627	632	625	630	663	639	644	655
Signal Hill Elementary	555	690	717	744	755	770	793	814
Sinclair Elementary	870	741	757	728	694	690	690	695
Springwoods Elementary	710	705	732	709	707	701	701	706
Sudley Elementary	824	702	698	687	670	649	648	653
T. Clay Wood Elementary	930	926	931	900	888	894	895	907
Swans Creek Elementary	685	737	783	673	671	655	660	667
Triangle Elementary	801	783	775	779	799	787	789	803
Tyler Elementary	541	517	518	502	465	492	493	499
Vaughan Elementary	789	795	801	627	606	627	630	638
Victory Elementary	968	708	656	686	796	831	830	833
West Gate Elementary	646	543	534	522	530	525	525	529
Westridge Elementary	704	737	760	746	750	723	723	729
Williams Elementary	956	981	1,069	747	735	756	757	759
Wilson Elementary	0	0	640	742	861	862	870	888
Yorkshire Elementary	881	808	816	821	856	881	880	886
<b>Total Elementary</b>	<b>39,920</b>	<b>40,070</b>	<b>40,569</b>	<b>40,482</b>	<b>40,646</b>	<b>40,878</b>	<b>41,261</b>	<b>42,012</b>

#### Middle Schools

Benton Middle School	1,332	1,341	1,381	1,425	1,382	1,333	1,220	1,224
Beville Middle School	1,111	1,087	1,088	1,121	1,102	1,092	1,059	1,058
Bull Run Middle School	1,199	1,196	1,194	1,166	1,228	1,258	1,263	1,197
Gainesville Middle School	1,297	1,381	1,385	1,436	1,474	1,443	1,446	1,411
Graham Park Middle School	1,006	1,015	1,042	1,034	1,053	1,023	1,086	1,094
Hampton Middle School	1,072	1,094	1,050	1,087	1,118	1,118	1,128	1,128
Lake Ridge Middle School	1,213	1,220	1,220	1,275	1,407	1,467	1,482	1,490
Lynn Middle School	1,050	1,035	1,043	1,080	1,084	1,148	1,179	1,218
Marsteller Middle School	1,299	1,297	1,334	1,344	1,312	1,258	1,214	1,156
The Nokesville School	313	329	341	368	358	354	356	342
Parkside Middle School	1,221	1,224	1,212	1,313	1,400	1,502	1,519	1,525

## Informational Section

### Enrollment Statistics

School	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budgeted FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022
Pennington School	238	243	235	235	243	243	243	243
Porter School	266	267	266	264	252	252	252	252
Potomac Middle School	1,178	1,183	1,185	1,253	1,319	1,355	1,371	1,485
Reagan Middle School	1,256	1,281	1,256	1,383	1,368	1,402	1,356	1,366
Rippon Middle School	1,157	1,187	1,246	1,289	1,331	1,384	1,399	1,491
Saunders Middle School	1,089	1,159	1,159	1,168	1,178	1,182	1,207	1,142
Stonewall Middle School	1,176	1,171	1,097	1,112	1,207	1,223	1,289	1,284
Woodbridge Middle School	1,230	1,294	1,360	1,360	1,343	1,387	1,400	1,387
<b>Total Middle</b>	<b>19,703</b>	<b>20,004</b>	<b>20,095</b>	<b>20,713</b>	<b>21,169</b>	<b>21,434</b>	<b>21,483</b>	<b>21,504</b>

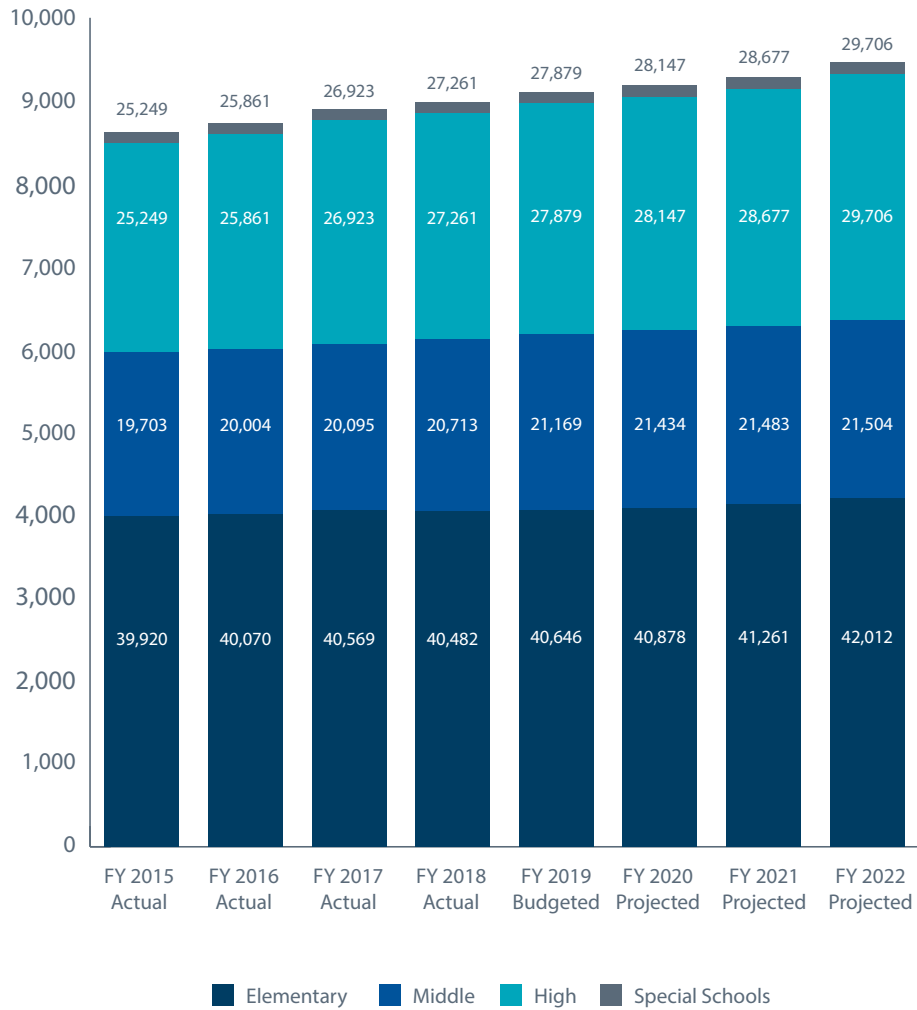
High Schools								
Battlefield High School	2,487	2,698	2,899	2,941	3,022	2,979	3,006	3,149
Brentsville High School	1,053	1,113	1,050	1,023	1,021	941	958	976
Colgan High School	0	0	1,541	2,250	2,503	2,617	2,679	2,624
Forest Park High School	2,235	2,227	2,163	2,165	2,138	2,163	2,107	2,109
Freedom High School	2,035	2,086	2,228	2,258	2,225	2,263	2,291	2,377
Gar-Field High School	2,480	2,527	2,515	2,403	2,373	2,353	2,294	2,429
Hylton High School	2,418	2,436	2,298	2,263	2,226	2,269	2,306	2,339
Osbourn Park High School	2,684	2,804	2,278	2,173	2,316	2,339	2,459	2,541
Patriot High School	2,822	2,766	2,747	2,688	2,668	2,631	2,674	2,742
Potomac High School	1,742	1,886	1,995	1,961	2,024	2,048	2,153	2,326
Stonewall Jackson High School	2,418	2,444	2,560	2,554	2,671	2,825	2,899	3,121
Woodbridge High School	2,875	2,874	2,651	2,583	2,690	2,720	2,850	2,971
<b>Total High</b>	<b>25,249</b>	<b>25,861</b>	<b>26,923</b>	<b>27,261</b>	<b>27,879</b>	<b>28,147</b>	<b>28,677</b>	<b>29,706</b>

Special Schools								
Child-Find	93	90	95	92	110	113	116	120
PACE (East)	112	109	87	88	0	0	0	0
New Directions Alternative	461	459	471	457	0	0	0	0
New Dominion Alternative	90	71	52	47	0	0	0	0
Independence Nontraditional School	0	0	0	0	610	614	619	623
PACE (West)	88	82	88	82	88	91	93	94
Special Education Private Facility	0	0	0	94	0	0	0	0
School-based Preschool	365	379	410	412	399	402	405	410
TJHS Regional Magnet	65	63	69	75	73	73	75	77
Woodbine Preschool	63	65	61	58	80	83	84	84
<b>Total Special</b>	<b>1,337</b>	<b>1,318</b>	<b>1,333</b>	<b>1,405</b>	<b>1,360</b>	<b>1,376</b>	<b>1,392</b>	<b>1,408</b>

<b>Division Total</b>	<b>86,209</b>	<b>87,253</b>	<b>88,920</b>	<b>89,861</b>	<b>91,054</b>	<b>91,834</b>	<b>92,813</b>	<b>94,630</b>
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Note: Totals may not add due to rounding

### Enrollment Statistics by Grade Level





# Student Enrollment Forecasting

Most forecasts share common features. They tend to be an extrapolation of the past, involve some level of judgment, and are inherently not perfect predictors of the future. These features contribute to why it's indispensable to continually evaluate the forecasting methods used and the accuracy of their projections. The primary goal in the enrollment forecasting process is to reduce statistical error so that the projections can become better predictors of future student enrollments, resulting in the ability to place greater confidence in them when planning future capital improvements. The forecasts rely on spatial and aspatial data that are manipulated and processed by Geographic Information System (GIS) software and statistical software packages, respectively.

## Methodology

The student enrollment forecasts are calculated combining two widely-used techniques in projecting student enrollment that are commonly referred to as the Housing-unit Method and the Grade Progression Method. One caveat is that judgmental adjustments, which are common in forecasting, are often used to fine-tune the enrollment forecasts. The combination of statistical methods was chosen for two primary reasons. First, the model produced by them is supported by industry best practices and scholarly literature. Second, they are relatively inexpensive to produce. Each primary method is now discussed more extensively.

## Housing-Unit Method

The Housing-Unit Method establishes a relationship between housing units and student enrollment. The relationship is calculated for a specific geography in PWC by dividing the number of students residing in the geographic region by the number of existing housing units. In PWCS, the resulting value is referred to as a Student Generation Factor. It can be interpreted as the number of students on average that housing units generated in a specific region. Factors are calculated at varying geographies (e.g., county-wide, elementary school attendance area, and Planning Zone) and for each housing unit type (e.g., single-family detached, townhouse, and multifamily). For future years, the projected ratio of students per housing unit, in concert with moving these ratios forward in time via the Grade Progression Ratio Method, is multiplied by the number of predicted housing units by year to produce the forecasts of total students in Prince William County Schools.

## Grade Progression Ratio Method

The Grade Progression Ratio Method used in PWCS, is the weighted average of historical grade progression ratios. The calculated ratio for each grade level is multiplied by its corresponding grade level cohort for a particular year to project the subsequent year's enrollment. An example below is provided to help explain the method.

Below is a table that tabulates the historical record of total sixth and seventh grade students for the current year (i.e., Year(0)) and the previous three years. Beneath the table is Grade Progression Ratio Method used with the provided data. For the sake of simplicity, no weighting is included in the example calculation, although more recent years are weighted more significantly in the actual projections used in PWCS. Averaging progression ratios for multiple years in the progression ratio calculation lessens the effect of any given year on the forecast, effectively smoothing the historical data. The forecaster can adjust the number of years used to calculate the progression ratio with the intent of attempting to control for outliers and to include the previous years that are believed to most closely represent the years being forecasted.

Grade	Year (-3)	Year (-2)	Year (-1)	Year (0)	Progression Ratio	Year (+1)
6th	3,888	4,066	4,348	4,581		
7th	N/A	4,024	4,184	4,525	1.0350	4,741

### 1. Progression Ratio =

$$(7^{\text{th}} \text{ Year}(-2) + 7^{\text{th}} \text{ Year}(-1) + 7^{\text{th}} \text{ Year}(0)) / (6^{\text{th}} \text{ Year}(-3) + 6^{\text{th}} \text{ Year}(-2) + 6^{\text{th}} \text{ Year}(-1))$$

$7^{\text{th}} \text{ Year}(0)$  indicates the 7<sup>th</sup> grade cohort of Current Year.

### 2. Progression Ratio =

$$(4,024 + 4,184 + 4,525) / (3,888 + 4,066 + 4,348) = 1.0350$$

### 3. Forecasted 7<sup>th</sup> Year(+1) Student Enrollment =

$$4,581 \times 1.0350 = 4,741$$

## Student Enrollment Forecast Accuracy

The model used to project student enrollment in PWCS is effective, and with accurate data and correctly forecasted parameters, can provide reasonably accurate forecasts of future. Historically, it has yielded smaller errors at larger geographies. An average error of less than 1% has been associated with the Divisionwide one-year projections since the mid-1990s. Success at the school level, a relatively smaller geography, has varied by school.

# Budget by State Category and Fund

Fund	Instruction	Administration, Health & Attendance	Pupil Transportation	Operations & Maintenance	Food Services & Non-Instructional	Facilities	Technology	Debt Service	Fund Totals
001	798,683,885	76,017,951	62,679,340	61,798,230		43,673,147	41,921,550		1,084,774,103
004								107,730,113	107,730,113
007						87,874,962			87,874,962
010					52,277,451				52,277,451
015					5,000,000				5,000,000
018					1,699,392				1,699,392
020		609,286							609,286
022					5,506,132				5,506,132
023					109,530,239				109,530,239
024					630,000				630,000
025	51,308,693								51,308,693
027	994,340								994,340
028						1,281,541			1,281,541
<b>Total</b>	<b>850,986,918</b>	<b>76,627,237</b>	<b>62,679,340</b>	<b>61,798,230</b>	<b>174,643,214</b>	<b>132,829,650</b>	<b>41,921,550</b>	<b>107,730,113</b>	<b>1,509,216,252</b>

The Virginia General Assembly approved these state categories for expenditure budgeting and reporting.

The total budget amount as shown above of \$1,509,216,252 includes interfund transfers of \$28,906,610. Interfund transfers include budgeted amounts that appear in more than one fund for the same purpose.

Budget by State Category	FY 2019	FY 2018	FY 2017
Instruction	56%	50%	56%
Admin/Health/Attend.	5%	2%	2%
Pupil Transportation	4%	4%	4%
Operations/Maintenance	4%	5%	6%
Food Serv/Non-Instr.	12%	10%	11%
Facilities	9%	20%	12%
Technology	3%	3%	3%
Debt and Fund Transfers	7%	6%	6%
<b>Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

	Budget by Fund Total	FY 2019	FY 2018	FY 2017
001	Operating Fund	72%	62%	69%
004	Debt Service Fund	7%	6%	6%
007	Construction Fund	7%	20%	11%
010	Food Services Fund	3%	3%	3%
015	Distribution Center Fund	0%	0%	0%
018	Facilities Use Fund	0%	0%	0%
020	Imaging Center Fund	0%	0%	0%
022	Self-Insurance Fund	0%	0%	0%
023	Health Insurance Fund	7%	6%	7%
024	SACC Program Fund	0%	0%	0%
025	Special Education Regional Fund	4%	3%	4%
027	Governors School @ Innovation Park Fund	0%	0%	0%
028	Aquatics Center Fund	0%	0%	0%
	<b>Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MOTION: JENKINS**

**April 24, 2018**

**SECOND: CADDIGAN**

**Regular Meeting**

**Res. No. 18-273**

**RE: BUDGET AND APPROPRIATE FISCAL YEAR 2019 SCHOOL BUDGET**

**ACTION: APPROVED**

**WHEREAS**, Prince William County Schools held a duly advertised public hearing on March 22, 2018, on the Schools Fiscal Year 2019 Proposed Budget and Capital Improvement Program in accordance with Sections 15.2-2506, and 22.1-93 VA Code Ann.; and

**WHEREAS**, the Prince William County School Board approved and submitted the Schools Fiscal Year 2019 Proposed Budget and Capital Improvement Program for consideration by the Prince William Board of County Supervisors on April 3, 2018; and

**WHEREAS**, the public hearing regarding the Fiscal Year 2019 Budget was duly advertised on March 7, 2018, and March 14, 2018, and held on April 10, 2018; and

**WHEREAS**, the County/Schools revenue sharing agreement provides 57.23% of general revenue, excluding recordation tax revenue, to the Schools; and

**WHEREAS**, the school division budget is supported by various County transfers including a revenue sharing agreement general fund transfer of \$578,868,182; cable television capital grant revenue of \$847,290; class size reduction grant of \$1,000,000; 13th high school debt service support of \$888,694, and School security pilot program of \$500,000; and

**WHEREAS**, the school division budget is supported by an additional County general fund transfer of \$1,310,059 to provide reimbursements from the federal government for costs associated with Build America Bonds and Qualified School Construction Bonds that are paid by the school division from the Debt Service Fund; and

**WHEREAS**, the total County transfer to the school division is \$583,414,225;

**NOW, THEREFORE, BE IT RESOLVED** that the Prince William Board of County Supervisors does hereby budget and appropriate the following Fiscal Year 2019 School Division budget by fund (lump sum) total as follows:

April 24, 2018  
Regular Meeting  
Res. No. 18-273  
Page Two

<u>Description</u>	<u>Amount</u>
Operating Fund	\$1,084,774,103
Debt Service Fund	\$ 107,730,113
Construction Fund	\$ 87,874,962
Food Service Fund	\$ 52,277,451
Distribution Center Fund	\$ 5,000,000
Facilities Use Fund	\$ 1,699,392
Imaging Center Fund	\$ 609,286
Self-Insurance Fund	\$ 5,506,132
Health Insurance Fund	\$ 109,530,239
Regional School Fund	\$ 51,308,693
Governor's School @ Innovation Park	\$ 994,340
Aquatics Center	\$ 1,281,541
School Age Child Care Program Fund	\$ 630,000
<b>All Funds Total</b>	<b>\$1,509,216,252</b>

**BE IT FURTHER RESOLVED** that the Prince William Board of County Supervisors does hereby approve the following Fiscal Year 2019 School Division budget by state category as follows:

<u>Description</u>	<u>Amount</u>
Instruction	\$ 850,986,918
Administration, Health & Attendance	\$ 76,627,237
Pupil Transportation	\$ 62,679,340
Operations and Maintenance	\$ 61,798,230
Food Services and Non-Instructional Funds	\$ 174,643,214
Facilities	\$ 132,829,650
Technology	\$ 41,921,550
Debt Service	\$ 107,730,113
<b>Total</b>	<b>\$1,509,216,252</b>

**BE IT FURTHER RESOLVED** that some adjustment between amounts budgeted within the specific categories of funding outlined by the Commonwealth may be required at a later date provided that said adjustments do not exceed the total of funds budgeted and appropriated herein;

**BE IT FURTHER RESOLVED** that the Prince William Board of County Supervisors authorizes the School Division to retain unexpended Fiscal Year 2018 funds to support the Fiscal Year 2019 school budget;

**April 24, 2018**  
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**Page Three**

**BE IT FURTHER RESOLVED** that the Prince William Board of County Supervisors does hereby authorize the administrative adjustment of the adopted budgets to conform to defined program and internal service fund structures.

**Votes:**

**Ayes:** Anderson, Caddigan, Candland, Jenkins, Lawson, Nohe, Principi, Stewart

**Nays:** None

**Absent from Vote:** None

**Absent from Meeting:** None

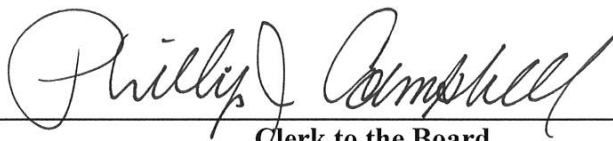
**For Information:**

Schools Superintendent

Management and Budget Director

Finance Director

ATTEST: \_\_\_\_\_

  
Clerk to the Board



# Tuition Rates for the 2018-19 School Year

## Regular School Rates

The School Board on an annual basis uses anticipated costs for the school year to establish tuition rates for non-residents of Prince William County. Daily rates are based on the number of required instructional days per year. Tuition rates for the school year are:

	In-State	Out-of-State
Annual Rate	\$6,041*	\$11,914

\* This rate is charged if Prince William County Schools receives state funding for the student.

## Special Education In-State Tuition Rates

Total Tuition = Basic Program Costs + Transportation + Additional Programs

Each student must have one of the Basic Program Costs, may have a Transportation Cost and may have one or more Additional Program Costs. These costs include both the direct and indirect costs of each of the various services.

Basic Program Costs for disabilities not listed here (e.g., Autism, Severe & Profound, Hearing, etc.) apply to students in the Northern Virginia Regional Special Education Program and are determined by that office.

Basic (Self-Contained) Programs		Annual Costs
Pre-School		\$23,448
Moderate Cognitive Impairment (MOCI)		\$18,200
Mild Cognitive Impairment (MICI)		\$18,200
Orthopedically Impaired		\$18,200
Seriously Emotionally Disturbed		\$17,829
Learning Disabled		\$17,829
Regular Education (85%) (county funding)		\$5,135
Transportation Costs		
Regular		\$416
Special		\$9,919
Additional (Resource) Programs		
Emotionally Disturbed		\$11,314
Learning Disabled		\$8,436
Visually Impaired		\$19,526
Speech		\$3,704
Occupational Therapy		\$6,837
Physical Therapy		\$6,534
Attendant Required		\$8,065
Adapted Physical Education		\$1,464

## Special Education Out-of-State Tuition Rates

If the student is to be claimed for average daily membership (state funding) by a school division other than Prince William County Schools, or if the student is from out-of-state, the tuition charge will be \$5,872 higher than indicated in the Special Education Basic Programs listed above.



# Department Performance Measures

## Introduction

The Prince William County Schools Strategic Plan unifies all schools and departments and establishes a shared direction by establishing Divisionwide goals, objectives, and measures that are used to direct and to monitor the effectiveness of school levels and central office departments. The Strategic Plan for FY 2016-2020 can be found in the Organizational Section of this budget document and is also available on the School Division's Internet web site at [www.pwcs.edu](http://www.pwcs.edu). The Strategic Plan is designed to set resource priorities by establishing goals and directing scarce resources based on achieving those goals. Divisionwide student and instruction-related performance measure results are included in the Organizational Section of this budget document. Central Office Support performance measurement results by department are included in this section of this budget document.

Prince William County Public Schools are managed by *site-based management*. Division funds are allocated to schools and central departments. Essentially, site-based management is decentralization.

Schools and departments are responsible for strategic planning, stakeholder participation, budget management, and performance measurement. Each school and department is assigned to an associate superintendent. Schools and departments submit their plans to their associate superintendent where it is reviewed, approved, and/or amended to insure alignment and compliance with the goals of the Division's Strategic Plan. This integrated planning approach promotes continuous improvement by integrating planning and budgeting in a decentralized process where stakeholder participation and performance measures influence operations. Schools and departments are required to use best practices based on scientific research. For example, the **Plan, Do, Study, Act**, (PDSA) planning process to identify the needs and demands of their individual responsibilities, prioritize programs, establish clear measurable objectives, maintain a formal system of accountability, and use the information in budget development. The fully integrated process will help schools and departments become more creative, flexible, and entrepreneurial in responding to their responsibilities.

### What is Strategic Planning?

Strategic planning is a powerful tool for setting priorities and making informed decisions about the future. It helps guide schools and departments in the same direction. It illustrates employees how their jobs support the Division's goals.

### Why Measure Results?

While the private sector has profits as a key measure of performance, the public sector lacks a similar "bottom line." However, more and more taxpayers want to know how well their tax dollars are being spent. Citizen demands for accountability compel public managers to systematically monitor agency results. An effective accountability system examines each program and precisely describes desired accomplishments for it.

### Management Process

Prince William County Public Schools is a multifaceted system consisting of separate functions, cross functional processes, management layers, individual performers, specific programs, products or services, and a variety of other ways in which all of these can be (and are) interrelated. With site-based management of schools and central office departments, separate planning is performed by each school and department. However, the planning activities must be consistent with and support the goals in the Prince William County Schools Strategic Plan. The Strategic Plan unifies all schools and departments by establishing a shared direction. Associate superintendents insure school plans are aligned with the Strategic Plan and that central department plans support school plans. High performing schools and central office departments can demonstrate how individual actions come together to collectively move the entire School Division in its preferred direction.



### Continuous Improvement

- Strategic Planning
- Stakeholder Participation
- Budget Management
- Performance Measurement

### Strategic Planning

Identify critical issues. Examine mission, mandates, responsibilities, stakeholder feedback, strengths and weaknesses, external opportunities, and student enrollment. With, advisory council participation and stakeholders input, develop strategies from issue assessment to manage the array of critical issues. Document the goals, objectives, and strategies per Division guidelines. Those strategies requiring additional resource allocations must be addressed during budget development.

### Budget Management

From strategies identify those that require changes in resources and budget for them in the budget submission. This directly links the Strategic Plan and requests for funding. Submissions include a breakdown itemized by unit, activity, and object code, required to set into operation each goal, objective, and strategy. Any low priority items should be analyzed to determine whether resources going to them are cost-justified.



## Performance Measurement

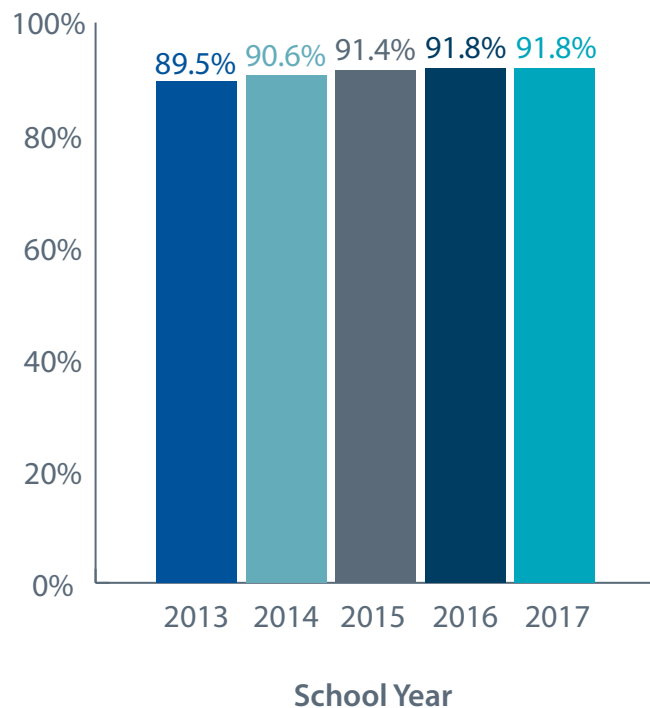
School and central office department plans and budgets and the School Division's budget shall reflect the Strategic Plan. Divisionwide goals, objectives and performance measures are included in the Strategic Plan. Associate superintendents review plans and budgets to insure alignment and compliance with the Strategic Plan, however, performance measures for each school and central office department are necessary to show the degree to which conformance to the Strategic Plan is met. The Prince William County Public Schools Strategic Plan is the School Division's long-range plan.

- Schools and central office departments may develop additional performance measurements to better monitor the effectiveness of particular activities and progress toward specific goals.

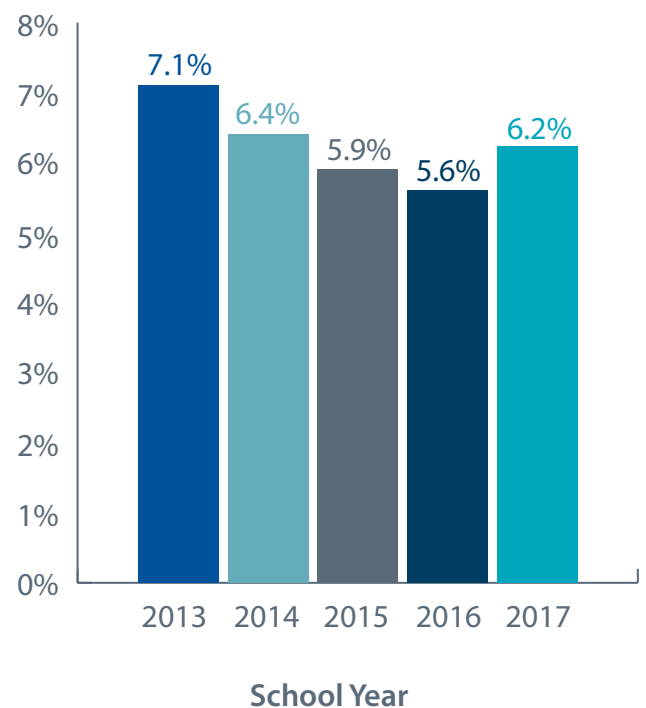
## Conclusion

Integrating strategic planning and performance measurement with the budget process helps the School Division set resource priorities, ensure accountability to taxpayers, and eliminate waste. The process will evolve with use. As schools and departments become more adept at planning and developing measures, they will become more results-oriented. Departments will learn to sharpen their capability to build budgets that reflect strategic priorities and support a desired set of results.

**On-Time Graduation Rate**



**Drop Out Rate**



*Source for Graduation and Drop Out Rate Charts: Virginia Department of Education Website.*

## SCHOOL-BASED PERFORMANCE RESULTS\*

School_Year	2015-2016		2016-2017		2017-2018	
	Target	Actual	Target	Actual	Target	Actual
1.1.02a.01 All student reading scores will meet or exceed all VDOE AMO targets.		80		80	73	79
1.1.02a.02 All asian student reading scores will meet or exceed all VDOE AMO targets.		89		89	87	87
1.1.02a.03 All black student reading scores will meet or exceed all VDOE AMO targets.		74		75	60	76
1.1.02a.04 All hispanic student reading scores will meet or exceed all VDOE AMO targets.		71		71	63	69
1.1.02a.05 All white student reading scores will meet or exceed all VDOE AMO targets.		89		90	81	89
1.1.02a.06 All special education student reading scores will meet or exceed all VDOE AMO targets.		49		52	39	51
1.1.02a.07 All economically disadvantaged student reading scores will meet or exceed all VDOE AMO targets.		69		69	62	67
1.1.02a.08 All English learner student reading scores will meet or exceed all VDOE AMO targets.		61		65	53	62
1.1.02a.09 All student math scores will meet or exceed all VDOE AMO targets.		79		79	74	78
1.1.02a.10 All asian student math scores will meet or exceed all VDOE AMO targets.		91		91	89	90
1.1.02a.11 All black student math scores will meet or exceed all VDOE AMO targets.		71		71	60	72
1.1.02a.12 All hispanic student math scores will meet or exceed all VDOE AMO targets.		71		71	64	69
1.1.02a.13 All white student math scores will meet or exceed all VDOE AMO targets.		88		88	81	88
1.1.02a.14 All special education student math scores will meet or exceed all VDOE AMO targets.		48		48	42	49
1.1.02a.15 All economically disadvantaged student math scores will meet or exceed all VDOE AMO targets.		69		68	63	67
1.1.02a.16 All English learner student math scores will meet or exceed all VDOE AMO targets.		65		67	57	66
1.1.02b.01 Each year, pass rates on state assessment reading tests for all students will increase over the previous year.	82	80	81	80	81	79
1.1.02b.02 Each year, pass rates on state assessment reading tests for asian students will increase over the previous year.	90	89	90	89	90	87
1.1.02b.03 Each year, pass rates on state assessment reading tests for black students will increase over the previous year.	76	74	75	75	76	76
1.1.02b.04 Each year, pass rates on state assessment reading tests for hispanic students will increase over the previous year.	74	71	72	71	72	69
1.1.02b.05 Each year, pass rates on state assessment reading tests for white students will increase over the previous year.	91	89	90	90	91	89
1.1.02b.06 Each year, pass rates on state assessment reading tests for special education students will increase over the previous year.	52	49	50	52	53	51
1.1.02b.07 Each year, pass rates on state assessment reading tests for economically disadvantaged students will increase over the previous year.	71	69	70	69	70	67
1.1.02b.08 Each year, pass rates on state assessment reading tests for English learner students will increase over the previous year.	63	61	62	65	66	62
1.1.02b.09 Each year, pass rates on state assessment math tests for all students will increase over the previous year.	81	79	80	79	80	78
1.1.02b.10 Each year, pass rates on state assessment math tests for asian students will increase over the previous year.	93	91	92	91	92	90
1.1.02b.11 Each year, pass rates on state assessment math tests for black students will increase over the previous year.	74	71	72	71	72	72
1.1.02b.12 Each year, pass rates on state assessment math tests for hispanic students will increase over the previous year.	75	71	72	71	72	69
1.1.02b.13 Each year, pass rates on state assessment math tests for white students will increase over the previous year.	88	88	89	88	89	88
1.1.02b.14 Each year, pass rates on state assessment math tests for special education students will increase over the previous year.	50	48	49	48	49	49
1.1.02b.15 Each year, pass rates on state assessment math tests for economically disadvantaged students will increase over the previous year.	72	69	70	68	69	67
1.1.02b.16 Each year, pass rates on state assessment math tests for English learner students will increase over the previous year.	68	65	66	67	68	66
1.1.03a Percent of students taking the Virginia SOL Reading tests scoring at the advanced level.	18	18	19	19	20	17

\*Results are preliminary.

# SCHOOL-BASED PERFORMANCE RESULTS\*

School_Year	2015-2016		2016-2017		2017-2018	
Indicator	Target	Actual	Target	Actual	Target	Actual
1.1.03b Percent of students taking the Virginia SOL Math tests scoring at the advanced level.	20	17	18	17	18	16
1.1.03c Percent of students taking the Virginia SOL History tests scoring at the advanced level.	28	26	27	28	29	26
1.1.03d Percent of students taking the Virginia SOL Science tests scoring at the advanced level.	16	15	16	15	16	14
1.1.04a The percentage of graduates receiving a qualifying score on one or more advanced exams, including AP, IB, or Cambridge AICE exams will increase and will meet or exceed state and national averages.	34	35	36	34	35	TBD
1.1.05a SAT composite scores will meet or exceed national average.	1,484	1,507	1,044	1,097	TBD	TBD
1.1.05b SAT composite scores will meet or exceed state average.	1,535	1,507	1,095	1,097	TBD	TBD
1.1.05c ACT composite scores will meet or exceed national average.	21	23	21	23	TBD	TBD
1.1.05d ACT composite scores will meet or exceed state average.	23	23	24	23	TBD	TBD
1.1.06a The Average Daily Attendance (ADA) for individual schools and the Division will be at least 95%.	95	95	95	94	95	95
1.1.07a 90% of 12th-grade students will graduate within four years of beginning 9th-grade, according to Virginia Department of Education rules for graduates.	90	92	90	92	90	TBD
1.1.08a. The percentage of graduates receiving dual enrollment credit in one or more classes will increase.	6	7	8	11	12	TBD
1.1.10a. The percentage of all graduates earning an Advanced Studies Diploma will increase over the prior year.	52	51	52	52	53	50
1.1.10b. The percentage of black graduates earning an Advanced Studies Diploma will increase over the prior year.	40	42	43	43	44	42
1.1.10c. The percentage of hispanic graduates earning an Advanced Studies Diploma will increase over the prior year.	40	37	38	36	37	37
1.1.10d. The percentage of white graduates earning an Advanced Studies Diploma will increase over the prior year.	65	63	64	65	66	62
1.1.10e. The percentage of economically disadvantaged graduates earning an Advanced Studies Diploma will increase over the prior year.	36	35	36	34	35	34
1.1.10f. The percentage of English learner graduates earning an Advanced Studies Diploma will increase over the prior year.	14	13	14	21	22	18
1.1.10g The percentage of special education graduates earning an Advanced Studies Diploma will increase over the prior year.	8	8	9	6	7	7
1.2.01a.1. The participation of economically disadvantaged grades 4-5 students in gifted programs will increase.	9	8	9	9	10	9
1.2.01a.2. The participation of minority grades 4-5 students in gifted programs will increase.	14	14	15	15	16	15
1.2.01a.3. The participation of students in grades 4-5 with disabilities in gifted programs will increase.	6	5	6	5	6	4
1.2.01a.4. The participation of English learner students grades 4-5 in gifted programs will increase.	5	6	7	10	11	9
1.2.01b.1. The participation of economically disadvantaged students grades 6-8 in gifted programs will increase.	10	8	9	9	10	10
1.2.01b.2. The participation of minority students grades 6-8 in gifted programs will increase.	15	14	15	14	15	15
1.2.01b.3. The participation of students in grades 6-8 with disabilities in gifted programs will increase.	4	4	5	4	5	4
1.2.01b.4. The participation of English learner students grades 6-8 in gifted programs will increase.	3	1	2	5	6	6
1.2.01c.1. The participation of economically disadvantaged students in gifted programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase.	73	73	74	74	75	74
1.2.01c.2. The participation of minority students in gifted programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase.	76	75	76	76	77	76

\*Results are preliminary.

## SCHOOL-BASED PERFORMANCE RESULTS\*

School_Year Indicator	2015-2016		2016-2017		2017-2018	
	Target	Actual	Target	Actual	Target	Actual
1.2.01c.3. The participation of students with disabilities in gifted programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase.	66	65	66	65	66	65
1.2.01c.4. The participation of English learner students in gifted programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase.	65	67	68	68	69	68
1.2.02a. The over-classification of economically disadvantaged students as students with disabilities as a result of inappropriate identification will decrease.	10	11	10	12	11	12
1.2.02b. The over-classification of English learner students as students with disabilities as a result of inappropriate identification will decrease.	9	11	10	11	10	12
1.2.02c. The over-classification of black students as students with disabilities as a result of inappropriate identification will decrease.	11	13	12	13	12	13
1.2.02d. The over-classification of hispanic students as students with disabilities as a result of inappropriate identification will decrease.	8	9	8	10	9	10
1.2.02e. The over-classification of white students as students with disabilities as a result of inappropriate identification will decrease.	8	10	9	10	9	10
2.2.01a. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for economically disadvantaged students will decrease Divisionwide.	15	16	15	18	17	16
2.2.01b. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for English learner students will decrease Divisionwide.	10	11	10	13	12	12
2.2.01c. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for students with disabilities will decrease Divisionwide.	21	22	21	22	21	21
2.2.01d. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for black students will decrease Divisionwide.	19	21	20	22	21	20
2.2.01e. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for hispanic students will decrease Divisionwide.	13	13	12	15	14	14
2.2.01f. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for white students will decrease Divisionwide.	8	9	8	9	8	9
2.2.02b. The percentage of students who are chronically absent (miss more than 10 days in a given school year) will decrease.	27	26	25	31	30	29
2.2.03a The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirement of aerobic capacity, with a goal of increasing annually.	82	81	82	80	81	78
2.2.03b The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirement of upper body strength, with a goal of increasing annually.	88	84	85	85	86	85
2.2.03c The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirement of abdominal strength, with a goal of increasing annually.	96	94	95	93	94	93
2.2.03d The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirement of flexibility, with a goal of increasing annually.	89	88	89	87	88	87
3.2.01a.01. Survey data for students will meet or exceed the previous year's satisfaction results for overall quality of instructional programs, services, and opportunities.	88	81	82	81	82	81

\*Results are preliminary.

## SCHOOL-BASED PERFORMANCE RESULTS\*

School_Year	2015-2016		2016-2017		2017-2018	
Indicator	Target	Actual	Target	Actual	Target	Actual
3.2.01a.02. Survey data for teachers/teacher assistants will meet or exceed the previous year's satisfaction results for overall quality of instructional programs, services, and opportunities.	95	94	95	94	95	94
3.2.01a.03. Survey data for parents will meet or exceed the previous year's satisfaction results for overall quality of instructional programs, services, and opportunities.	92	90	91	89	90	90
3.2.01b.01. Survey data for students will meet or exceed the previous year's satisfaction results with the overall teaching, learning, and working environment.	76	76	77	76	77	75
3.2.01b.02. Survey data for teachers/teacher assistants will meet or exceed the previous year's satisfaction results with the overall teaching, learning, and working environment.	92	91	92	90	91	89
3.2.01b.03. Survey data for parents will meet or exceed the previous year's satisfaction results with the overall teaching, learning, and working environment.	93	89	90	92	93	92
3.2.01c. Survey data for employees will meet or exceed the previous year's satisfaction results with the quality of recruitment, training, recognition and reward opportunities, and work systems.	85	85	86	85	86	84
3.2.01d.01. Survey data for students will meet or exceed the previous year's satisfaction results with the overall quality of the School Division.	91	91	92	90	91	90
3.2.01d.02. Survey data for teachers/teachers assistants will meet or exceed the previous year's satisfaction results with the overall quality of the School Division.	93	92	93	92	93	92
3.2.01d.03. Survey data for parents will meet or exceed the previous year's satisfaction results with the overall quality of the School Division.	92	91	92	91	92	92

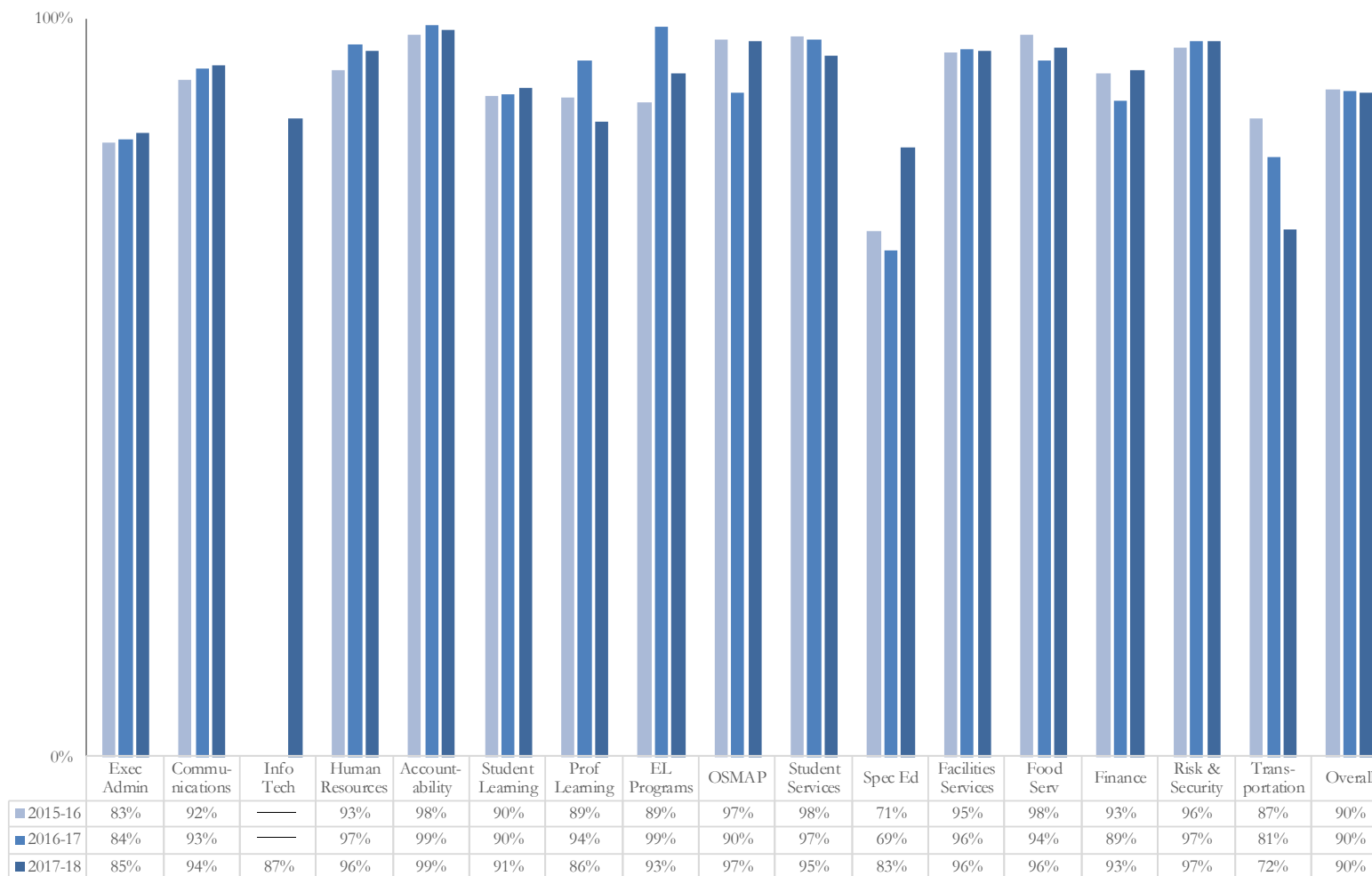
\*Results are preliminary

# Prince William County Public Schools

## 2017-18 Customer Satisfaction Survey

### Executive Summary

#### Overall Satisfaction 3 Year Comparison (Excellent & Good percentage)



Due to changes in the structure of the Customer Satisfaction Survey, comparative data are not available for the Office of Information and Instructional Technology.

# Executive Management

School Board Requests – Strategic Plan Goal 5	
Objective:	To respond to at least 90 percent of School Board concerns and requests for information within 14 days.
Output:	Completion of requests, e.g., School Board items, correspondences.
Efficiency:	Calculate the days from receipt of requests for information to completion date.
Quality:	Level of satisfaction with responses.
Outcome:	Report the percentage achieved with standard set in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	92%	91%	93%	94%	94%

Direction and Leadership – Strategic Plan Goal 5	
Objective:	To provide clear direction, leadership, and strategic management necessary to accomplish school division goals and deliver services efficiently and effectively by achieving at least 80 percent of performance targets.
Output:	Performance targets established for departments.
Efficiency:	Determine the number of performance targets successfully met.
Quality:	Overall satisfaction with the school division will improve.
Outcome:	Report the percentage achieved with standard set in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	89%	81%	82%	83%	83%

# Communications and Technology Services

School Division Publications/Recognition – Strategic Plan Goal 4 & 5	
Objective:	To develop, produce, and disseminate all Community Relations publications, invitations, and board flow sheets 97 percent of the time according to the following schedule: School/departments will receive “Communicator” on Mondays; “The Division Leader” will be published on the second and fourth Thursday of each month; “Board Briefs” will be completed two days after each School Board meeting; the “Information Guide” will be published by September 30 each year; reception invitations will be mailed two weeks in advance of events; and board flow sheets will be completed according to the School Board calendar.
Output:	Maintain a record of scheduled completion dates and actual completion dates.
Efficiency:	Calculate the average time required to complete the development of each publication and prioritize tasks associated with production to accomplish objective.
Quality:	Monitor revision process and verify accuracy during proof and blue line stages.
Outcome:	Report percentile compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	97%	94%	99%*	99%*	92%*

*\*Outcome reflects the intentional delay of specific newsletter issues to better address important, time-sensitive communication priorities.*



# Communications and Technology Services

School Division Website Communication – Strategic Plan Goals 3 & 5	
Objective:	<p>To manage and coordinate the PWCS Web site and department and school Web sites, and ensure that the PWCS Web site is up-to-date with new content added each school day in the form of an announcement, event, and/or other news content; and to post additions and revisions as requested by departments, offices, or administrators within three business days of approved request and/or content received.</p> <p>To coordinate tasks with department and school Web managers, provide training in Web site development, perform troubleshooting, and monitor the maintenance of Web site standards for department and school Web sites.</p>
Output:	Maintain a record of request dates and completion dates for creating or updating Web site content including new web pages/Web sites, inserting news and announcements, additions and revisions. Also recorded are other tasks such as coordination and management, training, and troubleshooting tasks.
Efficiency:	Tabulate dates of news and announcement Web postings and the total number of requests for Web site tasks and dates of completion.
Quality:	Review and monitor monthly reports of news-related items; chart the timeliness of each completed Web site additions/revisions from the approval/receipt date.
Outcome:	Review monthly report to measure that we are meeting our objective of daily postings of news-related items; to report percentage completed of the three-day standard set in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	99%	99%	98%	99%

# Communications and Technology Services

## Graphic, Photographic, Duplication, and Video Services – Strategic Plan Goals 3 & 4

Objective:	To complete 95 percent of all approved graphic, photographic, duplication, audio/visual, and video projects within the agreed upon time frame.
Output:	Maintain a log of projects with due dates.
Efficiency:	Calculate the total number of projects not completed on time.
Quality:	Log request by date, department, and project as they are received and record the date completed.
Outcome:	To report percentage achieved in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	99%	99%	99%	99%	99%

## PWCS-TV, Channel 18 – Strategic Plan Goals 1 & 4

Objective:	To input text for all electronic bulletin board announcements using approved template with 95 percent accuracy in terms of proper spelling, font size, etc.; To ensure that bulletin board submissions air in the time-frame requested and expire on the appropriate date and time with 95 percent accuracy.
Output:	Maintain a log of bulletin board requests, in-house generated frames; maintain bulletin board text errors, air-date errors and expiration errors.
Efficiency:	Calculate number of bulletin board errors related to both text input and air and expiration dates.
Quality:	Monitor logs for trends in discrepancies to determine possible causes and solutions.
Outcome:	Report percent of errors for bulletin board items.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	100%

# Communications and Technology Services

Prince William Network – Distance Learning – Strategic Goal 1	
Objective:	To operate and manage all distance learning projects within budget, on schedule and with a 90-percent positive satisfaction rate from the various partnering agencies.
Output:	Collaborate on scheduled events, courses, projects, and evaluation methodology with partnering agencies.
Efficiency:	Develop concept, budget and timeline for all projects. Utilize the formal evaluations created in conjunction with the various partnering agencies to assess customer satisfaction.
Quality:	Provide outside evaluation and statistical data. A common component of each evaluation would include a satisfaction rating from Distance Learning participants (i.e. students and teachers) and/or the partnering agency.
Outcome:	Report to partners on project completion and evaluation results.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	100%

Data Processing Services – Strategic Plan Goal 5	
Objective:	To complete all local, state, and federal, reporting requirements associated with the financial, student information and other supported applications at 99.9% accuracy.
Output:	Generate paychecks, expense checks, student report cards, student interims and other reports.
Efficiency:	Calculate the cost associated with each reporting requirement.
Quality:	Initiate quality control procedures using pre-edit and reconciliation reporting.
Outcome:	Report the percentage of completed reporting requirements indicated in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	99.9%	99.9%	99.9%	99.69%	99.7%

# Communications and Technology Services

## Computer Support Services – Strategic Plan Goal 5

Objective:	To complete 75% of user requests for technical services within 10 working days at 100% accuracy.
Output:	Utilize Helpdesk software to generate the total number of requests opened and closed within a 10 working day period.
Efficiency:	Calculate the cost associated with each reporting requirement.
Quality:	Evaluate written responses from closed requests to determine user satisfaction.
Outcome:	Report the percentage of completed requests indicated in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	82.00%	87.85%	86.00%	86.27%	86.77%

## Printing Services – Strategic Plan Goal 5

Objective:	To maintain 90% error free rate for all printing jobs.
Output:	List of all completed printing jobs.
Efficiency:	Calculate the number of errors per printing job.
Quality:	Determine the aggregate number of printing errors due to Imaging Center employee performance.
Outcome:	Report printing error free rate percentage with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	99.8%	99.9%	100%	100%	99.9%

# Human Resources

Highly Qualified Teachers – Strategic Plan Goal 4	
Objective:	All students will be taught by fully certified and endorsed teachers.
Output:	Qualifications of current instructional positions.
Efficiency:	Number of instructional positions meeting standard in objective compared to total number of instructional positions.
Quality:	No Child Left Behind (NCLB) requirement 2013-16.
Outcome:	Report percentage compliance with objective for all instructional positions.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	98.07%	97.42%	96.72% <sup>1</sup>	96.74% <sup>2</sup>	96.71%

<sup>1</sup>Date reported April 12, 2016

<sup>2</sup>Data reported January 26, 2017. Please note that No Child Left Behind was replaced with the ESSA as of 12.10.2015 and eliminated the federal Highly Qualified beginning with the 2016-17 School Year, although teacher licensure related to teaching assignment is still reported to the state.

Employee Diversity – Strategic Plan Goal 4	
Objective:	Promote diversity and equal opportunity for all Prince William County Schools employees.
Output:	The School Division shall continue to use non-preferential programs and strategies to provide equal opportunity.
Efficiency:	Workforce diversity will reflect the Prince William County community.
Quality:	Prince William County Public Schools Strategic Plan Goal 4, Objective 4.3.1.
Outcome:	Report percentage in accordance with objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome					
Percentage Minority Employees	32.3% <sup>1</sup>	32.2% <sup>3</sup>	32.9% <sup>5</sup>	33.9% <sup>7</sup>	34.3% <sup>9</sup>
Percentage Minority in Community	53.3% <sup>2</sup>	56.6% <sup>4</sup>	58.5% <sup>6</sup>	59.6% <sup>8</sup>	60.7% <sup>10</sup>
Percentage Compliance	60.6%	56.9%	56.2%	56.9%	56.5%

<sup>1</sup>Data reported by Office of Accountability, June 30, 2014 for FY 2014.

<sup>2</sup>U.S. Census Bureau: State and County QuickFacts (2013-Updated July 8, 2014).

<sup>3</sup>Data reported by Office of Accountability, June 2015.

<sup>4</sup>U.S. Census Bureau: State & County QuickFacts (2014-Updated May 29, 2015).

<sup>5</sup>Data reported by Office of Accountability, July 2016 (Data as of June 30, 2016).

<sup>6</sup>U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 6, 2016. (Data updated as of July 1, 2015).

<sup>7</sup>Data reported by Office of Accountability, July 2017 (Data as of June 30, 2017).

<sup>8</sup>U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 5, 2017. (Data updated as of July 1, 2016).

<sup>9</sup>Data reported by Office of Accountability, July 2018 (Data as of June 30, 2018).

<sup>10</sup>U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 13, 2018. (Data updated as of July 1, 2017).

# Financial Services

Payroll Services – Strategic Plan Goal 5	
Objective:	To maintain the standard of 99.9 percent accuracy and timeliness of payroll actions.
Output:	Payments (physical checks and electronic transfers), Payroll related information (Earnings Statements and W2 forms).
Efficiency:	14,700 checks/advice per payroll run with 1 Supervisor, 1 Coordinator, and 5 Specialists.
Quality:	99.9% of all payments will be correct and paid on time. School Division payroll activities will be in compliance with Federal and State laws. Payroll activities will be in compliance with School Board policies and regulations.
Outcome:	Report percentage of compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	99.948%	99.986%	99.921%	99.927%	99.930%

Audit – Strategic Plan Goal 5	
Objective:	To maintain the level of control necessary to have successful (unqualified) annual audits.
Output:	CAFR (Comprehensive Annual Financial Report)
Efficiency:	Track number of vendor invoices, payment vouchers, journal vouchers completed and calculate per unit cost.
Quality:	Unqualified audit report. No material weaknesses, No management suggestions that carry from audit to audit. A successful Single Audit. Submit a Comprehensive Annual Financial Report (CAFR) for both the Government Finance Officers Association's (GFOA) and Association of School Business Officials' (ASBO) financial reporting award programs and receive awards.
Outcome:	Report compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	N/A

# Financial Services

Purchasing Services – Strategic Plan Goal 5	
Objective:	Award all purchase orders over \$15,000 for Schools and Departments and \$20,000 for Facilities Services in full compliance with applicable laws, regulations and policies.
Output:	Award contract for spot purchases, requirements contracts, and centralized purchase orders.
Efficiency:	Determine the number of purchase orders and contract awards not in full compliance with applicable laws, regulations, and policies.
Quality:	Find the number of purchase orders and contracts amended due to noncompliance with laws, regulations and policies.
Outcome:	Report percentage compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	98%	98%	99%	99%	100%

Supply Services – Strategic Plan Goal 5	
Objective:	To fill 75% of customer requisitions immediately upon receipt.
Output:	Staff pulls customer requisition from warehouse stock.
Efficiency:	Determine reasons for warehouse denials or backorder status.
Quality:	Increase customer satisfaction.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	90%	91%	92%	92%	90%

Warehouse Inventory – Strategic Plan Goal 5	
Objective:	Maintain warehouse physical count of stock levels at a level consistent with automated calculations of procurements, shrinkage and issues. Overall difference shall not exceed 2%.
Output:	Conduct physical count and obtain automated calculations report.
Efficiency:	Calculate difference in output and compare with previous years.
Quality:	Random check of physical counts in comparison with computer and validate shrinkage justification.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	.64%	.59%	.58%	.66%	.71%

# Accountability

Records Services – Strategic Plan Goal 5	
Objective:	To respond to 90 percent of requests for archived records within 24 hours of the request.
Input:	Personnel Cost (1 FTE).
Output:	Log date request received and date response provided.
Efficiency:	Calculate cost per request.
Quality:	Establish errors or missing records in student files.
Outcome:	Report contrasting actual response rate versus response rate in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Number of Calls:	9,875	10,184	10,056	10,348	10,238
Responses < 24 hours:	9,875	10,176	10,043	10,331	10,201
Response Rate:	99.949%	99.98%	99.87%	99.84%	99.63%
% Compliance:	100%	100%	100%	100%	100%

Reporting Services – Strategic Plan Goal 5	
Objective:	To complete on time 95 percent of local, state, and federal reporting requirements associated with student assessment, student membership, and accreditation at 99 percent accuracy.
Input:	Personnel Cost (3 FTE).
Output:	Log date report completed.
Efficiency:	Calculate cost per student.
Quality:	Establish error rate by report.
Outcome:	Reports completed on time with a 99% accuracy rate.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Number of Reports:	96	96	98	103	132
Completed:	96	96	98	103	132
Accuracy:	100%	100%	100%	100%	100%
% Compliance:	100%	100%	100%	100%	100%



# Risk Management and Security Services

Workers' Compensation Claims – Strategic Plan Goal 2	
Objective:	To control workers' compensation claims' frequency to within 75 claims per million hours worked and costs to within \$100,000 per million hours worked through effective risk management services.
Output:	Provide preventive safety programs and training, site inspections and accident investigations. Provide cost containment by monitoring medical expenses to include negotiated provider rates and invoice adjustments.
Efficiency:	Calculate frequency rate and costs of salary and medical expenses.
Outcome:	Report percentage compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Claim Frequency:	795	758	976	793	770
Claims Cost:	\$1,796,947	\$2,175,166	\$2,193,759	\$1,629,805	\$1,905,707
% Compliance:	100%	Frequency: 100% Cost: 83%	Frequency: 100% Cost: 91%	Frequency: 100% Cost: 100%	Frequency: 100% Cost: 100%

General Liability and Property Claims – Strategic Plan Goal 2	
Objective:	To control general liability and property claims' frequency to within 1.0 per million dollars Operating Fund Budget, and paid losses to within \$1,000 per million dollars Operating Fund Budget through effective risk management services.
Output:	Provide preventive safety programs and training, site inspections, accident and claims' investigations, and risk analyses.
Efficiency:	Calculate claims' frequency and paid-to-date losses.
Quality:	Monitor claims' frequency and severity.
Outcome:	Report percentage compliance with standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Claim Frequency:	40	37	34	35	29
Claims Cost:	\$71,501	\$51,771	\$102,470	\$120,815	\$75,858
% Compliance:	100%	100%	100%	100%	100%

# Transportation Services

Pupil Transportation – Strategic Plan Goal 1	
Objective:	To achieve a 95% on-time student delivery to and from school for those runs supporting in-boundary students.
Output:	Identification of incidents of late service.
Efficiency:	Determine the number of buses failing to report to school sites at the scheduled times for delivery and pick-up of students. Examine the cause for lateness.
Quality:	Implement programs developed to provide effective solutions to correct the causes of late arrivals at the schools. Improve service support to the schools in meeting their mission of educating the student population by meeting the objective.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	98%	98%	98%	98%	98%

Economic Efficiency – Strategic Plan Goal 5	
Objective:	To achieve a 60% load factor on all regular school bus routes, based on the capacity of the bus.
Output:	Identification of all routes serving students going to and from schools.
Efficiency:	Determine the number of routes for which the 60% load factor is not achieved.
Quality:	Determine the causes and develop solutions, where possible, to eliminate light loads. Increase efficiency in the utilization of transportation resources.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	70%	73%	73%	76%	76%

# Facilities Services

Custodial Substitutes – Strategic Plan Goal 2	
Objective:	To fill a minimum of 90% of the custodial substitute requests with at least 3½ hours of custodial support.
Output:	Number of schools supported by at least half-day custodian substitute.
Efficiency:	Cost per man-hour.
Quality:	Cleaner and safer learning environment.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	92.0%	84.0%	78.4%	88.0%	85.0%

Maintenance Services – Strategic Plan Goal 2	
Objective:	To complete 80% of the maintenance work orders within the priority guidelines of regulation 414-02.1.
Output:	List the number of work orders completed.
Efficiency:	80% of all work orders received will be completed within published priority timelines (85% is exceptional).
Quality:	Calculate number of work orders received for each priority and determine number completed within the timeline.
Outcome:	Report percentage achieved of total work orders received and completed within the priority guidelines.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	83.7%	88.0%	89.0%	87.8%	85.1%

# Facilities Services

Maintenance Training – Strategic Plan Goal 4	
Objective:	To provide technical and management training for 20% of Maintenance staff and safety training for 90% of Maintenance staff.
Output:	Number of Maintenance workers trained during the fiscal year.
Efficiency:	20% of assigned technicians will receive technical training, 20% of foreman and supervisors will receive management level training, and 90% of all personnel will receive safety training during the year (33%, 33%, and 100% is exceptional).
Quality:	Personnel will receive formal training by certified professionals in the respective technical area. Training records will be maintained on all personnel trained.
Outcome:	Report percentage achieved of Maintenance work force completing technical training, management level training, and safety training by the end of the fiscal year.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Technical:	5.6%	14.4%	27.5%	21.8%	38.7%
Management:	1.1%	70.4%	63.6%	24.2%	100.0%
Safety:	93.3%	73.6%	98.0%	96.8%	96.8%

Controlling Project Costs – Strategic Plan Goal 2	
Objective:	To maintain change orders on 95 percent of construction projects not to exceed 2.0 percent of the project cost.
Output:	List completed projects. Belmont Elementary School Covington-Harper Elementary School Henderson Elementary School Kilby Elementary School Neabsco Elementary School
Efficiency:	For each completed project calculate change order cost percentile of the total project cost.
Quality:	Identify percentage of projects where change orders have not exceeded 2.0 percent of the project cost.
Outcome:	Report percentage compliance with objective goals.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	100%

# Facilities Services

Project Completion – Strategic Plan Goal 2	
Objective:	To complete 99 percent of projects on time.
Output:	List completed projects. Belmont Elementary School Covington-Harper Elementary School Henderson Elementary School Kilby Elementary School Neabsco Elementary School
Efficiency:	Identify projects completed on time. Belmont Elementary School Covington-Harper Elementary School Henderson Elementary School Kilby Elementary School Neabsco Elementary School
Quality:	Identify percentage of projects completed on time.
Outcome:	Percentage of projects completed on time will be reported.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	100%

# Food Services

## Food Sales – Strategic Plan Goal 2

Objective:	To increase program sales including student breakfast, student lunch, adult lunch, and a la carte in at least 50% of all schools.
Output:	Sales data for all school locations will be tabulated.
Efficiency:	Increased sales will improve the program's profit margin.
Quality:	The quality of the cafeteria food and service will have a direct correlation to sales.
Outcome:	Report percentage increase achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Breakfast:	61%	43%	67%	68%	78%
A la Carte:	60%	33%	47%	26%	32%
Lunch:	48%	43%	24%	43%	56%
Adult:	93%	4%	44%	41%	32%

## Financial Plan – Strategic Plan Goal 5

Objective:	To operate the Food Service Program in at least 50% of all schools on a self-supporting basis.
Output:	Profit/Loss data will be maintained by school and Division.
Efficiency:	Calculate the cost of food, labor, and other expenditures by site.
Quality:	Financial position will improve.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	81%	77%	80%	69%	71%

## Student Learning

Elementary Strings Program – Strategic Plan Goal 1	
Objective:	To achieve an 80% satisfaction rating on student participation in the elementary strings program offered in the fifth grade.
Output:	Number of students participating, number of instructors for the program, and the number of schools providing the program.
Efficiency:	Calculate the cost of the program, including but not limited to, travel, salaries and instrument repair.
Quality:	Survey and find the percentage of fifth grade students that will continue string instruction in middle school. Survey to determine the percentage of parents satisfied with the strings program's accomplishments.
Outcome:	Report the percentage achieved for stated objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	96%	96%	95%	93%	94%

## English Learner (EL) Programs and Services

Workshops/Courses – Strategic Plan Goal 4	
Objective:	To achieve an 85% satisfaction rating on professional development workshop and/or course offering.
Output:	Deliver well organized, appropriate, timely, and informative professional development sessions.
Efficiency:	Utilize evaluation instrument for all professional development offerings.
Quality:	Distribute evaluation results to EL Leadership Team and Associate Superintendent for Student Learning and Accountability. Follow through on suggestions for improvement on evaluations.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	86.00%	87.01%	89.7%	90.2%	92.1%

Note: The percent satisfaction rate for FY18 represents a compilation of feedback from 230 offerings listed in the Division's Electronic Register Online (ERO) Professional Learning Catalog. The FY17 result was calculated using 254 workshop offerings. FY16 offerings totaled 317. FY15 offerings totaled 325. FY14 offerings totaled 305.

# Student Services

## Attendance Services – Strategic Plan Goal 1

Objective:	To satisfactorily resolve 80% of the student attendance referrals prior to court involvement.
Output:	Develop action plans, utilize appropriate interventions, and facilitate agency referrals to address student attendance problems.
Efficiency:	Maintain records of attendance referrals, interventions, and actions taken to resolve attendance problems.
Quality:	Determine the number of student attendance referrals that proceed to court.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	97.0%	99.0%	99.0%	89.1%	98%

## Substance Abuse Prevention Presentations – Strategic Plan Goal 2

Objective:	To achieve a 25% gain in knowledge by students as a result of participating in substance abuse prevention presentations.
Output:	Documentation will be maintained of the provision of substance abuse prevention lessons at the middle school level.
Efficiency:	Each grade level at six middle schools will be offered a series of 2-3 classes chosen from the topics of substance abuse in general, alcohol abuse and marijuana: their physical, psychological, educational effects, and legal implications.
Quality:	Student pre and post-test results will indicate an average of a 25% gain in knowledge of substance abuse, the effects, and stress management techniques.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	N/A	N/A	N/A	23.0%	37.8%



# Special Education

Dispute Resolution – Strategic Plan Goal 3	
Objective:	To achieve 90% resolution of disputes between schools and parents through the Central Office Review process.
Output:	Provide appropriate and acceptable recommendations to parents and schools as a result of the Central Office Review process. Reduce the use of due process, state mediation, and state complaint as means of dispute resolution.
Efficiency:	Maintain records of initial requests for Central Office Review, requests for due process and state mediation diverted through Central Office Review process, and parent initiated due process or state complaints.
Quality:	Determine the number of unresolved Central Office Reviews, which move to due process, state mediation, and/or state complaint.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Referred:	21	25	29	28	28
Reviewed:	21	24	29	28	28
Resolution:	100%	96%	100%	100%	100%

Federal Pass Rates – Strategic Goal 1	
Objective:	To reduce the reading and math achievement gap between regular and special education students in grades three and five.
Outcome:	80% of students receiving special education services will pass the Reading and Math SOL's. Report percentage achieved for standard set in objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
1.2.1c:					
3 <sup>rd</sup> Grade Reading:	58.07%	60.72%	56.58%	60.14%	54.53%
5 <sup>th</sup> Grade Reading:	54.05%	50.37%	55.09%	57.53%	55.18%
3 <sup>rd</sup> Grade Math:	55.90%	54.20%	52.19%	55.13%	52.47%
5 <sup>th</sup> Grade Math:	48.64%	52.48%	55.94%	54.64%	49.79%

# Office of Student Management and Alternative Programs (OSMAP)

## Strategic Plan Goal 1: Increase the percentage of students who meet or exceed achievement performance levels; Strategic Plan Goal 2, 2:2 Promote and ensure, a safe, responsible and healthy behavior

Objective:	To make available an appropriate alternative education placement for 100% of the students who receive disciplinary action as a result of long-term suspension or expulsion.
Output:	Provide timely and appropriate resolutions for disciplinary issues through due process.
Efficiency:	Maintain records of the number of long-term suspension and expulsion hearings and their dispositions.
Quality:	Determine the number of long-term suspension and expulsion hearings where there is no alternative education placement decision.
Outcome:	To provide a safe school environment conducive to teaching and learning and free from violence, conflict and unnecessary disruptions.  To provide a range of alternative education options that meet the educational and behavioral needs of students who need a non-traditional learning environment. Report percentage of cases where the standard in the objective is met.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	100%	100%	100%	100%	100%

## Strategic Plan Goal 2, 2:2 Promote and ensure a safe, responsible, and healthy behavior

Objective:	Decrease the number of recommendations for expulsion by 90% of cases brought forward to OSMAP.
Output:	Explore alternate ways to impose discipline consequences in lieu of expulsion.
Efficiency:	Maintain accurate placement records of all long-term removals referred to OSMAP.
Quality:	Determine egregious offenses that could warrant a decision of recommendation for expulsion
Outcome:	To provide a safe school environment conducive to teaching and learning and free from violence, conflict and unnecessary disruptions yet provide alternate to recommendation for the disciplinary consequence.  Report percentage decrease achieved versus target of 90% set in the objective.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	98%	99%	99%	100%	100%

# Office of Professional Learning (OPL)

Program Leadership & Administration – Strategic Plan Goals 1 to 4	
Objective:	Provides leadership and supervision over all activities and core services provided by OPL. Program Leadership & Administration is ultimately responsible for compliance with federal and state mandates and PWCS regulations. This activity performs central administrative functions to provide guidance and leadership, sets/aligns priorities of the program and allocates program resources to address overall customer satisfaction. This activity establishes and implements the Divisionwide professional learning plan for all employees.
Output:	Adherence to all applicable federal and state mandates and PWC Regulation Management of PWCS personnel access to and opportunities for professional learning.
Efficiency:	Manages OPL which includes four activities and 19 core services with 19.50 FTEs.
Quality:	Conduct an annual survey to determine the level of employee satisfaction with the OPL.
Outcome:	This activity facilitates the professional development of certified personnel, which includes not only teachers, but also school administrators (i.e. principals and assistant principals). Report percentage of employee satisfaction.

Fiscal Year	2014	2015	2016	2017	2018
Outcome	93%	89%	91%	94%	86%

# Office of Professional Learning (OPL)

Leadership Development Program – Strategic Plan Goals 2, 3, and 4	
Objective:	To support Assistant Principals (AP) during their first three years in the position by building the knowledge, skills, and understanding necessary to become effective leaders in PWCS.
Output:	Oversees School Improvement, Professional Performance Process (PPP), Cognitive Coaching, and provides professional learning for Educational Leaders. Assesses cultural competency and provides culturally responsive instructional strategies. Provides training to all Mentors and Lead Mentors Divisionwide.
Efficiency:	The Leadership Development Program consists of nine (9) core services: Global Learning & Culturally Responsive Instruction (CRI) Sessions, Cognitive Coaching Seminars, the Mentor Program, the Lead Mentor Program, the Administrative Intern (AI) Academy, the Assistant Principal (AP) Leadership Academy, the Educational Leader (EL) Induction, the New Educational Leader Mentor Program, and Adaptive Schools Seminars.
Quality:	Focus on critical topics such as the PPP, leadership behaviors, collaborative and culturally responsive school culture, managing conflict, leading instructional change, data-driven decision making, etc.
Outcome:	Report the percentage of program attendance, attendee satisfaction, and exemplary future leaders.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
CRI Session Attendees:	201	740	767	1,165	157
Attendees identify Cognitive Coaching has positive impact on work performance:	96.2%	95.1%	96.5%	97.5%	100%
Mentors Assigned to Mentees:	432/441	525/548	529	700/700	496
Schools with Lead Mentor:	N/A	N/A	99%	100%	100%
AI Academy Attendance:	100%	100%	100%	100%	100%
AP Leadership Academy Attendance Y1-Y3:	100%	100%	100%	100%	100%
EL Induction Attendance:	100%	100%	100%	100%	100%
New EL Mentor Program Assigned Mentors:	0%	91%	89%	100%	100%
Adaptive Schools Seminar Training:	N/A	N/A	90	49	50

# Office of Professional Learning (OPL)

General Professional Learning – Strategic Plan Goals 1, 2, and 4	
Objective:	High-quality professional development programs supporting the retention of qualified teachers, principals and classified personnel. Supports 11,000 employees and 96 schools/40 Central offices.
Output:	The General Professional Learning activity includes the Electronic Registrar Online (ERO) and Lynda.com.
Efficiency:	The services include planning, delivering, and reflecting and include, but not limited to, the following topics: curriculum, PLCs, root cause analysis, unpacking standards, and data dialogues, etc.
Quality:	Supports PWCS central office, school-based administrators, teachers, and classified leaders. Failure to provide documentation for recertification results in non-renewal of certificate, loss of employment, loss of quality workforce, and replacement of qualified candidate(s). The individual transcript provides a means for teachers and their administrators to monitor progress to meet recertification requirements, and to determine the popularity and effectiveness of specific professional learning opportunities.
Outcome:	Report number of ERO and Lynda.com registrants.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Divisionwide Professional Learning Participation:	18,886	35,931	36,000	47,515	18,405*
ERO Registrants:	N/A	N/A	185	632	646/60% active
Lynda.com Registrants:	100%	100%	100%	100%	100%

\*A different measure was used in FY 2018.

# Office of Professional Learning (OPL)

Conferences – Strategic Plan Goals 1 to 4	
Objective:	Supports PWCS educators and central-office staff and maintains a quality workforce. Host/coordinate five (5) conferences. Approximately 3,600 attendees in total.
Output:	The Conferences Activity consists of five (5) core services: The Student Leadership Conference (SLC), the Excellence and Equity in Education (EEE) Leadership Conference, the Assistant Principal/Administrative Intern (AP/AI) Summer Conference Day, the Middle School Conference (MSC), and PWCS Connect.
Efficiency:	Addresses Division cohesiveness and school leadership focus, which connects the risk to students in terms of the overall academic success. Provide support and address needs that impact teacher and staff retention.
Quality:	Provide these core services to remain vigilant and consistent with best practices and support provided to new and seasoned educators.
Outcome:	Report conference attendance.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
Student Leadership Conference Attendance:	940/100%	1,266/100%	1,075/90%	1,344	1,438
EEE Leadership Conference Attendance:	N/A	N/A	950	952	666
AP/AI Summer Conference Day Attendance:	127/100%	125/100%	130/100%	149/100%	162/100%
Middle School Conference Attendance:	N/A	N/A	404/93%	185/95%	165/100%
PWCS Connect Attendance/Satisfaction:	607/84%	626/85%	571/91%	814/93%	805/92%

# Office of Professional Learning (OPL)

Teacher Support – Strategic Plan Goals 1, 2, and 4	
Objective:	Support the recruitment, employment, and retention (90.5%) of qualified teachers and principals. Help certificated personnel improve and enhance their practice. Guide colleagues in data analysis, best practices, and collaboration to improve student learning.
Output:	Prepare and support teacher leaders who guide their colleagues in data analysis, best practices, and collaboration to improve student learning.
Efficiency:	The Teacher Support activity consists of two (2) core services: Recruitment/Retention and the Instructional Coaching Program.
	The staff/personnel, within these core services, work towards raising student achievement in reading and math, close achievement gaps, and develop cultures of collaboration.
Outcome:	Report retention rate in accordance with objective. Report number of Instructional Program Coaches.

Fiscal Year	2014	2015	2016	2017	2018
Outcome:					
PWCS Teacher Retention Rate*:	92.2%	91.3%	90.5%	90.7%	91.4%
Instructional Coaches:	0	0	0	7	8

*\*Retention rate excludes retired/deceased teachers.*

**Prince William County Public Schools**  
**Fiscal Year 2019 Approved Budget Salary Scale**  
**250-Day Contract Length (Except Tchr=195-Day)**

Grade	1	Step																													
		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
1		21,934	22,570	23,227	23,899	24,593	25,306	26,039	26,797	27,571	28,369	29,196	30,041	30,913	31,807	32,732	33,679	34,656	35,663	36,696	37,760	38,856	39,982	41,142	42,337	43,564	44,826	46,126	47,464	48,841	50,258
2		23,965	24,660	25,376	26,109	26,868	27,647	28,449	29,275	30,123	30,997	31,896	32,819	33,774	34,753	35,760	36,798	37,863	38,962	40,092	41,253	42,451	43,682	44,951	46,253	47,596	48,975	50,396	51,859	53,365	54,915
3		26,178	26,940	27,726	28,529	29,355	30,206	31,082	31,982	32,910	33,865	34,847	35,858	36,897	37,967	39,070	40,203	41,367	42,566	43,801	45,073	46,380	47,724	49,109	50,532	51,998	53,507	55,059	56,656	58,299	59,990
4		28,604	29,433	30,287	31,169	32,070	32,998	33,960	34,941	35,955	37,000	38,072	39,175	40,309	41,479	42,681	43,919	45,192	46,503	47,851	49,241	50,669	52,140	53,652	55,207	56,809	58,455	60,150	61,894	63,689	65,536
5		31,249	32,153	33,084	34,046	35,032	36,049	37,094	38,169	39,276	40,417	41,589	42,794	44,034	45,313	46,627	47,978	49,370	50,799	52,274	53,787	55,350	56,952	58,603	60,304	62,052	63,853	65,704	67,610	69,571	71,589
6		34,142	35,129	36,146	37,198	38,275	39,386	40,527	41,703	42,912	44,157	45,436	46,755	48,112	49,504	50,941	52,418	53,940	55,504	57,112	58,767	60,472	62,227	64,032	65,890	67,802	69,767	71,791	73,874	76,018	78,224
7		37,300	38,380	39,493	40,637	41,817	43,029	44,276	45,563	46,883	48,241	49,640	51,080	52,562	54,087	55,656	57,271	58,930	60,640	62,399	64,208	66,070	67,986	69,959	71,988	74,076	76,225	78,437	80,714	83,058	85,470
8		40,746	41,929	43,145	44,394	45,683	47,006	48,368	49,771	51,215	52,700	54,228	55,801	57,418	59,083	60,798	62,560	64,374	66,241	68,162	70,139	72,174	74,266	76,422	78,637	80,917	83,263	85,678	88,163	90,720	93,351
9		44,517	45,807	47,133	48,501	49,908	51,353	52,845	54,378	55,958	57,577	59,247	60,965	62,734	64,552	66,425	68,349	70,334	72,371	74,470	76,631	78,853	81,142	83,494	85,917	88,410	90,975	93,613	96,328	99,121	101,995
10		48,880	50,300	51,760	53,259	54,803	56,392	58,030	59,710	61,442	63,225	65,059	66,945	68,887	70,885	72,942	75,058	77,232	79,474	81,776	84,147	86,588	89,102	91,686	94,346	97,081	99,895	102,792	105,774	108,843	112,001
11	53,400	54,952	56,546	58,184	59,870	61,608	63,395	65,233	67,125	69,071	71,074	73,137	75,261	77,440	79,685	81,998	84,376	86,823	89,342	91,932	94,599	97,342	100,167	103,072	106,062	109,137	112,301	115,558	118,909	122,357	
12	53,353	54,154	54,966	55,792	56,629	58,328	60,077	61,881	63,739	65,649	67,619	69,648	71,736	73,889	76,105	78,386	80,738	83,161	85,657	88,225	90,871	93,597	96,405	99,296	102,276	105,346	108,506	111,762	115,116	118,571	
13	57,255	59,026	60,795	62,618	64,495	66,431	68,425	70,477	72,593	74,770	77,012	79,324	81,702	84,154	86,679	89,277	91,957	94,714	97,556	100,484	103,499	106,604	109,801	113,095	116,489	119,985	123,586				
14	62,548	64,482	66,416	68,409	70,463	72,574	74,752	76,995	79,305	81,684	84,135	86,658	89,256	91,934	94,691	97,532	100,457	103,471	106,576	109,771	113,065	116,457	119,951	123,550	127,257	131,076	135,010				
15	73,722	76,002	78,282	80,631	83,049	85,542	88,109	90,752	93,474	96,280	99,166	102,141	105,205	108,361	111,612	114,960	118,409	121,962	125,620	129,389	133,271	137,270	141,389								
16	81,356	83,872	86,389	88,981	91,649	94,398	97,231	100,148	103,153	106,248	109,436	112,718	116,100	119,583	123,170	126,867	130,672	134,592	138,630	142,789	147,073										
17	84,977	87,606	90,235	92,942	95,729	98,602	101,560	104,606	107,744	110,977	114,307	117,734	121,267	124,905	128,652	132,512	136,488	140,582	144,800	149,144	153,618										
18	88,761	91,506	94,252	97,081	99,993	102,993	106,082	109,265	112,543	115,919	119,398	122,979	126,670	130,469	134,383	138,415	142,569	146,846	151,252	155,791	160,466										
19	92,715	95,584	98,452	101,406	104,448	107,582	110,809	114,133	117,555	121,082	124,716	128,456	132,310	136,280	140,368	144,580	148,918	153,385	157,987	162,727	167,609										
20	101,047	104,170	107,294	110,511	113,829	117,242	120,761	124,383	128,114	131,960	135,917	139,994	144,195	148,522	152,976	157,566	162,290	167,160	172,176	177,342	182,663										
21	113,362	116,869	120,374	123,986	127,706	131,536	135,482	139,547	143,734	148,044	152,486	157,062	161,772	166,625	171,625	176,773	182,077	187,539	193,165	198,960	204,929										
22	169,878	175,132	180,385	185,798	191,371	197,112	203,026	209,117	215,391	221,853																					
23	186,865	192,644	198,424	204,378	210,510	216,825	223,331	230,032	236,934																						

**195 Day Teacher Scale**

		Step																														
		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
BA		47,724	48,525	49,337	50,163	51,000	52,699	54,449	56,251	58,110	60,020	61,990	64,019	66,107	68,260	70,476	72,757	75,109	77,532	80,028	82,596	85,242	87,967	90,776	93,667	96,646	99,717	102,876	106,136	109,490	112,950	
BA + 15		49,048	49,849	50,661	51,487	52,325	54,023	55,773	57,576	59,434	61,344	63,314	65,343	67,431	69,584	71,800	74,081	76,433	78,856	81,351	83,920	86,567	89,292	92,100	94,991	97,970	101,040	104,200	107,460	110,814	114,273	
MA		53,353	54,154	54,966	55,792	56,629	58,328	60,077	61,881	63,739	65,649	67,619	69,648	71,736	73,889	76,105	78,386	80,738	83,161	85,657	88,225	90,871	93,597	96,405	99,296	102,276	105,346	108,506	111,762	115,116	118,571	
MA + 30		55,336	56,137	56,949	57,776	58,614	60,312	62,061	63,865	65,722	67,633	69,603	71,632	73,720	75,874	78,090	80,370	82,723	85,146	87,640	90,209	92,855	95,581	98,390	101,280	104,260	107,329	110,489	113,743	117,097	120,550	



# Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
<b>High Schools</b>				
Academic Club, Level 1	3	820	63	2,649
Academic Club, Level 2	4	1,233	94	5,308
Academic Club, Level 3	4	1,643	126	7,076
Activity Supervision	1	5,675	434	6,109
Athletic Trainer	1	7,144	547	7,691
Band	1	2,379	182	2,561
Band Assistant	1	1,392	106	1,498
Baseball, Head	1	3,557	272	3,829
Baseball, J.V.	1	2,325	178	2,503
Basketball, Head	2	4,800	367	10,334
Basketball, Assistant	6	3,124	239	20,178
Cheerleader	3	3,970	304	12,822
Choral Director	1	2,379	182	2,561
Choral Assistant	1	1,392	106	1,498
Crew, Head	2	3,280	251	7,062
Crew, Assistant	6	2,135	163	13,788
Cross Country	2	3,277	251	7,056
Debate	1	1,983	152	2,135
Dramatics	1	2,382	182	2,564
Drill Team	1	2,382	182	2,564
Educator Rising	1	500	38	538
Field Hockey, Head	1	3,557	272	3,829
Field Hockey, Assistant	1	2,312	177	2,489
Football, Head	1	7,054	540	7,594
Football, Assistant	6	5,014	384	32,388
Forensics	1	1,983	152	2,135
Golf	1	2,235	171	2,406
Gymnastics	1	3,191	244	3,435
Indoor Track	2	3,283	251	7,068
Lacrosse, Head	2	3,557	272	7,658
Lacrosse, Assistant	2	2,312	177	4,978
Literary Magazine	1	1,983	152	2,135
Marching Band	1	2,975	228	3,203

## Informational Section

### Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
Marching Band, Assistant	1	1,588	121	1,709
Newspaper	1	3,970	304	4,274
Orchestra	1	2,379	182	2,561
Robotics	1	1,191	91	1,282
SCA	1	3,970	304	4,274
Soccer, Head	2	3,557	272	7,658
Soccer, Assistant	2	2,312	177	4,978
Softball, Head	1	3,557	272	3,829
Softball, Assistant	1	2,325	178	2,503
Swimming, Head	1	3,961	303	4,264
Swimming, Assistant	1	2,580	197	2,777
Tennis	2	2,933	224	6,314
Track, Head	2	3,283	251	7,068
Track, Assistant	2	2,134	163	4,594
Volleyball, Head	1	3,537	271	3,808
Volleyball, Assistant	2	2,379	182	5,122
Wrestling, Head	1	3,961	303	4,264
Wrestling, Assistant	1	2,579	197	2,776
Yearbook	1	3,970	304	4,274
To Be Assigned	2	1,191	91	2,564

Middle Schools				
Academic Club, Level 1	9	714	55	6,921
Academic Club, Level 2	6	950	73	6,138
Athletic Coordinator	1	4,762	364	5,126
Baseball, Head	1	1,986	152	2,138
Basketball, Head	2	1,986	152	4,276
Basketball, Assistant	2	1,986	152	4,276
Cheerleader	1	1,986	152	2,138
Football, Head	1	2,265	173	2,438
Football, Assistant	1	1,588	121	1,709
Intramurals	3	909	70	2,937
Robotics	1	909	70	979
Soccer, Head	2	1,986	152	4,276
Softball	1	1,986	152	2,138
Track, Head	2	1,986	152	4,276

**Supplemental Pay Positions**

School	Positions	Supplemental	FICA	Total
Track, Assistant	2	1,588	121	3,418
Volleyball	1	1,986	152	2,138
Wrestling	1	1,986	152	2,138
Yearbook	1	1,191	91	1,282
To Be Assigned	3	909	70	2,937

Elementary Schools				
SCA	1	795	61	856
Robotics	1	795	61	856
To Be Assigned	2	795	61	1,712

# Prince William County Public Schools

## Scholastic Aptitude Test (SAT): 2016 – 2017\*

### College Bound Seniors

Prince William, Virginia & National Summary						
	Prince William		Virginia		National	
	No. Tested	Mean	No. Tested	Mean	No. Tested	Mean
Evidence-Based Reading/Writing	3,461	557	51,613	558	1,426,258	527
Math		540		538		517
Total		1097		1095		1044

Prince William, Virginia & National Summary by Ethnicity									
Subgroup	Evidence-Based Reading/Writing			Mathematics			Total		
	PWCS	Virginia	Nation	PWCS	Virginia	Nation	PWCS	Virginia	Nation
Asian	574	593	564	577	607	587	1150	1200	1151
Black	518	491	475	496	467	456	1015	958	931
Hispanic	538	538	495	518	518	484	1056	1057	979
White	584	584	561	568	561	549	1152	1146	1110

Prince William Summary – by School				
School	No. Tested	Evidence-Based Reading/Writing	Math	Total
Battlefield High School	461	575	556	1130
Brentsville High School	172	574	558	1131
Forest Park High School	338	572	549	1122
Freedom High School	152	497	482	979
Gar-Field High School	258	546	518	1063
Hylton High School	331	540	524	1064
Osborn Park High School	418	572	557	1129
Patriot High School	475	580	569	1149
Potomac High School	278	516	501	1017
Stonewall Jackson High School	207	526	514	1040
Woodbridge High School	367	567	545	1112
<b>Division</b>	<b>3,461</b>	<b>557</b>	<b>540</b>	<b>1097</b>

Data reflect 2017 high school graduates who took the new SAT during high school. If a student took the SAT more than once, the most recent score and self-reported SAT questionnaire responses are summarized. SAT data contained in this report reflect a frozen snapshot of College Board's integrated data system as of July 30, 2017. Thus results may differ slightly from analyses run at other points in time or based on different population definitions.

\*Scores provided by College Board

## Informational Section

### PRINCE WILLIAM COUNTY PUBLIC SCHOOLS

Scholastic Aptitude Test (SAT): 2011-12 Thru January 2016

College Bound Seniors/Mean Scores by Year and School

School	Year	No. Tested	Verbal/Critical Reading	Math	Writing
Division	11-12	3,173	503	500	487
	12-13	3,131	507	503	488
	13-14	3,341	511	509	491
	14-15	3,459	510	508	489
	<b>15-16*</b>	<b>3,401</b>	<b>513</b>	<b>507</b>	<b>487</b>
Battlefield High School	11-12	527	523	529	517
	12-13	515	526	528	516
	13-14	465	530	537	515
	14-15	437	532	539	515
	<b>15-16*</b>	<b>455</b>	<b>532</b>	<b>534</b>	<b>515</b>
Brentsville High School	11-12	269	521	520	507
	12-13	138	543	535	522
	13-14	96	526	523	507
	14-15	103	509	504	485
	<b>15-16*</b>	<b>137</b>	<b>510</b>	<b>505</b>	<b>487</b>
Forest Park High School	11-12	357	511	503	487
	12-13	377	506	498	477
	13-14	405	512	504	486
	14-15	397	520	517	491
	<b>15-16*</b>	<b>342</b>	<b>521</b>	<b>511</b>	<b>485</b>
Freedom High School	11-12	154	448	450	440
	12-13	155	451	437	432
	13-14	172	440	438	418
	14-15	197	427	425	416
	<b>15-16*</b>	<b>149</b>	<b>456</b>	<b>439</b>	<b>433</b>
Gar-Field High School	11-12	301	479	471	456
	12-13	212	464	469	449
	13-14	222	490	483	463
	14-15	213	491	484	471
	<b>15-16*</b>	<b>200</b>	<b>494</b>	<b>481</b>	<b>463</b>
Hylton High School	11-12	283	496	486	483
	12-13	280	498	487	479
	13-14	319	510	505	486
	14-15	329	494	485	475
	<b>15-16*</b>	<b>387</b>	<b>490</b>	<b>486</b>	<b>466</b>
Osborn Park High School	11-12	427	528	527	511
	12-13	437	530	527	513
	13-14	479	535	541	515
	14-15	422	534	530	505
	<b>15-16*</b>	<b>439</b>	<b>535</b>	<b>527</b>	<b>508</b>
Patriot High School	12-13	216	513	516	500
	13-14	381	527	527	510
	14-15	564	541	542	522
	<b>15-16*</b>	<b>472</b>	<b>537</b>	<b>536</b>	<b>512</b>
Potomac High School	11-12	253	473	478	461
	12-13	211	472	482	461
	13-14	226	459	467	444
	14-15	199	460	454	436
	<b>15-16*</b>	<b>197</b>	<b>467</b>	<b>464</b>	<b>441</b>
Stonewall Jackson High School	11-12	233	501	495	483
	12-13	243	501	494	479
	13-14	206	504	490	484
	14-15	214	491	492	467
	<b>15-16*</b>	<b>210</b>	<b>489</b>	<b>482</b>	<b>465</b>
Woodbridge High School	11-12	369	495	488	474
	12-13	347	512	500	487
	13-14	368	518	505	496
	14-15	384	510	502	487
	<b>15-16*</b>	<b>410</b>	<b>518</b>	<b>511</b>	<b>494</b>

\*Includes SAT tests administered through January 2016

Scores provided by College Board

## Informational Section

**PRINCE WILLIAM COUNTY PUBLIC SCHOOLS**  
 Scholastic Aptitude Test (SAT): 2015-16  
 College Bound Seniors  
 National, State, and Prince William Co. Summary

	Year	National		Virginia		Prince William Co.	
		No. Tested	Mean	No. Tested	Mean	No. Tested	Mean
<b>CRITICAL READING</b>	11-12	1,664,479	496	61,665	510	3,173	503
	12-13	1,660,047	496	60,640	516	3,131	507
	13-14	1,672,395	497	59,906	518	3,341	511
	14-15	1,698,521	495	59,621	518	3,459	510
	15-16*	1,637,589	494	57,861	520	3,401	513
<b>MATH</b>	11-12	1,664,479	514	61,665	512	3,173	500
	12-13	1,660,047	514	60,640	514	3,131	503
	13-14	1,672,395	513	59,906	515	3,341	509
	14-15	1,698,521	511	59,621	516	3,459	508
	15-16*	1,637,589	508	57,861	517	3,401	507
<b>WRITING</b>	11-12	1,664,479	488	61,665	495	3,173	487
	12-13	1,660,047	488	60,640	498	3,131	488
	13-14	1,672,395	487	59,906	497	3,341	491
	14-15	1,698,521	484	59,621	499	3,459	489
	15-16*	1,637,589	482	57,861	498	3,401	487
<b>CRITICAL READING + MATH+ WRITING</b>	11-12	1,664,479	1498	61,665	1517	3,173	1490
	12-13	1,660,047	1498	60,640	1528	3,131	1498
	13-14	1,672,395	1497	59,906	1530	3,341	1511
	14-15	1,698,521	1490	59,621	1533	3,459	1507
	15-16*	1,637,589	1484	57,861	1535	3,401	1507

\*Includes SAT tests administered through January 2016

# Operating Fund Personnel Position History

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1101	School Board Members	8.0	8.0	8.0	8.0	8.0	8.0
1102	Superintendent	1.0	1.0	1.0	1.0	1.0	1.0
1103	Associate Superintendent	10.0	10.0	10.0	10.0	10.0	10.0
1104	Director	14.0	13.8	14.0	15.0	15.0	16.0
1106	Supervisor	56.8	57.0	62.0	61.0	62.0	66.0
1107	Administrative Coordinator	97.2	104.0	102.0	103.5	107.0	110.0
1108	Legal Counsel	1.0	1.0	1.0	1.0	1.0	2.0
1111	Principal	91.5	93.0	95.0	96.0	95.0	95.0
1112	Assistant Principal	143.0	148.0	154.0	155.4	163.0	165.0
1115	Teacher on Special Assignment	65.1	63.9	61.1	73.4	75.9	78.4
1120	Teacher, Classroom	5,480.3	5,603.1	5,700.7	5,902.7	6,117.4	6,189.1
1121	Librarian	109.0	111.0	113.0	117.0	118.0	119.0
1122	Counselor	204.8	213.5	221.7	227.1	233.6	238.6
1130	Social Worker	48.9	49.4	49.6	49.6	51.1	64.6
1131	Licensed School Nurse	0.0	0.0	0.0	0.0	95.0	95.0
1133	Psychologist	44.7	44.7	48.6	50.6	50.6	52.6
1134	School Nurse	83.5	85.0	86.0	88.5	0.0	0.0
1136	Diagnostician	14.0	14.0	14.0	15.0	15.0	15.0
1138	Support Professional	26.7	28.0	28.0	32.8	33.0	35.0
1140	Teacher Assistant	642.2	639.7	640.8	645.4	706.2	736.8
1141	Student Attendant	2.0	2.0	0.0	0.0	0.0	0.0
1142	Cafeteria Aide	41.4	43.0	43.0	45.2	45.8	47.4
1143	Aide, Bus	151.9	155.7	153.9	156.4	163.5	171.0
1144	Attendance Personnel	11.0	11.0	11.0	12.0	12.0	12.0
1145	Technician	54.0	55.0	55.0	55.0	55.0	52.0
1146	Home-School Coordinator	7.7	7.7	9.6	9.7	12.7	12.7
1147	Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
1148	Specialist	240.9	246.4	247.4	259.4	273.9	283.1
1150	Secretarial/Clerical	635.8	644.3	653.6	668.5	686.3	691.4
1160	Maintenance Personnel	172.0	171.0	171.0	171.0	172.0	170.0
1170	Bus Drivers	713.8	717.0	720.1	693.9	702.4	711.9
1171	Garage Employees	49.0	48.0	48.0	48.0	48.0	48.0
1172	Bus Service Attendant	11.0	11.0	11.0	11.0	11.0	11.0
1190	Custodian	472.6	473.8	476.7	489.4	500.6	501.2
1191	Warehousemen	29.0	29.0	29.0	29.0	29.0	29.0
	<b>Total</b>	<b>9,734.8</b>	<b>9,904.0</b>	<b>10,040.8</b>	<b>10,302.5</b>	<b>10,671.0</b>	<b>10,838.8</b>

# Authorized FTEs by Position Type

	FY 2018	FY 2019	Change
<b>School-Based Positions</b>			
Teacher Scale Positions	6,430.66	6,510.72	80.06
Administrators	321.60	323.60	2.00
Educational Specialists	208.70	223.20	14.50
Instructional Assistants	703.16	736.82	33.66
Office Support	541.10	542.60	1.50
Custodial Staff	477.56	477.20	(0.36)
Noninstructional Specialists	96.00	96.00	0.00
Other	82.60	82.55	(0.05)
<b>Total School-Based Positions</b>	<b>8,861.38</b>	<b>8,992.69</b>	<b>131.31</b>
<b>Nonschool-Based Positions</b>			
School Board Members	8.00	8.00	0.00
Leadership	12.00	13.00	1.00
Technical Support	175.30	167.50	(7.80)
Management	182.77	190.27	7.50
Educational Specialists	132.70	135.20	2.50
Office Support	117.00	118.80	1.80
Custodial/Maintenance Staff	249.00	247.00	(2.00)
<b>Total Nonschool-Based Positions</b>	<b>876.77</b>	<b>879.77</b>	<b>3.00</b>
Bus Drivers, Bus Drivers' Aides, and Cafeteria Staff	932.80	966.32	33.52
<b>Total Authorized FTEs</b>	<b>10,670.95</b>	<b>10,838.78</b>	<b>167.83</b>
<b>Percent School-Based</b>	<b>91.00%</b>	<b>91.09%</b>	
<b>Percent Nonschool-Based</b>	<b>9.00%</b>	<b>8.91%</b>	

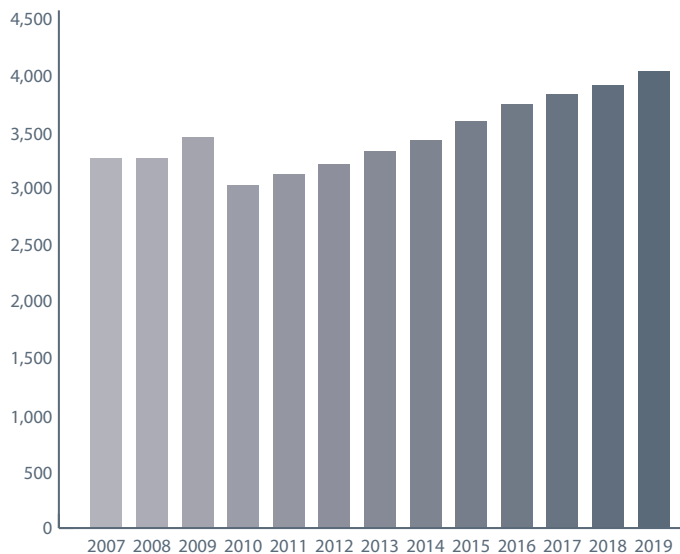


# Local Tax Information

## Analysis of Average Tax Bill

Tax Year	Fiscal Year	Average Tax Bill	Real Estate Tax Rate	Average Assessed Value of a Residence	Percentage Increase or Decrease for		
					Tax Bill	Tax Rate	Assessed Value
2006	2007	\$3,257	\$0.758	\$429,745	7.31%	-16.70%	28.86%
2007	2008	\$3,257	\$0.787	\$413,898	0.00%	3.83%	-3.69%
2008	2009	\$3,437	\$0.970	\$354,333	5.53%	23.25%	-14.39%
2009	2010	\$3,017	\$1.212	\$248,946	-12.22%	24.95%	-29.74%
2010	2011	\$3,110	\$1.236	\$251,241	3.08%	1.98%	0.92%
2011	2012	\$3,201	\$1.204	\$265,841	2.93%	-2.59%	5.81%
2012	2013	\$3,316	\$1.209	\$274,283	3.59%	0.42%	3.18%
2013	2014	\$3,414	\$1.181	\$289,095	2.96%	-2.32%	5.40%
2014	2015	\$3,583	\$1.148	\$312,105	4.95%	-2.79%	7.96%
2015	2016	\$3,732	\$1.122	\$332,600	4.16%	-2.26%	6.57%
2016	2017	\$3,817	\$1.122	\$340,200	2.28%	0.00%	2.29%
2017	2018	\$3,900	\$1.125	\$346,700	2.17%	0.27%	1.91%
2018	2019	\$4,021	\$1.125	\$357,448	3.10%	0.00%	3.10%

**Average Tax Bill**



Residence includes single family, townhouse, and condominium homes. Fiscal year values represent the assessed value for the prior January 1.

Real estate tax rate does not include the Prince William County's fire and rescue levy and mosquito and forest pest management levy. The Fiscal Year 2019 fire and rescue levy rate is \$0.0800 and the mosquito and forest pest management levy rate is \$0.0025 per \$100 of assessed value.

### Analysis of Average Tax Bill

The above table and chart illustrate the tax bill upon the average assessed value of a single residence in Prince William County. Prince William, like other jurisdictions in Northern Virginia, assesses residential properties every year at a rate based on what houses in a given neighborhood are selling for in the real estate market. In fiscal year 2019, the tax rate held flat at \$1.125. As the chart depicts, there will be slight increase in the average tax bill due to the increase in the average assessed value of a residence.

# Property Tax Rates and Collections

Prince William County Government collects tax revenue from local sources (i.e. property taxes, personal property taxes, etc.) and then transfers a percentage of the revenue to Prince William County Public Schools. Prince William County Public Schools is, therefore, fiscally dependent on the county. Working cooperatively, the School Board and the Board of County Supervisors agreed to develop a five-year budget plan. Under this agreement, the School Division receives 57.23 percent of general revenues available to the county each year.

General revenues primarily include real estate taxes, personal property taxes, other local taxes and investment income less the recordation tax. Real estate taxes are collected on taxable

residential and commercial property. Personal property taxes are collected on vehicles and from the business personal property. The largest other local taxes include sales tax, business professional and occupational license (BPOL) taxes, consumer utility taxes, and vehicle decals.

Agency revenues, which are not shared with the School Division, consist of various revenues that are collected by individual county agencies. These include intergovernmental revenues from the federal, state and other local governments, permits and fees, charges for services, and miscellaneous revenues.

## Prince William County Property Tax Rates and Revenues (Collections)

	Year	Real Property Tax Rate Per \$100 Value	Personal Property Tax Rate Per \$100 Value	Revenues – Collections (amounts in thousands)			
				Real Property	Personal Property	Total Property	
	2006	\$0.910	\$3.70	\$393,760	\$118,944	\$512,704	
	2007	\$0.758	\$3.70	\$431,589	\$125,439	\$557,028	
	2008	\$0.787	\$3.70	\$452,884	\$127,473	\$580,357	
	2009	\$0.970	\$3.70	\$509,153	\$130,148	\$639,301	
	2010	\$1.212	\$3.70	\$478,280	\$117,703	\$595,983	
	2011	\$1.236	\$3.70	\$478,698	\$122,828	\$601,526	
	2012	\$1.204	\$3.70	\$494,349	\$128,573	\$622,922	
	2013	\$1.209	\$3.70	\$516,404	\$135,785	\$652,189	
	2014	\$1.181	\$3.70	\$535,098	\$146,371	\$681,469	
	2015	\$1.148	\$3.70	\$560,756	\$154,094	\$714,850	
	2016	\$1.122	\$3.70	\$590,448	\$164,677	\$755,125	
	2017	\$1.122	\$3.70	\$609,823	\$177,697	\$787,520	
(1)	2018	\$1.125	\$3.70	\$631,569	\$185,709	\$817,278	Pre-Audit
(2)	2019	\$1.125	\$3.70	\$668,364	\$190,150	\$858,514	Estimate

(1) Fiscal Year 2018, Fourth Quarter General Revenue Update (Pre-Audit).

(2) Source: Prince William County Adopted FY 2019-2023 Estimate of General County Revenue.

*Beginning with fiscal year 2000*, the state reimbursed the county for personal property tax for non-business use vehicles under the Personal Property Tax Relief Act (PPTRA). The percentage of tax relief for qualifying vehicles in fiscal year 2019 (tax year 2018) is equal to 47.5% of the tax on the first \$20,000 of assessed value.

Real estate tax rate does not include special district levies or the Prince William County's fire and rescue levy and mosquito control and forest pest management levy; \$0.0800 and \$0.0025 per \$100 assessed value, respectively.

# Values of Taxable Properties

## Prince William County Taxable Real Estate Property Values

	Tax Year	Fiscal Year	Assessed Value	Estimated Market Value
	2001	2002	19,031,879,805	23,422,263,854
	2002	2003	23,031,295,422	28,546,060,683
	2003	2004	27,912,811,759	33,941,300,383
	2004	2005	34,523,037,869	45,520,807,957
	2005	2006	44,251,503,308	60,203,452,773
	2006	2007	58,282,255,162	64,002,473,623
	2007	2008	59,013,160,604	61,439,875,264
	2008	2009	53,917,168,959	51,665,113,168
	2009	2010	40,488,448,705	47,228,010,247
	2010	2011	39,703,356,632	48,535,035,343
	2011	2012	42,058,154,582	49,533,872,364
	2012	2013	43,981,233,136	50,810,493,725
	2013	2014	46,682,252,800	57,109,670,731
	2014	2015	50,499,057,500	57,663,418,842
	2015	2016	54,259,039,900	60,222,752,826
	2016	2017	56,165,968,322	61,527,420,860
(1)	2017	2018	58,290,321,614	62,461,607,832
(2)	2018	2019	59,015,559,300	
	2019	2020	61,433,973,100	
	2020	2021	63,824,474,900	
	2021	2022	66,281,320,000	

(1) Ratios are from the Department of Taxation Sales Ratio Study. Since the ratios for the two most current years (2017 and 2018) are not available, estimates from the PWC Real Estate Assessments Office are reported. Assessment values include landbook values plus all supplements. Supplements for calendar year 2018 are estimated. Previous years were updated.

Fiscal year values represent the assessed value for the prior January 1.

County staff monitors revenues monthly and reports revised estimates to the Board of County Supervisors quarterly.

Sources: 2017 Prince William County Annual Report, Real Estate Assessment Office, Table 7.  
Prince William County Adopted Fiscal Year 2019 – 2023 General County Revenue Projections

# Statistical Information

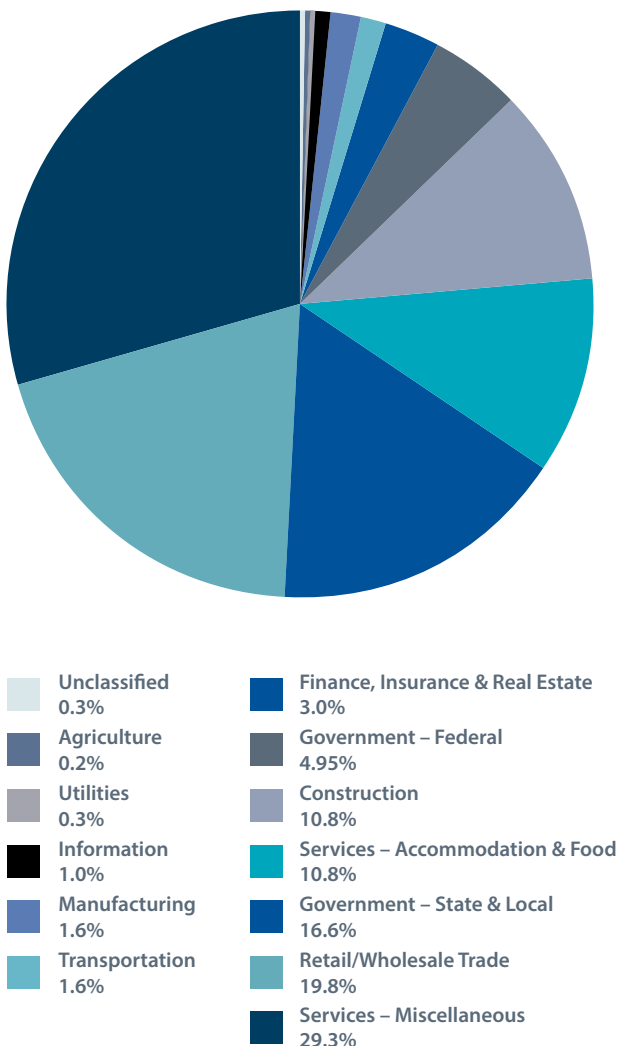
## Employment

PWC March 2018 unemployment rate was 3.0%. The unemployment rate continues to remain below national and state averages. The average annual unemployment rate in Virginia, as of March, was 3.4%. In the United States, the April 2018 unemployment rate was 3.9%.

The services, government and retail sectors reflect the greatest sources of employment within PWC.

Source: Department of Information Technology, Geographic Information Systems, <http://www.pwcgov.org/government/dept/doit/gis/pages/select-economic-stats.aspx>, National rate data: <https://data.bls.gov/timeseries/LNS14000000>

Employment by Industry



Unemployment Rates

Year	Prince William	Virginia	United States
2005	2.7%	3.6%	5.1%
2006	2.4%	3.1%	4.6%
2007	2.5%	3.0%	4.6%
2008	3.3%	3.9%	5.8%
2009	5.4%	6.7%	9.3%
2010	6.1%	7.1%	9.6%
2011	5.7%	6.6%	8.9%
2012	5.3%	6.0%	8.1%
2013	5.2%	5.7%	7.4%
2014	4.9%	5.2%	6.2%
2015	4.1%	4.4%	5.3%
2016	3.3%	3.8%	4.4%
2017	3.0%	3.4%	3.9%

Source: Prince William County, Virginia Select Economic Stats.

## Informational Section

### Employment by Industry

Industries	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Agriculture	0.17%	0.14%	0.13%	0.12%	0.13%	0.14%	0.12%	0.12%	0.12%	0.10%	0.10%
Construction	10.76%	10.56%	11.08%	10.59%	10.66%	10.23%	9.81%	9.81%	9.62%	11.40%	12.88%
Finance, Insurance & Real Estate	3.00%	3.03%	3.10%	2.98%	2.99%	3.03%	3.00%	3.00%	2.95%	2.98%	3.13%
Government – Federal	4.95%	5.01%	5.34%	5.73%	5.99%	21.62%	23.53%	23.71%	23.45%	21.35%	20.45%
Government – State & Local	16.55%	16.34%	16.92%	16.68%	15.69%	—	—	—	—	—	—
Information	0.96%	0.85%	1.18%	1.16%	1.17%	1.16%	1.10%	1.21%	1.28%	1.33%	1.45%
Manufacturing	1.57%	1.59%	1.53%	1.58%	1.64%	1.89%	1.94%	1.67%	1.68%	1.92%	2.05%
Retail/Wholesale Trade	19.81%	20.52%	21.64%	21.07%	20.68%	20.64%	21.23%	21.43%	21.70%	21.59%	20.78%
Services – Miscellaneous	29.26%	28.85%	25.89%	27.62%	27.83%	39.19%	37.19%	36.61%	36.81%	37.01%	36.83%
Services – Accommodation & Food	10.80%	10.92%	11.02%	10.53%	11.17%	—	—	—	—	—	—
Transportation	1.60%	1.65%	1.73%	1.65%	1.72%	1.77%	1.87%	2.06%	2.00%	1.81%	1.84%
Unclassified	0.27%	0.26%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.11%
Utilities	0.31%	0.28%	0.29%	0.30%	0.32%	0.33%	0.36%	0.38%	0.40%	0.40%	0.37%
<b>Total Employment</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**Source (2017):** Virginia Employment Commission, *Economic Information Services Division, Prince William County Community Profile*. May 22, 2018.

**Note (2013):** Services category includes: Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Other Services (except Public Administration).

**Note (2005):** Educational Employment was undisclosed in the 2005 QCEW data resulting in no data for Government and Unclassified.

### Principal Employers

Rank	Taxpayer	Ownership	Number of Employees
1	Prince William County School Board	Local Government	1,000 and over
2	County of Prince William	Local Government	1,000 and over
3	U.S. Department of Defense	Federal Government	1,000 and over
4	Wal Mart	Private	1,000 and over
5	Morale Welfare and Recreation	Federal Government	1,000 and over
6	Sentara Healthcare/Potomac Hospital Corporation	Private	1,000 and over
7	Wegmans Store #07	Private	500 to 999
8	Northern Virginia Community College	State Government	500 to 999
9	Target Corporation	Private	500 to 999
10	Food Lion	Private	500 to 999

**Source:** Prince William County CAFR, 2017, p. 248.

## Real Estate Tax Base

- Total real estate assessments – \$61.1 billion in tax year 2018, an increase of 5.9% from the prior year
- New housing units constructed in 2017, 96% were assessed at over \$300,000
- In 2017, the top ten principal real property tax payers constituted 4.61% of the total County taxable assessed value
- The FY19 real estate rate per \$100 of assessed value real estate tax is \$1.125; as adopted by the Board of County Supervisors, the same rate as FY18
- Each penny on the rate generates approximately \$5.929 million in real estate revenue in FY19

Source: Department of Finance, Real Estate Assessments and 2017 CAFR, pg.204.

## 2013 – 2017 Tax Year Comparisons

	2013	2014	2015	2016	2017
	FY2014	FY2015	FY2016	FY2017	FY2018
Commercial Property as a % of Total Real Estate Tax Base	14.26%	13.58%	13.33%	13.28%	14.07%
Average Assessed Value of All Residential Property	\$289,100	\$312,100	\$332,600	\$340,200	\$346,700
Tax Rate per \$100 of assessed value	\$1.181	\$1.148	\$1.122	\$1.122	\$1.125
Change in Residential Property Value	4.72%	7.62%	6.18%	1.79%	1.78%
Change in Commercial Property Value	4.45%	2.22%	4.74%	1.47%	7.93%
Tax Exempt Property as Percentage of Total Assessed Value	7.25%	6.83%	6.47%	6.49%	6.60%

Source: Prince William County Real Estate Assessments Office.

## Top Ten Principal Real Property Taxpayers

Rank	Taxpayer	Taxable Assessed Value	Percentage of Total County Taxable Assessed Value
1	VA Electric & Power Company	\$869,115,000	1.56%
2	Mall at Potomac Mills, LLC	\$521,645,000	0.94%
3	Northern Virginia Electric Co-op	\$319,215,000	0.57%
4	Verizon South, Inc.	\$165,520,000	0.30%
5	Porpoise Ventures, LLC	\$130,210,000	0.23%
6	Washington Gas Light Company	\$128,383,000	0.23%
7	JBG/Woodbridge Retail LLC	\$120,675,000	0.22%
8	Rolling Brook Windsor LLC	\$112,366,000	0.20%
9	Stellar Chatsworth LLC	\$104,122,000	0.19%
10	Woodbridge Station Apartments LLC	\$93,497,000	0.17%

Source: Prince William County CAFR, 2016, p. 204.

## Housing Characteristics

- 153,187 housing units in Prince William County:
  - 84,129 (54.92%) are one unit, detached (single-family and mobile homes)
  - 38,006 (24.81%) are townhouses/attached
  - 31,052 (20.27%) are units in multi-family structures
- Median value of owner occupied housing units:
  - Prince William County, \$345,900
  - Virginia, \$248,400
  - United States, \$184,700

**Sources:** PWC Geographic Information Systems: <http://www.pwcgov.org/government/dept/doit/gis/pages/quarterly-estimates.aspx>

US Census Bureau, <https://www.census.gov/quickfacts/table/PST045216/51,51153,00>

## Housing Units

Year	Housing Unit	Growth Over Past Decade
1950	5,755	62.3%
1960	13,207	129.5%
1970	29,885	126.3%
1980	46,490	55.6%
1990	74,759	60.8%
2000	98,052	31.2%
2010	137,115	83.4%

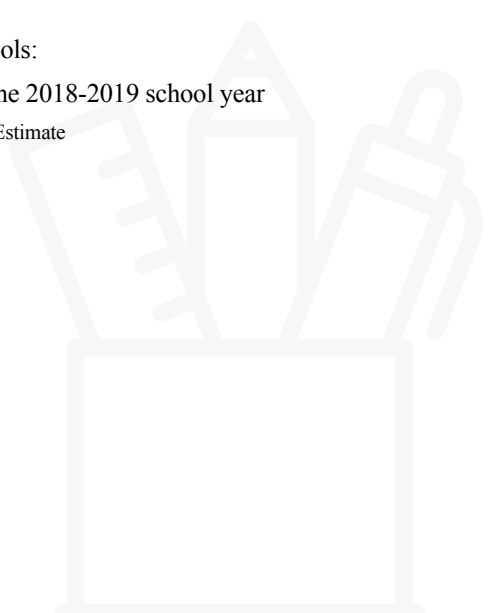
**Source:** U.S. Department of Commerce, Bureau of the Census, Census 1950 – Census 2010

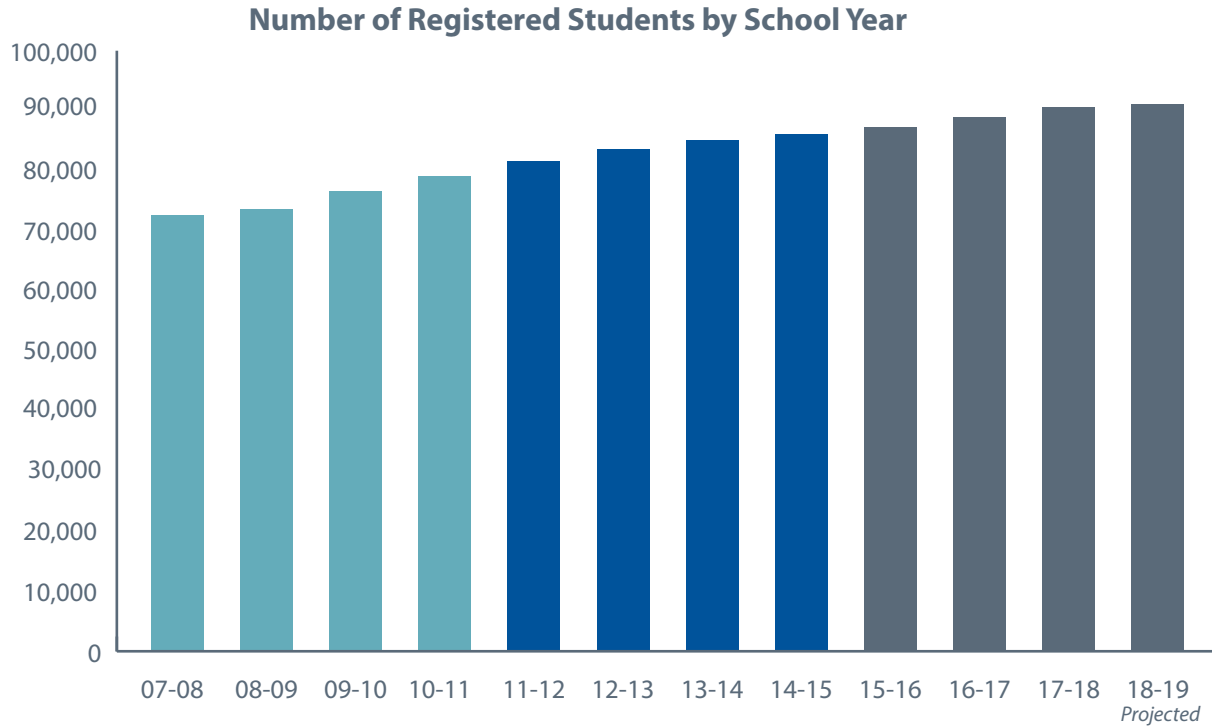
## Population Growth

The County has experienced one of the most rapid population growths in the nation for the last quarter century.

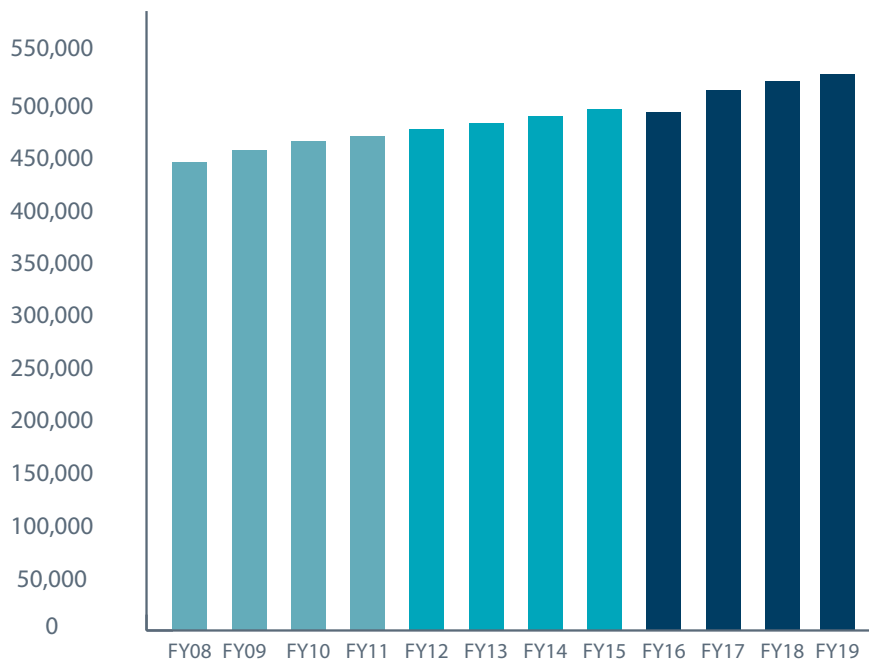
- Demographic facts about the population in Prince William County:
  - Population distribution, 49.8% male and 50.2% female
  - 30.4% of population is 19 years of age or under
  - 54.5% of population is Hispanic, Black or other race
- Education of County residents 25 years or older:
  - 39.4% hold a Bachelor's degree or higher
  - 21.3% have a high school diploma
- Students registered in Prince William County Schools:
  - 91,054 students are projected to be enrolled in the 2018-2019 school year

**Sources:** 2016 American Community Survey, US Census Bureau, 5-Year Estimate





### Annual Population of Prince William County





### Population by Jurisdiction

	Fiscal Year	Prince William (including towns)	Manassas	Manassas Park	Total
1	1998	268,894	33,656	9,546	312,096
2	1999	277,359	34,577	10,002	321,938
3	2000 <sup>(1,2)</sup>	285,871	35,388	10,472	331,731
4	2001	294,798	36,400	11,200	342,398
5	2002	309,351	36,600	11,900	357,851
6	2003	321,570	36,600	12,300	370,470
7	2004	336,820	37,000	12,700	386,520
8	2005	354,383	36,510	13,369	404,262
9	2006	371,178	36,228	13,845	421,251
10	2007	381,221	36,197	13,861	431,279
11	2008 <sup>(3)</sup>	388,269	35,604	13,884	437,757
12	2009	392,900	36,213	14,026	443,139
13	2010 <sup>(4)</sup>	402,002	37,821	14,273	454,096
14	2011 <sup>(5)</sup>	409,345	39,060	14,540	462,945
15	2012 <sup>(5)</sup>	413,396	39,902	14,838	468,136
16	2013 <sup>(5)</sup>	418,395	40,690	15,174	474,259
17	2014 <sup>(5)</sup>	422,727	41,809	15,461	479,997
18	2015 <sup>(6)</sup>	427,908	42,806	15,758	486,473
19	2016 <sup>(6)</sup>	433,090	43,803	16,055	492,948
20	2017 <sup>(7)</sup>	432,847	41,764	15,726	490,337
21	2018 <sup>(8)</sup>	454,404	40,743	15,625	510,772
22	2019 <sup>(8)</sup>	462,342	41,149	15,827	519,318

**Source PWC population figures:**

- (1) The FY2000 (June 15, 2000) County population estimate is from the OIT Policy presentation on 8/30/2004 (page 18 of the handout, dated 8/27/2004).
- (3) FY2008: PWC population revised 2nd Quarter 2008 from 390,844 to 388,269 in PWC Demographic Fact Sheet.
- (4) FY2010: U.S. Census Bureau, Census 2010 for population as of April 1, 2010.
- (5) FY2011-14: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of each fiscal year.
- (6) FY2015-16: Based on the average annual change during the previous four years (from 2010-2014).
- (7) FY2017: PWC Finance Department, Demographic and Economic Newsletter, First Quarter 2016.
- (8) FY2018: PWC Geographic Information System, Quarter 1 as of 3/31/17 <http://www.pwcgov.org/government/dept/doit/gis/pages/quarterly-estimates.aspx>

**Source city population figures:**

**FY1993-FY1999:** Table CO-EST2001-12-51 - Time Series of Virginia Intercensal Population Estimates by County: April 1, 1990, to April 1, 2000; Source: Population Division, U.S. Census Bureau; Release Date: April 17, 2002.

- (2) FY2000 (July 1, 2000): Interpolated from the Census 2000 figure for April 1, 2000, and the Weldon Cooper Center figure for July 1, 2001.  
FY2001-FY2009: Weldon Cooper Center for Public Service, University of Virginia, Final Population Estimates Tables 2009.
- (4) FY2010: U.S. Census Bureau, Census 2010 for population as of April 1, 2010.
- (5) FY2011-14: PWC population based on estimate from the Prince William County Finance Department - Prince William County Standard Data Set; cities population estimates based on Weldon Cooper Center (University of Virginia) population estimates as of June 30 of each fiscal year.
- (6) FY2015-16: Based on the average annual change during the previous four years (from 2010-2014).
- (7) FY 2017: For cities, U.S Census Bureau; <http://www.census.gov/quickfacts/table/PST045215/51685,5148952,51683,00>
- (8) FY2018: For cities, 2011-2015 American Community Survey 5-Year estimates.

**Note:** County figures are as of June 15 through 2011; starting 2012, County figures are as of June 30 (Example: June 15, 2001, population used for FY2001). City figures are as of July 1 (Example: July 1, 2001, population used for FY2001).

### Median Income

The median household income in the County decreased slightly from FY18 to FY19 by \$111.

- The County median household income has increased 49.6% since 2000 – 2016.
  - Prince William County, \$98,546
  - Virginia, \$66,149

### Median Household Income

Year	Housing Unit	Growth Over Past Decade
1990	\$49,370	—
2000	\$65,960	33.6%
2010	\$98,546	49.4%

**Source:** 2016 American Community Survey, US Census Bureau, 1-Year Estimate.

<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>



# Object Code Definitions

Object codes are used to specify the actual service or item procured by the School Division. This level of detail provides accurate accounting of expenditures within the various school and central office budgets. The codes listed are those available for use by budget holders.

## 1000 Series – Personnel

Codes 1101 – 1190 include salaries and wages for employees of the School Division. The title of each of these codes is sufficient description for its use except as noted.

<b>1101 School Board Member</b>	<b>1142 Aide, Cafeteria</b>
<b>1102 Superintendent</b>	<b>1143 Aide, Bus</b>
<b>1103 Associate Superintendent</b>	<b>1144 Attendance Personnel</b>
<b>1104 Director</b>	<b>1145 Technician</b>
<b>1106 Supervisor</b>	<b>1146 Home-School Coordinator</b>
<b>1107 Administrative Coordinator</b>	<b>1147 Coordinator</b>
<b>1108 Attorney</b>	<b>1148 Specialist</b>
<b>1111 Principal</b>	<b>1150 Secretary/Clerical</b>
<b>1112 Assistant Principal</b>	<b>1160 Maintenance Personnel</b>
<b>1115 Teacher on Special Assignment:</b> Salaries of school-based teachers, who are assigned duties not directly involving students in a classroom setting on a full-time basis.	<b>1170 Bus Driver</b>
<b>1120 Teacher, Classroom</b>	<b>1171 Garage Employee</b>
<b>1121 Librarian</b>	<b>1172 Bus Service Attendant</b>
<b>1122 Counselor:</b> Salaries of guidance counselors.	<b>1190 Custodian</b>
<b>1130 Social Worker</b>	<b>1191 Warehouseman</b>
<b>1131 Licensed School Nurse</b> regular rate of pay	<b>1192 Cafeteria Manager</b>
<b>1133 Psychologist</b>	<b>1193 Cafeteria Staff</b>
<b>1134 School Nurse</b>	<b>1200 Overtime:</b> Pay for overtime work by school employees.
<b>1136 Diagnostician</b>	<b>1201 Straight Time:</b> Pay for work in excess of scheduled work hours up to 40 hours per week at
<b>1138 Support Professional</b>	<b>1300 Temporary Employee:</b> Additional employee hired for a limited amount of time.
<b>1140 Teacher Assistant:</b> Salaries of school-based teacher assistants who are assigned duties directly involving students in a classroom setting.	<b>1500 Substitute Teacher:</b> Substitute teacher cost for classroom duty.
<b>1141 Aide/Attendant:</b> Salaries of school-based employees assigned to non-instructional duties involving physically impaired students.	<b>1502 Substitute, Other:</b> Substitutes for employees other than classroom teachers.

**1600 Supplemental Pay:** Supplemental pay for additional instructional duties.

**1601 Coaching Supplement**

**1602 Extra-Curricular Supplement**

**1603 Homebound Tutoring**

**1647 Coordinator Supplement**

**1900 Other Salaries/Wages:** Areas of compensation not described by other codes.

## 2000 Series – Benefits and Fixed Charges

The 2000 series object classification codes are used for payment of benefits and fixed charges applicable to salaries and wages of School Division employees.

**2100 Social Security (FICA):** Employer contributions to Social Security, including Medicare.

**2210 Retirement-VRS:** Contributions to Virginia Retirement System employees.

**2211 VRS Credit:** Contributions to VRS Retiree Health Care Credit.

**2220 Supplemental Retirement Plan:** Employer contributions to the School Division's local retirement plan.

**2300 Health Insurance:** Employer contribution to provide medical insurance coverage for employees.

**2310 Short/Long-Term Disability Premium**

**2400 Group Life Insurance (GLI):** Employer contributions to provide Virginia Group Life Insurance for employees.

**2700 Workers' Compensation-Benefit**

**2810 Separation Charges:** Elective employer paid benefit for terminating employees.

**2820 Instructional Education Reimbursements:** Employer paid benefit to partially offset tuition costs for employees.

**2830 Association Fees (Benefit):** Allocation for administrative association fee reimbursement

**2840 Conference Expenses-Administration:** Professional conference expenses which are a part of the administrative benefits package.

**2999 Other Benefits:** Benefits not included in other codes.

## 3000 Series – Contractual Services

The 3000 series of object classification codes are used for contractual services to institutions and to individuals. Contracts with individuals for services based on a time rate must be paid from the 1000 series. Institutional contracts are calculated on the personnel's time and only when the institution assumes the tax withholding responsibility. Contracts with individuals for products, supplies, or materials are permitted from these object codes as long as the individual does not base the payments on a time rate.

**3100 Professional Services:** Services of a professional nature performed by an outside agency. Specific services costs are to be expended using the 3100 series codes:

**3101 Audit Services**

**3102 Health Services**

**3103 Legal Services**

**3104 Engineering Services**

**3105 Consultant Services:** Consultant services of an Educational or management nature.

**3106 Sports Officials Services:** Services performed by officials for school athletic contests.

**3107 Data Processing Services:** Data processing Services including programming, maintenance fees, consultants, etc.

**3200 Utilities:** Costs for utilities consumed by the School Division are to be expended using the following 3200 series codes:(excluding conference expenses).

**3201 Telephone Services:** Costs of telephones, data lines, and networking services

**3202 Electricity Services**

**3203 Fuel Services**

**3204 Water Services**

**3205 Sewer Services**

**3206 Trash Removal Services**

**3300 Insurances:** Costs for the various types of insurances procured by the School Division are to be expended using the following 3300 series codes:

**3301 General Insurance**

**3302 Liability Insurance:** Liability insurance expenses other than transportation liability insurance.

**3303 Transportation Liability Insurance**

**3304 Fire Insurance**

**3305 Workers' Compensation Insurance**

**3306 Unemployment Insurance**

**3307 Surety Bond Insurance**

**3308 Safety Patrol Insurance**

**3401 Travel Reimbursement:** Reimbursement for travel related expenses over and beyond normal travel to and from work, including compensation to employees for the use of privately-owned vehicles in the performance of their duties. These include tolls, parking fees, lodging, and meals

**3402 Conference Expenses:** All costs related to attendance at work-related conferences.

**3450 Field Trips:** Expenses for instruction, extra-curricular, and athletic transportation.

**3500 Miscellaneous Projects:** Expenses for repair or maintenance projects necessary during the year.

**3501 Maintenance – Buildings:** Costs related to the repair and maintenance of existing school buildings.

**3502 Maintenance – Equipment:** Costs related to the repair and maintenance of on-hand School Division equipment.

**3503 Repair/Maintenance Services – Vehicles:** Costs of services for the repair and maintenance of vehicles.

**3504 Maintenance Service Contracts:** Costs of all related maintenance service contracts.

**3700 In-Service Expenses:** Expenses related to in-service of employees excluding supplies.

**3750 Curriculum Development:** Costs of contractual services for curriculum development and evaluation.

**3901 Laundry / Dry Cleaning:** Expenses for laundry or dry cleaning of school-owned or rented clothing, materials, or supplies.

**3902 Printing / Duplicating:** Expenses related to printing or duplicating instructional materials.

**3903 Postage:** Postage of school business mail.

**3904 Shipping Charges:** Costs of major shipping expenses.

**3905 Extra-Curricular Expenses:** Expenses of the various extra-curricular programs of a non-athletic nature.

**3906 Advertising:** Advertising of bids, legal notices, hearings, etc. except employment (see code 3916).

**3907 School Board Dues:** Dues of various organizations to which the School Board belongs.

**3908 Parent Activity Expense:** Expenses for federal grant funded activities for parents.

**3909 Accreditation Expenses:** All expenses to state, regional, or federal accreditation.

**3910 Educational Television:** Expenses for educational television services.

**3911 Rental Equipment:** Expenses for renting instructional and non-instructional equipment for a school program.

**3912 Rental Storage Space:** Rental or lease of warehouse space.

**3913 Tuition – Other Divisions:** Tuition payments for Prince William County students attending schools in other school divisions. Currently, tuition for students attending Thomas Jefferson High School for Science and Technology is budgeted in this code.

**3914 Tuition – Private Schools:** Tuition payments for Prince William County students attending private schools regardless of location.

**3916 Recruitment Expenses:** All expenses related to the recruiting of personnel including travel, lodging, meals, advertising, etc.

**3917 Employment Services:** Expenses for required information for employment.

**3919 Tuition – Governor’s School:** Tuition payments paid by Prince William County Schools to The Governor’s School.

**3920 Tuition – Regional School:** Tuition payments paid by Prince William County Schools to the Regional School.

**3921 Tuition – PWCS:** Tuition payments paid by Prince William County Schools to other schools within the Division.

**3925 Credit Card Acceptance Fees**

**3999 Contractual Services:** Contractual Service expenses that cannot be properly classified into one of the other codes.

## 4000 Series – Materials and Supplies

The 4000 series object classification codes are used for the procurement of general use materials and supplies with a less than \$5,000 per-item cost.

**4001 Office Supplies:** Supplies and materials of a consumable nature not directly related to the instructional process, excluding custodial and maintenance supplies and materials.

**4002 Medical Supplies:** Medical, dental, and first aid supplies.

**4003 Custodial Supplies:** All materials and supplies required for custodial services. Includes such items as cleaning supplies, light bulbs, paper products, entrance mats, plastic liners, rags, towels, etc.

**4004 Repair and Maintenance Supplies:** Materials and supplies directly related to upkeep and maintenance of buildings, equipment and sites by School Division employees.

**4005 Vehicle Fuels:** Gasoline, diesel, and other forms of fuel for vehicles.

**4006 Vehicle Supplies:** Materials and supplies used in the maintenance and operation of School Division owned vehicles excluding pupil transportation buses and vehicles.

**4007 Wearing Apparel:** Expenses for all types of required apparel including safety clothing, shoes, uniforms, etc.

**4008 Reference Materials:** Books, periodicals, and other materials for professional library and staff use. Does not include books, periodicals, reference books or supplies used in school libraries (see codes 4016, 4017, and 4018).

**4009 Extra-Curricular Supplies:** Supplies and materials used in various non-athletic extra-curricular and co-curricular school programs and activities.

**4010 Instructional Supplies:** Instructional supplies and materials of a consumable nature directly related to the instructional process. Does not include instructional software for computers (see 4410).

**4011 Textbooks:** Textbooks for use by students in grades K-12.

**4012 Employee Training Supplies:** Supplies and materials used in the training of School Division employees for certain positions or tasks including supplies and materials for in-service programs.

**4013 Testing Materials:** Supplies and materials used in testing and assessment programs other than the regular classroom instructional program.

**4014 Food, Cafeteria:** All food items purchased by the Food Services program.

**4015 Food Services Supplies:** All materials and supplies necessary for the performance of the Food Services program. Includes items such as aprons, detergents, cooking utensils, pots, pans, linen, wrapping materials, plastic ware, etc.

**4016 Library Books:** Library books and reference materials for student use. Does not include books for professional libraries.

**4017 Library Periodicals:** Periodicals including newspapers and magazines for student use in school libraries.

**4018 Library Supplies:** Supplies and materials used in school libraries including book repair supplies, jacket overs, check out cards, etc.

**4019 Food:** Approved food purchases for meetings and in-services.

**4020 Printing Supplies:** Materials and supplies for use by the School Division’s print shop.

**4022 Transportation Vehicle Supplies:** Materials and supplies directly related to pupil transportation and transportation support vehicles. Includes all parts used in the maintenance and operation of pupil transportation vehicles.

**4310 Technology Supplies and Equipment, Additional:**

Additional technology/computer equipment such as desktops, laptops, pre-loaded software, printers, modems, monitors, cables, mouse, etc. with less than a per-item cost of \$5,000. Does not include software purchased separately from a computer purchase.

**4350 Technology Supplies and Equipment, Replacement:**

Replacement technology/computer equipment or supplies with less than a \$5,000 per-item cost.

**4410 Software, Additional:** Additional computer software for instructional or administrative use with less than a \$5,000 per-item cost. Does not include pre-loaded software when purchasing a new computer.

**4450 Software, Replacement:** Replacement computer software with less than a \$5,000 per-item cost.

**4510 General Equipment/Furniture, Additional:** Additional equipment or furniture item with less than a \$5,000 per item cost.

**4550 General Equipment/Furniture, Replacement:** Replacement equipment or furniture with less than a \$5,000 per item cost.

**4998 Sales Tax:** Sales tax collected by the Administration Building Cafeteria.

**4999 Other Materials and Supplies:** Materials and supplies not properly classified within another 4000 series code.

## 5000 Series – Capital Outlay

The 5000 series of object classification codes are used for the procurement of all additional and replacement items of a capital outlay nature. As a general rule, capital outlay items are those that have a useful life of several years, are relatively permanent in nature, contribute to the continued productivity of the organization, and have a per-item cost of at least \$5,000.

**5100 Additional Capital Outlay:** The 5100 series of codes are used for the purchase of additional capital items. The following codes specify the particular new item being purchased.

**5101 Equipment/Furniture, Additional**

**5102 Technical Equipment, Additional**

**5103 Data Processing Equipment, Additional**

**5104 Software, Additional:** Software cost must be at least \$5,000 per item. Software licenses of \$5,000 or more are included. Software for PC use under \$5,000 per item is purchased from the 4410 Software, Additional code.

**5110 Autos/Trucks, Additional**

**5111 Buses, Additional**

**5140 Land Purchase**

**5141 Site Improvement**

**5142 Building, New**

**5143 Building, Addition**

**5144 Building, Alteration**

**5500 Replacement Capital Outlay:** The 5500 series of codes are used for the purchase of replacement capital outlay items with a cost of at least \$5,000 per item. The following codes specify the particular replacement item purchased.

**5501 Equipment/Furniture, Replacement**

**5502 Technical Equipment, Replacement**

**5503 Data Processing Equipment, Replacement**

**5504 Software, Replacement**

**5510 Auto/Trucks, Replacement**

**5511 Buses, Replacement**

## 8000 Series – Reserves and Contingency Funds

The 8000 series of object classification codes are used for reserves of all types.

**8001 Salary Reserve:** Undistributed salary funds.

**8002 General Reserve:** Contingency reserve funds.

**8003 General Insurance Reserve:** These funds are budgeted in the Operating Fund and transferred to the Self-Insurance Fund to provide adequate funds for self-insured exposures which include property and liability losses.

**8004 Emergency Reserve:** These funds replace supplies and equipment that have been stolen or vandalized when no other school division funds are available. Funds are also used when additional personnel or security measures are required.

**8010 Revenue Rescission:** Control account to preclude the expenditure of funds equal to an amount required to offset anticipated revenue decreases.



## Glossary

This Glossary includes definitions of terms used in this budget document and other terms as seem necessary for an understanding of financial accounting procedures for the Prince William County School Division.

**Accrual Basis** – The basis of accounting which indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

**Advertised Budget** – This is the second phase of the budget process and reflects the School Board's changes to the Superintendent's proposed budget. This budget is submitted by the School Board to the Prince William County Board of Supervisors detailing proposed revenues, expenditures, and transfers for the coming fiscal year.

**Agency** – An individual school, centrally administered instructional program, or central office department for which an individual budget is presented.

**Allocation** – The amount of funding appropriated to an agency. Types of allocations include per pupil allocations, fixed allocations, and replacement equipment allocations.

**Amortization** – The process of decreasing, or accounting for, an amount over a period of time.

**Appropriation** – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

**Approved Budget** – The third and final phase of the budget process. The approved budget reflects all adjustments approved by the School Board in May/June resulting from revised revenue, expenditures, membership, and other projections and is the budget implemented on the following July 1.

**ASBO** – Association of School Business Officials.

**Average Daily Membership (ADM)** – The average daily membership for grades K-12 is the enrollment figure used to distribute state per pupil funding. It includes students with disabilities ages 5-21, and students for whom English is a second language who entered school for the first time after reaching their 12th birthday, and who have not reached their 22nd birthday. Preschool and post-graduate students are not included in the ADM.

**BAB** – The Build America Bonds (BAB) program was included in the American Recovery and Reinvestment Act (AARA) of 2009, which was created to stimulate the national economy out of economic recession. The BAB program was intended to help state and local agencies regain access to bond markets after the financial collapse made it difficult to borrow and construct infrastructure improvements. It provided access to a larger pool of investors through taxable bond markets, which allowed them to lock in lower rates for long-term debt compared to the high interest rates demanded by investors in tax-exempt debt markets. The BAB program also allowed municipalities to issue taxable bonds with the federal government subsidizing 35% of the interest payments.

**Baldrige in the Classroom** – Also known as Baldrige in Education. It is a knowledge-based approach to performance excellence where data drives decision making and progress results influence direction of classroom instruction.

**Balance Sheet** – A summarized statement, as of a given date, of the financial position of an entity by fund type presenting assets, liabilities, reserves, and fund balance.

**Balanced Budget** – A budget for which expenditures are equal to income. Sometimes a budget for which expenditures are less than income is also considered balanced.

**Beginning Balance** – The unexpended funds from a prior fiscal year that may be used to finance expenditures during the current or upcoming fiscal year.

**BOCS** – Board of County Supervisors.

**Bonds** – A written promise to pay a specific amount of money (face value) and interest over a specific period of time. Bonds for school purposes are either General Obligation Bonds or Virginia Public School Authority Bonds.

**BPOL** – Business Professional and Occupational License Tax is a tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.

**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.

**Capital Budget** – A plan of proposed capital outlays and the means of financing them for the current fiscal period.

**Capital Improvement Plan (CIP)** – The five-year plan for School Division construction projects.

**Capital Equipment** – Fixed assets valued above \$5,000, such as automobiles, furniture, or instruments.

**Carryover** – The process by which certain funds for previously approved School Board commitments to pay for goods and services at the end of one fiscal year are re-appropriated in the next fiscal year.

**Cash Basis** – The basis of accounting which indicates transactions are recognized only when cash is increased or decreased.

**Categorical Aid** – Funding targeted toward a specific student population or that fulfills a particular state or federal regulation.

**Co-Curricular** – Programs offered as an extension of the instructional program. Activities such as field trips, clubs, student organizations, assemblies and performances, interscholastic activities, and publication productions.

**Composite Index** – Article VIII, Section 2, of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality and to apportion those costs between the state and local governments.

Local governments are required to pay their respective shares of this prescribed cost from local taxes and other sources of local revenue. The composite index of local ability-to-pay is the measure used to determine the state and local shares of education costs, and it is based on local sources of revenue.

The composite index is expressed as a ratio, indicating the local percentage share of the cost of education programs. For example, if a given locality has a composite index of 0.5000, then it would pay 50 percent of the costs and the state would pay 50 percent of the applicable program costs. If a locality's index is 0.3000, then it must pay 30 percent of the cost of education and the state will pay 70 percent.

**Contracted Services** – Labor, material, and other costs for services rendered by personnel who are not on the payroll of the school division.

**Cost of Competing Adjustment (COCA)** – A factor in the state funding formula that provides additional funding to Northern Virginia school divisions to recognize the higher costs to recruit and retain staff in the more competitive Northern Virginia labor market.

**Cost-of-Living Adjustment (COLA)** – An annual adjustment in wages to offset a change (usually a loss) in purchasing power (also known as a market scale adjustment or MSA).

**County General Fund Transfer** – The amount transferred from the County General Fund to PWCS. It is a major source of operating funds for PWCS.

**Current Assets** – Those assets that are available or can be made readily available to meet the cost of operations or to pay current liabilities. Some examples are cash and temporary investments that will be collected within 60 days from the balance sheet date.

**Current Liabilities** – Liabilities payable within a relatively short period of time, usually no longer than a year.

**Debt Service** – Expenditures for the retirement of debt and expenditures for interest on debt.

**Direct Aid** – Direct Aid to public education – funding appropriated for the operation of the Commonwealth’s public schools – is generally divided among categorical payments, funding for school employee benefits, funding of the Standards of Quality, incentive-based programs, allotment of sales tax and lottery revenues, and specific appropriations for programs such as Governor’s Schools and adult literacy initiatives. Both state and federal funds are appropriated in direct aid. All lottery proceeds are earmarked for public education.

**English for Speakers of Other Languages (ESOL, ESL)** – This program helps limited English proficient students learn literacy and content concepts in order to be successful in the general education program.

**Expenditures** – Total charges incurred, whether paid or unpaid, for current costs.

**Extra-Curricular** – Programs offered as an extension of the instructional program. Activities such as field trips, clubs, student organizations, assemblies and performances, interscholastic activities, and publication productions.

**Fiduciary Fund** – A fund held by a governmental unit in a fiduciary capacity or as an agent for an external party, ordinarily as agent or trustee.

The **Regional School Fund** provides for the operation of the Northern Virginia Regional Program jointly operated by PWCS, Manassas City Schools, and Manassas Park City Schools. The school provides certain special education services and is supported by transfers from the three school divisions.

**Fiscal Year** – Any period of time at which the entity determines its financial position and the results of its operations. PWCS has a fiscal year of July 1 to June 30.

**Fixed Allocation** – An allocation to an agency for costs of personnel, services, and supplies common to agencies regardless of size or student enrollment.

**Fixed Costs** – Costs for personnel and resources that remain constant regardless of student enrollment. Examples include salaries, interest expense, depreciation, and insurance expenses.

**Flexible Appropriation or Flex Funds** – In PWCS these are funds that are available for non-salary expenditures such as: contracts, supplies, materials, and equipment.

**(For Budgetary Purposes Only)** – This statement when found on financial statements, indicates that the information for the approved and estimated amounts is based on budget and not actual.

**Full-Time Equivalent (FTE)** – Method of calculating hourly or part-time employees on a full-time position basis.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts recording assets and liabilities for specific activities of the School Division.

**Fund Balance** – The excess of assets of a fund over its liabilities and reserves.

**Fund Statement** – A financial accounting statement that shows all the financial sources available and their uses with beginning and ending balances within a fund for a given fiscal year.

**General Long-Term Debt** – Long-term debt legally payable from general revenues and backed by the full faith and credit of a government unit.

**General Obligation Bonds (GOB)** – Bonds for school construction issued through the county's appropriating body, the Prince William Board of County Supervisors (BOCS).

**General Reserve** – Contains funds set aside for unanticipated expenses, emergencies, and possible revenue shortfalls.

**GFOA** – Government Finance Officers Association.

**Governmental Funds** – PWCS Governmental Funds are comprised of Special Revenue Funds, Capital Projects Funds, Debt Service Fund, and the School Operating Fund.

**Holdback Allocation Reserve** – Contains funds for increases in enrollments and special placements.

**IDEA** – Individuals with Disabilities Act – Federal legislation that guarantees the rights of disabled children to an individualized and appropriate education.

**Indirect Costs** – Costs necessary for the functioning of the organization as a whole, but which cannot be specifically associated with a given service, program, or department and thus, cannot be clearly associated with a particular category.

**Impact Aid** – A federal education program administered by the Department of Education designed to provide funds local school districts that have lost property tax revenue due to the presence of tax-exempt Federal property, or that have experienced increased expenditures due to the enrollment of federally connected children.

**Instruction** – The activities dealing directly with the teaching of students or improving the quality of teaching.

**Internal Service Funds** – PWCS Internal Service Funds are comprised of the Distribution Center Fund, Self-Insurance Fund, and Health Insurance Fund.

**International Baccalaureate Program** – A rigorous four-year academic program authorized by the International Baccalaureate Organization (IBO) of Geneva, Switzerland. The integrated and sequenced program begins with freshmen and sophomores in Pre-IB classes offered in all academic areas. Junior and senior programs are externally moderated and assessed by the IBO. The full IB diploma program includes the unique characteristics of a 4,000 word extended essay, documentation of 150 hours of community involvement, and a seminar course entitled Theory of Knowledge.

**Linear Weighted Average** – The linear weighted average is a calculation that approximates what most school divisions spend to operate their schools. The formula incorporates the costs for every school division, but is not unduly influenced by divisions with unusually high or low expenditures. The formula weights division costs at the median at five and the most extreme costs (high and low) at one. It is used to establish the funded cost of many components of the Standards of Quality, such as instructional salaries.

**Line Item** – A detailed item (expenditure/revenue) classified by object within each organizational unit which details the purpose for which the items are planned and lists them individually on separate lines.

**Literary Fund** – The Literary Fund is established in the Constitution of Virginia (Article VIII, Section 8) as a permanent and perpetual school fund. The Literary Fund provides low-interest loans to school divisions for capital expenditures, such as construction of new buildings, or remodeling of existing buildings.

**Local Composite Index (LCI)** – The relative wealth index used by the State to equalize state aid to localities.

**Membership** – Another term for student enrollment.

**Modified Accrual Basis** – Basis of accounting which indicates expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred, and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

**No Child Left Behind (NCLB)** – A 2001 federal law designed to improve student achievement and change the culture of America's schools.

**Object Code** – The line item description that denotes the purpose of expenditure.

**Operating Fund** – This fund provides for the day-to-day operations and maintenance of the schools and is funded primarily through county, state, and federal funds.

**OSMAP** – Office of Student Management and Alternative Programs.

**Performance Measure** – A collection of data regarding the results of the services provided by an agency.

**Per Pupil Allocation** – An allocation to an agency based on the type and/or number of students enrolled.

**Proposed Budget** – The initial phase of the budget cycle. A plan of financial operations submitted by the Superintendent to the School Board detailing proposed revenues, appropriations, expenditures, and transfers for the coming fiscal year.

**Proprietary Funds** – Internal service funds account for health insurance, self-insurance, and warehouse services provided to departments of PWCS on a cost reimbursement basis.

The **Self-Insurance Fund** pays claims and related expenses for workers' compensation and self-insured losses.

The **Health Insurance Fund** pays claims and related expenses for the health care program.

**PWCS** – Prince William County Public Schools

**QSCB** – The Qualified School Construction Bond (QSCB) program was included in the American Recovery and Reinvestment Act (AARA) of 2009, which was created to stimulate the national economy out of economic recession. The program provides tax credits, in lieu of interest, to lenders who issue bonds to eligible school districts. The federal government provides 100% of the interest payment through a reimbursement to the locality. Therefore, the locality is only responsible for repayment of the bond principal. QSCB bond proceeds may be used to finance new school construction or rehabilitate and repair public school facilities.

**Replacement Equipment Allocation** – A school's replacement equipment allocation is based upon the age of the school building; a central support agency's replacement equipment allocation is based on the value of its current equipment.

**Reserve** – An account used to set aside funds for future use.

**Revenue** – The income of a government agency from taxation and other sources.

**Revised Budget** – The current year budget revised with the most recent data available.

**School Age Child Care (SACC)** – SACC provides school-based day care facilities for elementary school children before and after school.

**School Other Post-Employment Benefits Trust Fund (OPEB)** – PWCS transfers funds for the cost of post-employment health care (implicit subsidy) in this Trust as required by the Governmental Accounting Standards Board (GASB) Statement No. 45.

**Salary and Benefit Appropriation** – In PWCS these are funds available for salary and benefits expenditures.

**SBM** – Site Based Management.

**SOA** – Standards of Accreditation.

**SOL** – Standards of Learning.

**Special Education Programs** – Services provided for eligible students in preschool through grade 12 countywide. Specific programs include autism, deaf/hard-of-hearing, emotional disabilities, learning disabilities, physical and occupational therapy, speech and language, and visual impairment.

**Standards of Quality (SOQ)** – The Standards of Quality prescribe the minimum program that all public school divisions in Virginia must meet. The Standards are established in the Constitution of Virginia (Article VIII, Section 2) and defined in the Code of Virginia (Sections 22.1-253.13:1 through 22.1-253.13:8). The Board of Education prescribes the Standards of Quality, subject to revision only by the General Assembly. A major portion of state funding for direct aid to public education is based on the Standards of Quality.

The Standards of Quality address basic skills, programs, and personnel; support services; accreditation and assessment; graduation requirements; training and professional development; planning and public involvement; policy manual; and compliance and enforcement.

**Standards of Accreditation (SOA)** – As authorized in the SOQ (Sections 22.1-253.13:3 of the Code of Virginia), Standards of Accreditation are the Board of Education’s regulations that establish criteria for approving public schools in Virginia.

**Standards of Learning (SOL)** – As specified by the SOQ (Sections 22.1-253.13:1 of the Code of Virginia), the Standards of Learning are the minimum grade level and subject matter educational objectives that students are expected to meet in Virginia public schools. The educational objectives describe the knowledge and skills “necessary for success in school and for preparation for life.”

**State Category** – The broad expenditure categories for school divisions determined by the State Board of Education. Current state categories are as follows:

Administration, Health and Attendance	Pupil Transportation
Instruction	Food Services & Non-Instructional
Debt Service	Technology
Operations & Maintenance	Facilities

**State Funding Formula** – Through the Commonwealth’s direct aid to public education budget, Virginia provides funding for 136 public school divisions that serve approximately 1.1 million students. General fund support for direct aid to public education totals approximately \$8.0 billion over the 2000-2002 biennium, which equals approximately 32 percent of the state’s general fund budget.

The three types of education programs funded in Virginia are:

- Standards of Quality (SOQ)
- Incentive-Based Programs
- Categorical Program.

**SOQ** funding is prescribed by statute and includes basic aid, special education, vocational education, remedial education, gifted education, and related fringe benefits for each of these programs. It also includes the one-cent state sales tax dedicated to public education.

**Incentive-based programs** provide additional education funding that goes beyond the levels required to meet the Standards of Quality. The programs are voluntary but, in order to receive state funds, school divisions must certify that they will offer the program and provide a local match of funds for the program. Incentive-based programs include the following: at-risk, primary class size reduction, at-risk four year olds, early reading intervention, maintenance supplements, and distribution of lottery profits.

**Categorical funding** also provides for additional education programs that go beyond the Standards of Quality. These programs focus on particular needs of special populations or fulfill particular state obligations. State and federal statutes and regulations mandate much of this funding. Examples of categorical funding include alternative education, funding for limited-English proficient students, school nutrition, adult education, and various regional programs such as Project Discovery.

**Step** – One of a series of incremental pay levels on a pay scale.

## Informational Section

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**Vacancy** – Savings generated in the employee compensation accounts due to positions being unfilled for some period of time.

**Virginia Retirement System (VRS)** – Funded by the participating public entities and their employees, VRS provides a pension for retired public employees of localities and school divisions in Virginia.

**Washington Area Boards of Education (WABE) Guide** – An annual statistical report comparing area school division's salaries, budget, cost per pupil, and class size.