

APPROVED BUDGET

Fiscal Year
2020



Prince William County
PUBLIC SCHOOLS

Providing A World-Class Education

P.O. Box 389, Manassas, VA 20108 • 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



Prince William County

PUBLIC SCHOOLS

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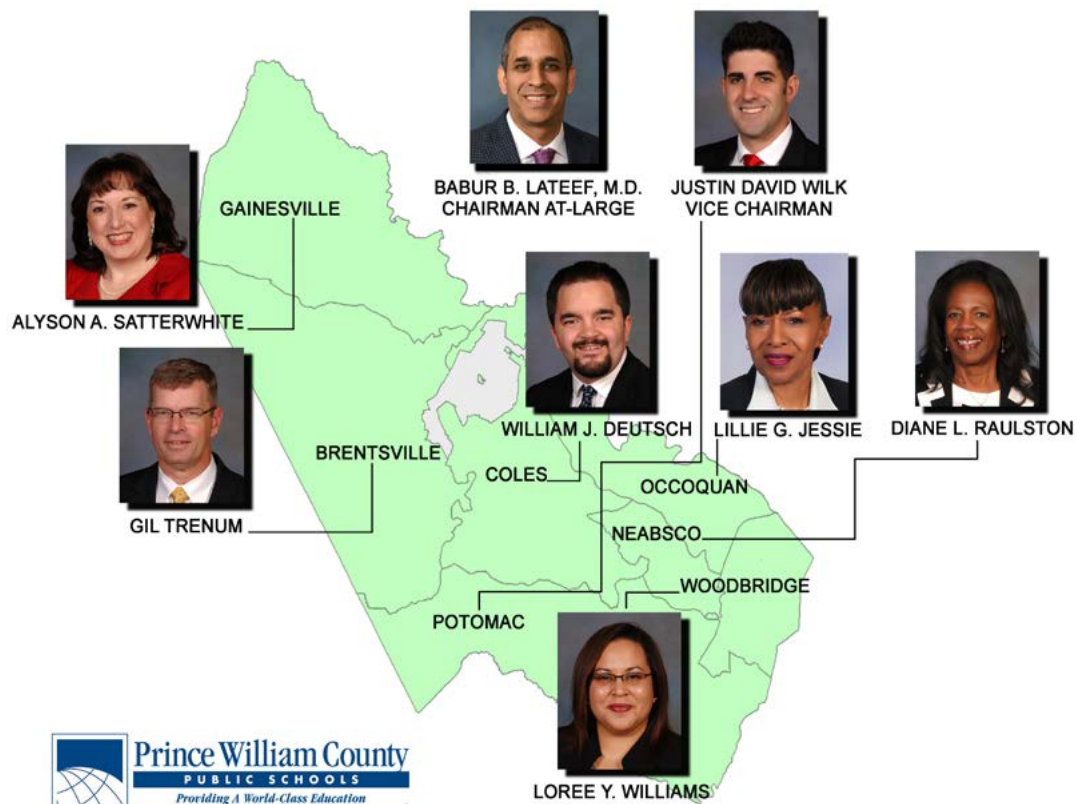


Prince William County
PUBLIC SCHOOLS
Providing A World-Class Education®

FY 2020

Approved School Budget

School Board



SUPERINTENDENT OF SCHOOLS
Dr. Steven L. Walts

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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:

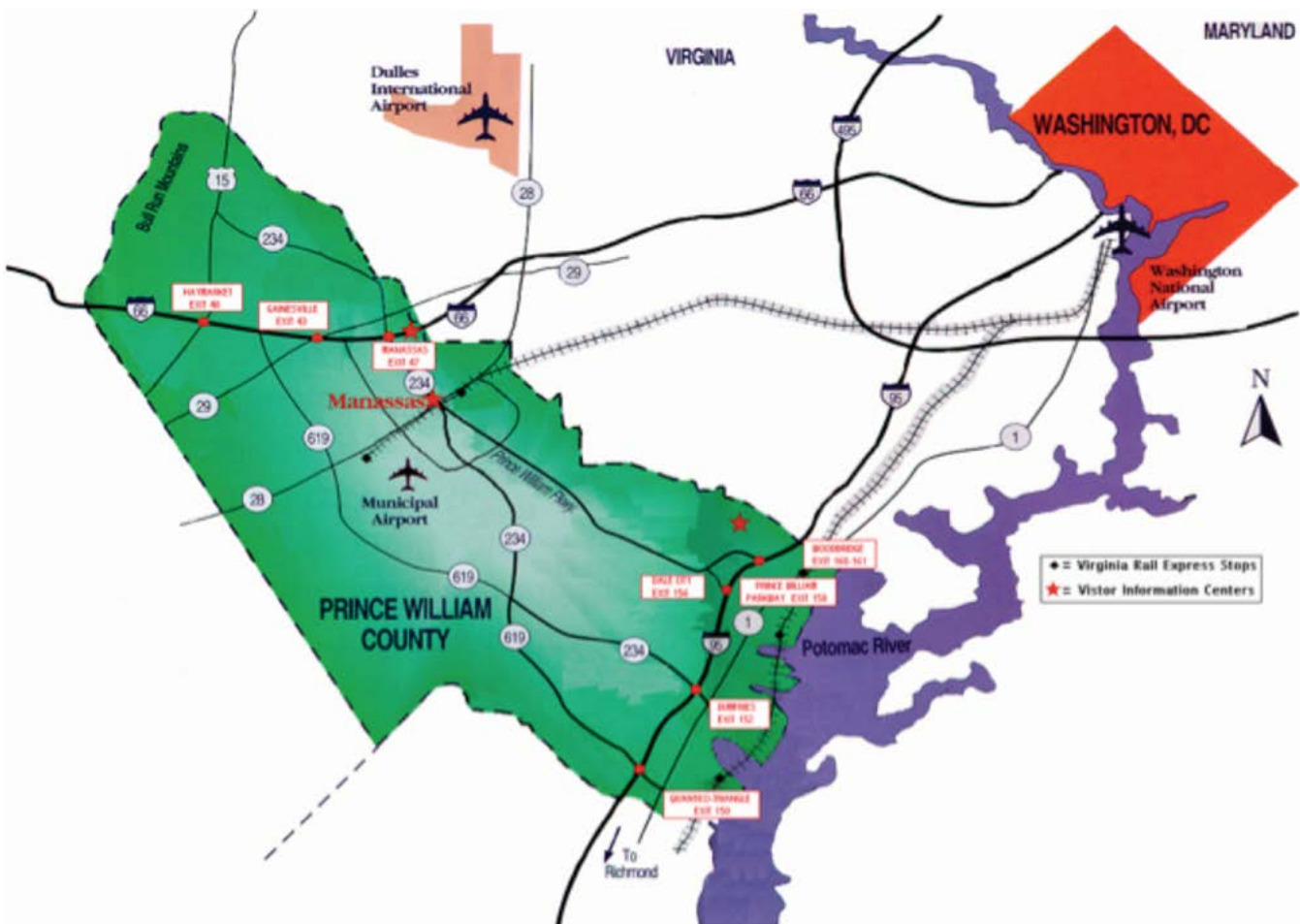
Associate Superintendent for Human Resources
Prince William County Public Schools, P.O. Box 389, Manassas, VA 20108

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 465,346 on December 31, 2018, an increase of 1.60% 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 467,900 persons by 2020 or 16.39%, and to 529,600 by year 2030 or 31.74% 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-third consecutive year. The Meritorious Budget Award recognizes the School Division's 2018-19 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.

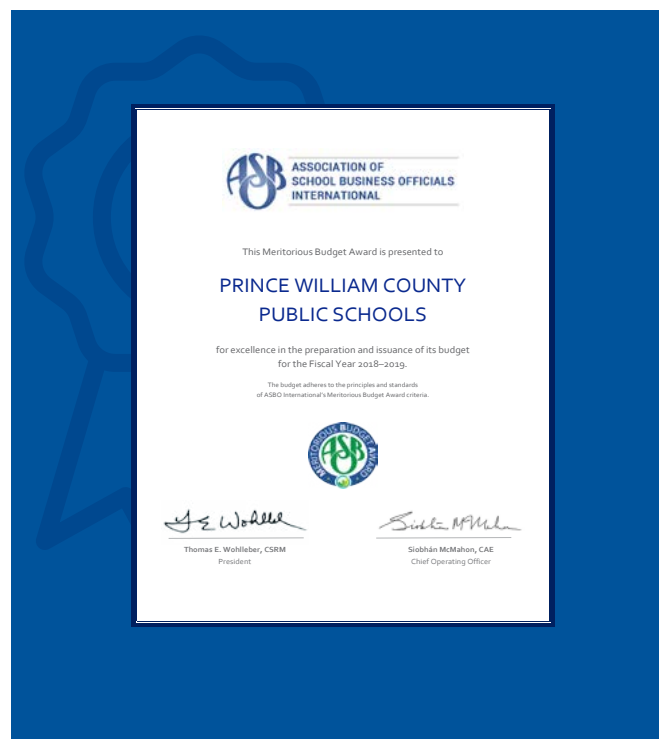
Siobhan McMahon, Chief Operating Officer stated in her letter announcing the award, "This award reflects your district's commitment to sound fiscal management and budgetary policies."

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.



Achievements 2015 –19

- Divisionwide 2018 on-time graduation rate was 92.1 percent, up from 83 percent in 2008;
- More than one-third of PWCS graduates in 2017-18 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;
- Composite ACT scores for PWCS graduating seniors in 2018 exceeded national averages for the 23rd consecutive year and exceeded national averages in all content areas (English, Math, Reading, Science);
- SAT scores for PWCS graduating seniors in 2018 outperformed the national SAT averages in Evidence-based Reading/Writing (ERW), mathematics, and Total; black students outperformed peers in Virginia and nationwide in all three areas (ERW, Math, Total); Hispanic students in PWCS outperformed peers nationwide in ERW in all three areas and outperformed peers in Virginia in ERW and Total; and
- The Division increased bandwidth from 2 to 10 GB. With improvements in technology, all schools are on iNet, with wireless access, 98% of classrooms have new interactive whiteboards, and a Mobile Device Management (MDM for iPads) has been implemented.

Major Awards:

- National School Boards Association Magna Award, 2018;
- National Distinguished Principal for Virginia, Virginia Association of Elementary School Principals, 2017-2019;
- 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, 2015-2019;
- Finalist for Presidential Award for Excellence in Mathematics and Science Teaching, 2016, 2018;
- 2018 Northern Virginian of the Year, 2018;
- Washington Post Principal of the Year, 2018;
- Minnieville Elementary School awarded the international DuFour Award by Solution Tree, 2019;
- 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;
- Lake Ridge Middle School and Saunders Middle School re-designated as elite “Schools to Watch®” by National Forum to Accelerate Middle-Grades Reform, 2019;
- 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, 2015-2019;
- Meritorious Budget Award, Association of School Business Officials, FY 1997- FY 2019;
- Excellence in Financial Reporting, Government Finance Officers Association, FY 2002-FY 2018; and
- Excellence in Financial Reporting, Association of School Business Officials, FY 2002-FY 2018.



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

The Executive Summary highlights important information contained in the budget. Users may rely on this section for an overview. This section also includes numerous charts and graphs to assist the reader in understanding the information provided in the school budget.

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APPROVED BUDGET

Fiscal Year
2020

EXECUTIVE SUMMARY



Prince William County

PUBLIC SCHOOLS

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Prince William County
PUBLIC SCHOOLS
Providing A World-Class Education ®

Dear Community Members:

The Fiscal Year 2020 Prince William County Public Schools' (PWCS) 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.

This budget is focused on six major priorities that align to our Strategic Vision and I believe are important for our students' success:

1. **Teacher and Employee Pay** – our outstanding employees are the heart of our success and this budget will support our teachers and employees through a step increase for all eligible employees, in addition to a cost of living increase, totaling an average 4.8% percent increase. There is also no increase in employee health care costs for this budget.
2. **Special Education** – includes additional support for our continuing focus on Special Education, including 15 new positions, and maintaining current levels of services for the Regional School.
3. **Mental Health** – in today's complex world, many students face challenges in the area of mental health, and this budget will fund 45 new counselor positions and ensure a nurse is located at every school in PWCS.
4. **Career and Technical Education (CTE), and High School Programming** – we must ensure our students are college and career ready. This budget invests nearly \$1 million in CTE and other high school curriculum support.
5. **Sustaining Class Size Reductions** – smaller class size benefits students and teachers. This budget sustains funding for class reductions, including \$3.2 million for economically disadvantaged students across all schools, as well as funding debt service that enables PWCS to create more classrooms.
6. **Pre-K Education** – the research is clear – a strong early learning foundation enables student's future success. That is why this budget invests \$1.8 million in pre-kindergarten education.

With this budget, we continue Providing A World-Class Education by acknowledging the hard work of our teachers and staff, and funding critical supports for our students. With the continued partnership of our community, together we will ensure the success of every child in Prince William County.

Sincerely,

Steven L. Walts

Superintendent

Prince William County Public Schools

DR. STEVEN L. WALT
Superintendent of Schools

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The School Board



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



Mr. Justin Wilk
*Vice Chairman
Potomac District*



Mr. William J. Deutsch
Coles District



Mrs. Lillie G. Jessie
Occoquan District



Mrs. Diane L. Raulston
Neabsco District



Mrs. Alyson A. Satterwhite
Gainesville District



Mr. Gil Trenum
Brentsville District



Ms. Loree Y. Williams
Woodbridge District

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Prince William County Public Schools Administration



Steven L. Walts
Superintendent of Schools



Keith Imon
Deputy Superintendent of Schools



Denise M. Huebner
*Associate Superintendent
for Special Education and
Student Services*



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



Matthew Guilfoyle
*Associate Superintendent
for Communications and
Technology Services*



Amy A. White
*Associate Superintendent
for Human Resources*



Al Ciarochi
*Associate Superintendent
for Support Services*



John M. Wallingford
*Associate Superintendent
for Finance and
Risk Management*



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



Nathaniel Provencio
*Associate Superintendent for
Eastern Elementary Schools*



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



William G. Bixby
*Associate Superintendent
for Middle Schools*



Michael A. Mulgrew
*Associate Superintendent
for High Schools*

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Report Prepared by:



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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

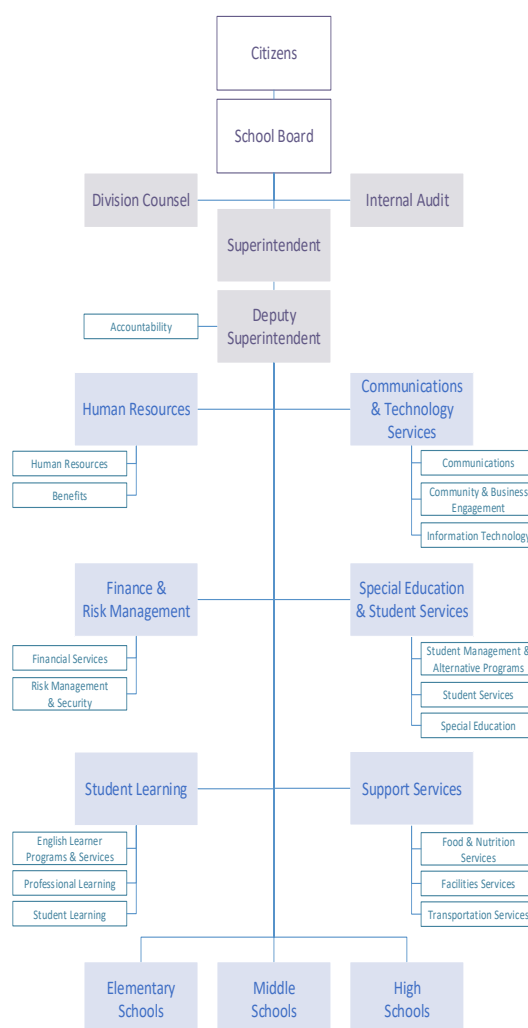
To focus on meeting the needs of its projected 91,095 students while managing 100 schools and centers, PWCS is an efficient and well-managed organization of more than 11,000 employees.

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. Starting FY 2020, Accountability will report directly to the Deputy Superintendent.

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.

This budget includes a partial reorganization and additional staffing to better focus on the needs of the students of Prince William County. Additional staffing is discussed later in this document.



Budget Cycle

State Law

Chapter 25 (§ 15.2-2500 et seq.) of Title 15.2, the governing body of a county and the governing body of a municipality shall each prepare and approve an annual budget for educational purposes by May 15 or within 30 days of the receipt by the county or municipality of the estimates of state funds, whichever shall later occur. Upon approval, each local school division shall publish the approved annual budget in line item form, including the estimated required local match, on the division's website, and the document shall also be made available in hard copy as needed to citizens for inspection.

The Superintendent of Public Instruction shall, no later than the fifteenth day following final adjournment of the Virginia General Assembly in each session, submit estimates to be used for budgetary purposes relative to the Basic School Aid Formula to each school division and to the local governing body of each county, city and town that operates a separate school division. Such estimates shall be for each year of the next biennium or for the then next fiscal year.

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.



Budget Calendar

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

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



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.

“*Weighted-Student*” involves an index which is reviewed and updated as the student body regulates. 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-Administration Building 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 2020 Operating Budget at a Glance

Revenue Highlights

- Total operating revenue will increase by about \$49.6 million or 4.6 percent.
- County revenue to the Operating Fund will be about \$29.5 million more than FY 2019 for an increase of 6.2 percent.
- State revenue will be about \$22.7 million more than FY 2019 for an increase of 4.3 percent.
- Federal revenues reflect program estimates.
- A decrease of the use of beginning balance by \$2.4 million.

Expenditure Highlights

- 41 additional students over the FY 2019 approved budget at a cost of \$6.3 million. Growth rates over the last several years have slowed from a range of 2.0 to 3.0 percent to less than 1.0 percent. In FY 2018, there were 775 fewer students than expected. In FY 2019, there were 851 fewer students than expected. As a result, Division staff is monitoring enrollment changes very closely.
- Opening of the new John D. Jenkins Elementary School. As a matter of equity, the Division will be constructing two practice gyms: Gar-Field and Woodbridge High Schools.
- Health insurance rates remain unchanged.
- The Virginia Retirement System (VRS) employer rates remain the same as FY 2019.
- Decrease in debt service of \$1.6 million.
- Continued restoration of economically disadvantaged funding to all grade levels. This restoration adds

approximately \$3.3 million back to school 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 three quarters the level it was prior to FY 2007.

- Funding to support additional Guidance Counselors, by reducing the ratio at elementary schools to 375:1; at high schools 300:1, and funding a Guidance Director at middle schools.
- Fund a 1.0 FTE Athletic Trainer at each high school.
- Funding to implement Special Education Audit recommendations including: 5.0 Psychologists, 4.0 Preschool Teachers, 4.0 Preschool Teacher Assistants, and 1.0 Fiscal Officer and an Assistive Technology Coordinator that was added during FY 2019.
- With Federal funding for the VPI+ Preschool program eliminated, this budget uses state and local funds to maintain the same number of preschool classes currently being served.
- Addition of 2.0 Associate Superintendents and 2.0 Executive Secretary II positions.
- Funding to support 3.0 Nurses, 3.0 Social Workers, 4.0 Attendance Officers, and 1.0 Social Work Coordinator.
- Funding to support the Divisionwide Professional Learning Plan.
- Funding to support Divisionwide credit card acceptance.

Operating Fund at a Glance

	FY 2019	FY 2020	Change	Percent
County	478,667,603	508,129,132	29,461,529	6.2%
State	534,513,421	557,233,652	22,720,231	4.3%
Federal	38,121,179	37,722,864	(398,315)	(1.0)%
Other	6,995,333	7,237,617	242,284	3.5%
Beginning Balance	26,476,567	24,098,187	(2,378,380)	(9.0)%
Total	1,084,774,103	1,134,421,452	49,647,349	4.6%

“This budget includes a 2.8 percent step increase and a cost of living adjustment of 2.0 percent. Overall health insurance rates will remain unchanged.”

Operating Fund Revenue and Expenditures at a Glance

Where it Comes From

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

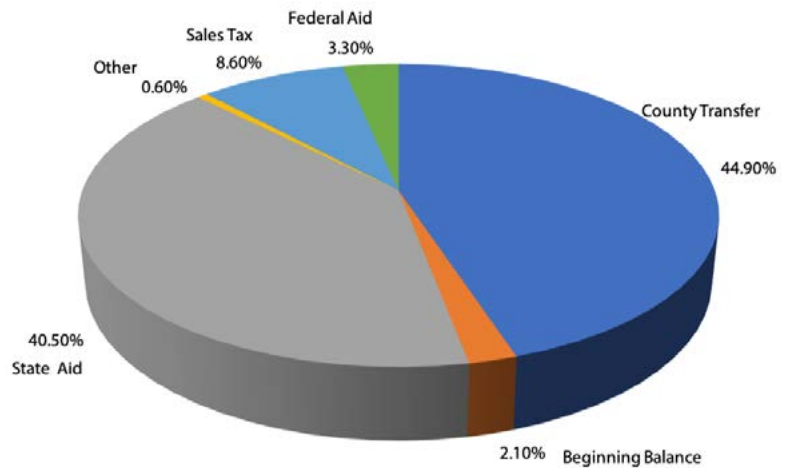
State Aid: Primarily includes Standards of Quality funding.

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

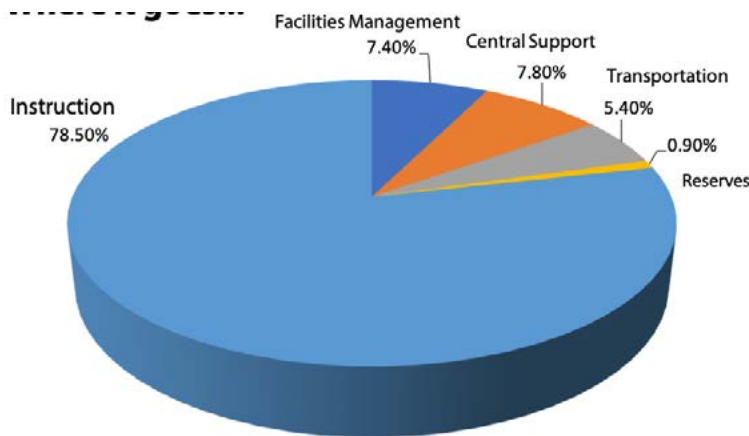
Federal Aid: Includes Impact Aid, IDEA, and categorical grants.

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 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 2017-18 and approved values for 2018-19 and 2019-20 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 2018 Actual	FY 2019 Approved	FY 2020 Approved	Increase/Decrease
OPERATING				
Federal	41,289,977	38,121,179	37,722,864	(398,315)
State	506,397,352	534,513,421	557,233,652	22,720,231
County	467,959,919	478,667,603	508,129,132	29,461,529
Local	8,205,892	4,307,395	4,737,617	430,222
Beginning Balance	0	26,476,567	24,098,187	(2,378,380)
Undistributed	0	2,687,938	2,500,000	(187,938)
TOTAL OPERATING	1,023,853,140	1,084,774,103	1,134,421,452	49,647,349
DEBT SERVICE				
County	98,242,652	104,746,621	103,567,896	(1,178,725)
Other	1,239,338	1,983,492	1,591,992	(391,500)
Transfers In	1,000,000	1,000,000	1,000,000	0
TOTAL DEBT SERVICE	100,481,990	107,730,113	106,159,888	(1,570,225)
Construction	148,294,506	87,874,962	87,039,323	(835,639)
Food Services	48,740,739	52,277,451	51,595,000	(682,451)
Distribution Center	4,809,946	5,000,000	5,000,000	0
Facilities Use	1,567,813	1,699,392	1,755,200	55,808
Imaging Center	0	609,286	635,516	26,230
Self-Insurance	4,738,496	5,506,132	5,627,478	121,346
Health Insurance	100,458,152	109,530,239	110,153,121	622,882
Regional School	38,217,140	51,308,693	46,813,026	(4,495,667)
SACC Program	538,493	630,000	550,000	(80,000)
Governor's School	974,122	994,340	1,004,340	10,000
Aquatics Center	909,588	1,281,541	1,314,906	33,365
TOTAL ALL FUNDS	1,473,584,125	1,509,216,252	1,552,069,250	42,852,998

Revenues – Operating/Debt

Operating Fund & Debt Service Fund

	FY 2019	FY 2020	Change	Percent Change
County	584,197,716	612,577,020	28,379,304	4.9%
State	534,513,421	557,233,652	22,720,231	4.3%
Federal	38,121,179	37,722,864	(398,315)	(1.0)%
Other	9,195,333	8,949,617	(245,716)	(2.7)%
Beginning Balance	26,476,567	24,098,187	(2,378,380)	(9.0)%
TOTAL	1,192,504,216	1,240,581,340	48,077,124	4.0%

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.

In FY 2020, it is projected PWCS will receive about \$1.24 billion to support the School Division's Operating and Debt Service Funds. This represents an increase of about \$48.1 million or 4.0 percent more than budget estimates for FY 2019.

County Funds

\$612.6 million; \$28.4 million more (4.9%)

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 2020. Based on revenue estimates, the county transfer to the School Division will be approximately \$612.6 million with \$508.1 million to support the Operating Fund. The remaining \$104.5 million is for the Debt Service Fund to pay debt service for previous and new school construction and other capital improvements.

State Aid

\$557.2 million; \$22.7 million more (4.3%)

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 is generally calculated for a two year period. FY 2020 is the second year of the biennium. In the first year of the biennium, FY 2019, 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 generally limited to funding additional students.

In the second year of the 2018-2020 Biennial Budget, (FY 2020) PWCS will receive about \$557.2 million in state funding, an increase of \$22.7 million. About \$98.1 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 2020, the LCI

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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 2018-2020 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

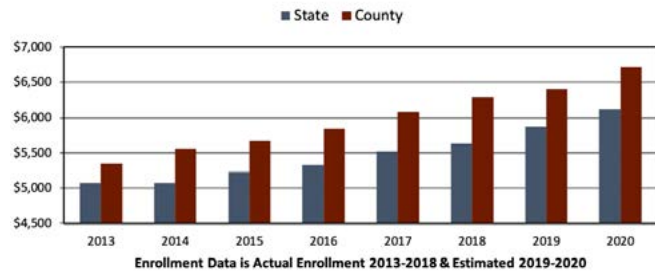
Over the past few years the General Assembly has made several decisions that affect the revenues that come to PWCS from state sources. These decisions occurred in the interest of balancing state budgets during, and just after, the great recession.

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 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 2014-2016 biennium. Typically, as part of the biennial re-benchmarking process, the Department of Education updates non-personal inflation factors to

State and County Per Pupil Funding by Fiscal Year



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 \$100 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 have occurred which have impacted 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 during the period FY 2018-FY 2022.
- The FY 2020 reduction is \$3 million. This reduction has been taken into account when developing the FY 2020 revenue budgets.
- PWCS staff has been working with the staff at the Virginia Department of Education to make the process of reducing enrollment and resulting revenue to the Division as unimpactful as possible.
- Staff continues to monitor developments regarding this revenue stream.

Federal Aid

\$37.7 million; \$4 million less (-1.0%)

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 2020, PWCS will receive about \$37.7 million in "traditional" federal funding. This represents a decrease of about \$4 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 \$2.7 million occurs within the Virginia Preschool Federal Initiative Plus grant. FY 2019 was the final of the five year federal program. Governor Northam presented in his proposed budget amendments to the 2018-2020 biennium State budget to include funding to replace the loss of federal

funding through the expiration of funds in the Preschool Development Program. Other significant changes include an increase of \$1.2 million for 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. Additional \$.5M for the Title VIB grant that funds programs to assure that all handicapped children are provided with a free and appropriate education.

Other Revenue

\$8.9 million; \$2 million less (-2.7%)

FY 2020 projects about \$8.9 million in available revenues from various other sources. These sources 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 2020.

The budget also includes \$2.5 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 \$24.1 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

The Debt Service Fund derives its revenues from several sources. The primary source revenue is from the County revenue share. Other county revenue includes revenue credits associated to federally subsidized debt such as Build America Bonds (BABS) and Qualified School Construction Bonds (QSCBS). There is also a \$1.0 million a year transfer in from the capital accumulation in the Construction Fund

to the Debt Service Fund. Total revenue for FY 2020 is budgeted at \$106,159,888 down \$1.6 million from FY 2019.

The Construction Fund can have large swings in revenues (and expenditures) that are a result of timing of projects and the sale of debt. There are two primary sources of revenue to this fund, bond proceeds from the sale of debt and transfers

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in from the Operating Fund (cash to capital). During FY 2020 construction revenues will be reduced slightly and as a result the Construction Fund will experience a revenue reduction of just over \$.8 million.

Food Services Fund revenue comes from federal and state government subsidies as well as cafeteria food sales. In FY 2020, the revenue budget is \$51.6 million, a \$.7 million decrease from last year.

Revenues to the Distribution Center come from sales to internal users (schools and departments) and to a much smaller extent, external parties. The revenue budget remains unchanged at \$5.0 million.

Facilities Use Fund revenues come from the rental of school facilities to external parties. This may include cafeterias, gymnasiums, auditoriums, and fields. The revenue budget for FY 2020 is \$1.75 million up \$56 thousand from FY 2019.

The Imaging Center was split off as a separate fund in FY 2019 for the first time. Revenues to this fund come from charges to internal and external users and is self supporting. In FY 2020, the revenue budget for the Imaging Center Fund is \$635,516 up \$26,230 from FY 2019.

The Self Insurance Fund revenues consist of charges for services to other funds and a small amount from insurance claims and recoveries. FY 2020 budget will be \$5.6 million, a \$.1 million increase from FY 2019.

Health Insurance Fund revenue sources are payroll withholdings from employee pay and employer contributions to employee coverages. In FY 2020, the total revenue budget for the Health Insurance Fund is \$110.2 million.

Prince William County is the fiscal agent for the Northern Virginia Regional Special Education Program (Regional School). Revenues to this fund come from tuition payments made by Prince William County Schools, Manassas City Public Schools, Manassas Park City Public Schools, and Other localities. This revenue amount is decreasing as a result of changes being made at the state level to the laws guiding these regional programs. In FY 2020, the revenue budget is \$46.8 million, down almost \$4.5 million from FY 2019.

The School Age Child Care (SACC) Fund accounts for a before and after school program administered by a third party. This third party pays Prince William County Schools an administrative fee that the Division then uses to staff a small office that acts as a liaison between the Division and the third party. FY 2020 budget is \$0.6 million.

The Governor's School at Innovation Park is a STEM school with enrollment of approximately 100 students from Manassas City Public Schools, Manassas Park City Public Schools, and Prince William County Public Schools. The fund receives its revenue support from the state and from local tuition payments. The FY 2020 revenue budget is \$1.0 million, up \$10,000 from last year.

Finally, the Aquatics Center is a new facility that is on the campus of Colgan High School. This facility provides services to the School Division and to the community at large. Revenues come from an Operating Fund transfer to the Aquatics Center Fund and from sale of merchandise concessions, and memberships. FY 2020 revenue budget is \$1.3 million.



Expenditure Summary by Fund

The table below shows expenditures budgeted by fund utilizing actual values for 2017-18 and approved values for 2018-19 and 2019-20 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 2018 Actual	FY 2019 Approved	FY 2020 Approved	Increase/ Decrease
OPERATING				
Personnel	640,558,685	661,990,932	682,937,695	20,946,763
Benefits & Fixed Charges	229,209,034	244,779,742	251,040,515	6,260,773
Contractual Services	53,184,297	59,299,558	62,588,992	3,289,434
Materials & Supplies	47,558,344	41,507,717	44,250,870	2,743,153
Capital Outlay	18,172,677	20,953,086	17,488,967	(3,464,119)
Reimbursements	(97,259)	0	0	0
Reserve/Transfers Out	20,287,788	56,243,068	76,114,413	19,871,345
TOTAL OPERATING	1,008,873,566	1,084,774,103	1,134,421,452	49,647,349
DEBT SERVICE	101,582,250	107,730,113	106,159,888	(1,570,225)
OTHER FUNDS				
Personnel	21,669,682	23,808,371	24,567,354	758,983
Benefits & Fixed Charges	99,941,685	113,063,741	114,314,557	1,250,816
Contractual Services	54,830,897	64,686,190	75,745,358	11,059,168
Materials & Supplies	31,175,261	33,206,055	26,113,594	(7,092,461)
Capital Outlay	82,837,349	78,417,680	66,593,969	(11,823,711)
Reimbursements	0	0	0	0
Reserves/Transfers Out	1,960,520	3,529,999	4,153,078	623,079
OTHER FUNDS	292,415,394	316,712,036	311,487,910	(5,224,126)
TOTAL ALL FUNDS	1,402,871,210	1,509,216,252	1,552,069,250	42,852,998

Operating Fund and Debt Service Fund

Adjustment Changes from Approved FY 19 to Approved FY 20

FY 2019 Approved Expenditures for Operating and Debt Service Funds		\$1,192,504,216
Expenditure Changes for FY 2020		
Baseline Adjustments		-\$17,983,242
Baseline Adjustments, Elimination of One-Time Costs	-\$14,174,546	
Readjust Holdback Allocation Reserve	-\$1,771,368	
Restore General Reserve	777,232	
Inflation (2.0%) on Supplies, Materials, Equipment	\$1,220,100	
Federal Elimination of VPI Plus Preschool Program	-\$2,695,024	
State Reduction for Regional Special Education Program	-\$3,000,000	
Adjustments in Grants & Self-Supporting Programs	\$1,660,364	
Compensation		\$24,882,847
Step Increase (2.8% Cost Increase) plus 2% COLA	\$35,726,351	
Slippage in Compensation (Salary Vacancy Factor Plus Impact of Turnover)	-\$11,800,450	
Adjustment to Supplemental Pay Rates (2%)	\$112,238	
Adjustment for Substitutes/Temporary Pay Rates (2%)	\$213,542	
Reclassifications (Salary Study Phase III)	\$486,325	
School Board Salary Adjustment (No Increase Past 19 Years)	\$144,841	
New Students & Schools		\$5,500,984
Funding for New Students, Funding for Changes in Student Demographics	\$6,266,158	
Remove Startup Costs for New School - John D. Jenkins Elementary School (ES)	-\$443,000	
Fixed Allocation for New School - John D. Jenkins Elementary School (ES)	\$767,977	
Allocation Increase for New Western Bus Center	\$480,074	
Debt Service Net Decrease	-\$1,570,225	
School Repairs & Renewals		\$1,500,000
CIP – Increase Technology Improvement Projects (TIP) Funding	\$1,500,000	
New Resources		\$34,176,535
Special Ed Audit - Fiscal Officer 1.0 FTE	\$143,203	
Special Ed Audit - Psychologist 5.0 FTE	\$531,806	
Special Ed Audit - Coordinator of Assistive Technology 1.0 FTE	\$135,772	
Special Ed Audit - Preschool Teacher 4.0 FTE	\$372,042	
Special Ed Audit - Preschool Teacher Assistant 4.0 FTE	\$162,531	
Special Ed Audit - Parent and Family Engagement	\$50,880	
Special Ed Audit - Professional Learning for Certified Staff	\$75,411	
Special Ed Audit - Purchase of Curriculum Materials (Recurring)	\$149,914	
Special Ed Audit - Purchase of Communications Devices (Recurring)	\$75,412	
Special Education Recruitment Coordinator 1.0 FTE	\$179,845	
Special Ed Guidance Ratio Improved; Increase of 6.6 FTE	\$622,677	
Maintain PWCS Regional Special Education Programs	\$3,000,000	
Associate Superintendent for Special Education and Student Services 1.0 FTE	\$313,878	
Executive Secretary II 1.0 FTE	\$92,130	
Mental Health Coordinator 1.0 FTE	\$151,627	
Improve Social Worker Staffing 3.0 FTE	\$279,418	
ES Guidance Ratio Improved to 375:1 per State; Increase of 11.2 FTE	\$1,041,465	
MS Guidance Directors 16.0 FTE	\$1,649,857	

Executive Summary

Operating Fund and Debt Service Fund

(continued)

HS Guidance Ratio Improved to 300:1; Increase of 12.9 FTE	\$1,242,966	
Additional Nurses 3.0 FTE (Achieves One Per School)	\$280,356	
CTE Plan Year One - Annual CTE Computer Refresh	\$680,519	
Tech Labs 2.0 FTE + Supplies - Cedar Point & River Oaks ES	\$201,860	
Improve Ratio for Economically Disadvantaged Funding (K-5)	\$2,476,912	
Improve Ratio Economically Disadvantaged Funding (6-12)	\$809,903	
VPI Plus - VA Preschool Program; Restores Preschool Classes	\$1,880,131	
Coordinator for Counselors	\$93,008	
Vision Teacher for EL Program 1.0 FTE	\$93,088	
ES Foreign Language Specialty 1.0 FTE (Increased 0.2 FTE at 5 ES)	\$90,930	
Funding for Global Education Program at Bel Air ES	\$35,000	
MS Teacher Supplements for Standards Of Accreditation Compliance	\$684,862	
MS Administrative Intern for Instruction 6.0 FTE (Selected Schools)	\$559,578	
Additional Supplies for Divisionwide Planetarium	\$25,000	
Increased Textbook Funding for Schools	\$132,498	
Enhance Dance Programs (One-Time)	\$90,000	
Robotics (One-Time)	\$30,000	
Supplemental Pay to Support Summer Orchestra Program	\$5,451	
Instructional Coaches 4.0 FTE	\$407,875	
Supervisor, School Improvement 1.0 FTE	\$169,757	
Increase Tuition Reimbursement Funds	\$100,852	
Attendance Officers 4.0 FTE	\$307,548	
Divisionwide Professional Learning Plan	\$519,702	
Accountability - Increased Gifted Naglieri Testing (Grades 2 and 6)	\$126,291	
PSAT Testing Fees, Ninth Grade	\$90,000	
Adjust Funding to Provide a Full-Time Assistant Principal in Small Elementary Schools	\$596,516	
Gifted Program - Early Talent Development 2.0 FTE	\$186,016	
Coordinator, Civics and Economics Education 1.0 FTE	\$151,627	
Coordinator, World Languages 1.0 FTE	\$151,627	
Coordinator, Instructional Technology 1.0 FTE	\$151,627	
Extend Instructional Technology Coaches Contract from 195 to 200 Day	\$207,747	
Elementary textbook funding	\$426,210	
School Security Enhancements (Infrastructure Task Force Recommendation) (One Time)	\$1,000,000	
Armored Car Service for Schools	\$250,000	
800 MHz Radio Fund (One-Time)	\$750,000	
KLC Security Staffing 1.0 FTE	\$53,123	
Transportation Recruitment Specialist 1.0 FTE	\$88,534	
Transportation Scheduling Technicians 4.0 FTE	\$252,361	
Add Associate Superintendent for Support Services 1.0 FTE	\$313,879	
Executive Secretary II 1.0 FTE	\$92,129	
Coordinator, Credit Card Acceptance Program 1.0 FTE	\$136,146	
Credit Card Acceptance Program Specialist 1.0 FTE	\$91,889	
Credit Card Acceptance Program Recurring Costs and Fees	\$162,634	
Increased External Audit Cost	\$90,857	
Clerical Support for the Ombudsman	\$78,138	

Executive Summary

Operating Fund and Debt Service Fund

(continued)

Supervisor, Compensation 1.0 FTE	\$169,757	
Benefits and Leave Specialist 1.0 FTE	\$88,534	
Coordinator, Recruitment of Administrative and Certificated/Classified Personnel 1.0 FTE	\$151,627	
Increased Recruitment Program (HR) Support	\$90,857	
Equity and Employment Relations Support 1.0 FTE	\$97,595	
KLC Meeting/Conference Rooms Technology Refresh (One-Time)	\$160,000	
PWCS-TV Systems Refresh Plan (One-Time)	\$100,000	
Communications - Messaging Technology	\$37,251	
Technology Improvements Program E-Rate Funding Increase (Equipment/Services)	\$422,000	
Capital Improvements Program Debt Accountant 1.0 FTE	\$125,692	
Capital Improvements Program/Program Capacity/GIS Staffing 1.0 FTE	\$151,627	
Coordinator for Facilities Safety Programs 1.0 FTE	\$125,692	
Facilities Safety Program Enhanced Funding	\$50,880	
Facilities Custodial Professional Development 1.0 FTE	\$84,389	
Restoration of 7 & 14 Year Interval School Building Renewal Program	\$1,945,248	
Facilities Services Landscaping Contract for School Opening	\$350,708	
Two Additional HS Artificial Turf Fields (One-Time)	\$3,000,000	
Custodian II 1.0 FTE at Rippon MS to Support EL Modular	\$22,437	
Contract for MS Athletic Trainers Expanded to Remaining 50% of MS Schools	\$180,806	
Dedicated High School Registrar 12.0 FTE	\$676,608	
Remove HS Athletic Trainer 6.0 FTE (12 @ 0.5 FTE at 195 Day Contract)	-\$545,580	
Add HS Athletic Trainer 12.0 FTE with Extended 223 Day Contract	\$1,237,392	
High School Graduation Ceremony Support	\$60,000	
FY 2020 Projected Expenditures	\$48,077,124	\$1,240,581,340
FY 2020 Projected Revenues (Operating & Debt Service)	\$48,077,124	\$1,240,581,340
Estimated FY 2020 Surplus/(Deficit)		\$0
Debt Service Fund		\$106,159,888
Operating Fund		\$1,134,421,452

Baseline Adjustments

\$-18.0 million

Baseline adjustments represent the costs of personnel, materials, equipment, and services to continue current programs and services in FY 2020. 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 \$6.4 million recognized because of the distribution of average salary and benefit costs from FY 2019.

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 54 buses, nineteen trucks, and eight cars. This is a significant cost savings from the replacement of 100 buses, six trucks, and seven cars replaced during FY 2019.

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 increase by about \$1.7 million in FY 2020 primarily due to general increases in funding for federal programs. The most significant increase is funding for Title I. This budget includes about \$52.6 million in revenues and expenditures for grants and self-supporting programs.

New Students and Schools

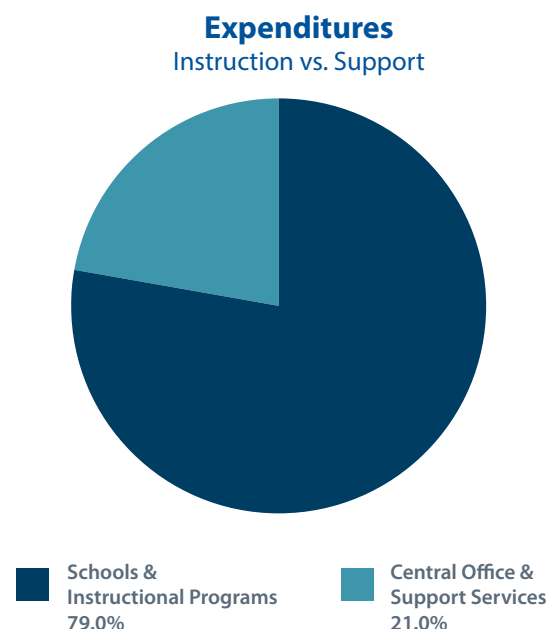
\$5.5 million

The FY 2020 budget includes about \$6.3 million for per pupil allocations to schools and central support services to maintain current programs and services for the 41 new students projected in enrollment since the FY 2019 Approved Budget.

In September 2019, the School Division will open the new John D. Jenkins Elementary 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 division will also be providing funding for the opening of the new western transportation center.

The Debt Service Fund expenditures will decrease by \$1.6 million over the FY 2019 Approved Budget. The decrease 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 to support the debt service for Virginia Public School Authority bonds issued in the spring of 2019 for the costs associated with funding for the construction of additions at Antietam Elementary, Lake Ridge Elementary, Springwoods Elementary, Leesylvania Elementary, Minnieville Elementary, and Stonewall Middle schools. This debt will also provide funding for the Western Bus Facility, Potomac Shores Middle School, the Thirteenth High School, practice gymnasiums at Gar-Field and Woodbridge High Schools, as well as renewals at Marshall, Montclair, Old Bridge, and Mountain View elementary schools and Beville Middle School.



Compensation

\$24.8 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 2.80 percent each year it occurs until the employee reaches the top of the salary scale. Only about one percent of employees are currently at the top of their pay scales.

This budget supports a step increase for eligible employees and a 2.0 percent cost of living adjustment totaling an average increase of 4.8 percent. Each one percent of salary and benefits costs about \$7.6 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 2020 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 1.5 percent of estimated compensation. This means that \$11.8 million may reduce the effective cost for the pay raise.

Benefit Programs

In FY 2020, the average cost of benefits for a typical employee will be about 38.82 percent of salary. The good news this year regarding benefit costs is this is the second year of the biennium and, therefore, VRS rates will not increase. The VRS retirement rate is 15.68%, the same as FY 2019, the state group life insurance (GLI) rate is 1.31 and the health care credit rate is 1.21%.

Health insurance premiums are projected remain the same as in FY 2020. 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 changes.

School Repairs & Renewals

\$1.5 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 2019, the Operating and Food Service Funds were budgeted to contribute approximately \$18.7 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 2019.

The FY 2020 budget will fund a cash transfer of approximately \$23.2 million to support the CIP. PWCS will also use \$6.0 million in proffer funding to expand Division capacity. An additional \$16.9 million will come from the sale of debt. Total funds available to support the CIP will be \$46.1 million with only \$23.2 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

\$34.1 million

This budget identifies \$34.1 million for new resources and allocations to existing programs and services.

Due to the complexity, and the increasing scale and scope of the role, the current role of Associate Superintendent for Student Learning and Accountability is being split into two positions. This change will allow for increased focus on the multitude of responsibilities currently within the role, and will bring a more targeted focus on Special Education Services to align with the top priorities of the Superintendent and School Board.

The roles will include an Associate Superintendent for Special Education and Student Services encompassing the Office of Special Education, Office of Student Services, and Office of OSMAP. The second role will be an Associate Superintendent for Student and Professional Learning encompassing the Office of Student Learning, Office of English Language Services, and Office of Professional Learning. Independence Nontraditional School will report to the Associate Superintendent for High Schools, the Office of Accountability will report directly to the Deputy Superintendent, and the Virtual High School will be aligned within the Office of Instructional Technology under the Associate Superintendent for Communications and Technology.

Additionally, the role of Associate Superintendent for Finance and Support Services has been split into two positions. This change also allows for an enhanced focus in areas of critical responsibility such as security, facilities, budget, and food services. The Associate Superintendent for Finance and Risk Management includes the Office of Financial Services and the Office of Risk Management and Security. The Associate Superintendent for Support Services will oversee the Office of Facilities Services, School Food and Nutrition Services, and Transportation Services.

Additional funding for the following:

- \$143 thousand for Special Ed Audit - Fiscal Officer 1.0 FTE
- \$531 thousand for Special Ed Audit - Psychologist 5.0 FTE
- \$135 thousand for Special Ed Audit - Coordinator of Assistive Technology 1.0 FTE
- \$372 thousand for Special Ed Audit - Preschool Teacher 4.0 FTE
- \$162 thousand for Special Ed Audit - Preschool Teacher Assistant 4.0 FTE
- \$50 thousand for Special Ed Audit - Parent and Family Engagement
- \$75 thousand for Special Ed Audit - Professional Learning for Certified Staff
- \$149 thousand for Special Ed Audit - Purchase of Curriculum Materials (Recurring)
- \$75 thousand for Special Ed Audit - Purchase of Communications Devices (Recurring)
- \$179 thousand for Special Education Recruitment Coordinator 1.0 FTE
- \$622 thousand for Special Ed Guidance Ratio Improved; Increase of 6.6 FTE
- \$3.0 million to Maintain PWCS Regional Special Education Programs
- \$313 thousand for Associate Superintendent for Special Education and Student Services 1.0 FTE
- \$92 thousand for Executive Secretary II 1.0 FTE
- \$151 thousand for Mental Health Coordinator 1.0 FTE
- \$279 thousand to Improve Social Worker Staffing 3.0 FTE
- \$1.0 million for ES Guidance Ratio Improved to 375:1 per State; Increase of 11.2 FTE
- \$1.6 million for MS Guidance Directors 16.0 FTE
- \$1.2 million for HS Guidance Ratio Improved to 300:1; Increase of 12.9 FTE
- \$280 thousand for Additional Nurses 3.0 FTE (Achieves One Per School)
- \$680 thousand for CTE Plan Year One - Annual CTE Computer Refresh
- \$201 thousand for Tech Labs 2.0 FTE + Supplies - Cedar Point & River Oaks ES
- \$2.5 million to Improve Ratio for Economically Disadvantaged Funding (K-5)
- \$809 thousand to Improve Ratio Economically Disadvantaged Funding (6-12)
- \$1.9 million for VPI Plus - VA Preschool Program; Restores Preschool Classes
- \$93 thousand for Coordinator for Counselor
- \$93 thousand for Vision Teacher for EL Program 1.0 FTE
- \$90 thousand for ES Foreign Language Specialty 1.0 FTE (Increased 0.2 FTE at 5 ES)
- \$35 thousand for Funding for Global Education Program at Bel Air ES
- \$684 thousand for MS Teacher Supplements for Standards Of Accreditation Compliance
- \$559 thousand for MS Administrative Intern for Instruction 6.0 FTE (Selected Schools)

Executive Summary

- \$25 thousand for Additional Supplies for Divisionwide Planetarium
- \$132 thousand for Increased Textbook Funding for Schools
- \$90 thousand for Enhance Dance Programs (One-Time)
- \$30 thousand for Robotics (One-Time)
- \$5 thousand for Supplemental Pay to Support Summer Orchestra Program
- \$407 thousand for Instructional Coaches 4.0 FTE
- \$169 thousand for Supervisor, School Improvement 1.0 FTE
- \$100 thousand for Increase Tuition Reimbursement Funds
- \$307 thousand for Attendance Officers 4.0 FTE
- \$519 thousand for Divisionwide Professional Learning Plan
- \$126 thousand for Accountability - Increased Gifted Naglieri Testing (Grades 2 and 6)
- \$90 thousand for PSAT Testing Fees, Ninth Grade
- \$596 thousand to Adjust Funding to Provide a Full-Time Assistant Principal in Small Elementary Schools
- \$186 thousand for Gifted Program - Early Talent Development 2.0 FTE
- \$151 thousand for Coordinator, Civics and Economics Education 1.0 FTE
- \$151 thousand for Coordinator, World Languages 1.0 FTE
- \$151 thousand for Coordinator, Instructional Technology 1.0 FTE
- \$207 thousand to Extend Instructional Technology Coaches Contract from 195 to 200 Day
- \$426 thousand for Elementary Textbook Funding
- \$1.0 million for School Security Enhancements (Infrastructure Task Force Recommendation) (One Time)
- \$250 thousand for Armored Car Service for Schools
- \$750 thousand for 800 MHz Radio Fund (One-Time)
- \$53 thousand for KLC Security Staffing 1.0 FTE
- \$88 thousand for Transportation Recruitment Specialist 1.0 FTE
- \$252 thousand for Transportation Scheduling Technicians 4.0 FTE
- \$313 thousand to Add Associate Superintendent for Support Services 1.0 FTE
- \$92 thousand for Executive Secretary II 1.0 FTE
- \$136 thousand for Coordinator, Credit Card Acceptance Program 1.0 FTE
- \$91 thousand for Credit Card Acceptance Program Specialist 1.0 FTE
- \$162 thousand for Credit Card Acceptance Program Recurring Costs and Fees
- \$90 thousand for Increased External Audit Cost
- \$78 thousand for Clerical Support for the Ombudsman
- \$169 thousand for Supervisor, Compensation 1.0 FTE
- \$88 thousand for Benefits and Leave Specialist 1.0 FTE
- \$151 thousand for Coordinator, Recruitment of Administrative and Certificated/Classified Personnel 1.0 FTE
- \$90 thousand for Increased Recruitment Program (HR) Support
- \$97 thousand for Equity and Employment Relations Support 1.0 FTE
- \$160 thousand for KLC Meeting/Conference Rooms Technology Refresh (One-Time)
- \$100 thousand for PWCS-TV Systems Refresh Plan (One-Time)
- \$37 thousand for Communications - Messaging Technology
- \$422 thousand for Technology Improvements Program E-Rate Funding Increase (Equipment/Services)
- \$125 thousand for Capital Improvements Program Debt Accountant 1.0 FTE
- \$151 thousand for Capital Improvements Program/Program Capacity/GIS Staffing 1.0 FTE
- \$125 thousand for Coordinator for Facilities Safety Programs 1.0 FTE
- \$50 thousand for Facilities Safety Program Enhanced Funding
- \$84 thousand for Facilities Custodial Professional Development 1.0 FTE
- \$1.9 million for Restoration of 7 & 14 Year Interval School Building Renewal Program
- \$350 thousand for Facilities Services Landscaping Contract for School Opening
- \$3.0 million for Two Additional HS Artificial Turf Fields (One-Time)
- \$22 thousand for Custodian II .50 FTE at Rippon MS to Support EL Modular
- \$180 thousand for Contract for MS Athletic Trainers Expanded to Remaining 50% of MS Schools
- \$676 thousand for Dedicated High School Registrar 12.0 FTE
- \$-545 thousand to Remove HS Athletic Trainer 6.0 FTE (12 @ 0.5 FTE at 195 Day Contract)
- \$1.2 million for Add HS Athletic Trainer 12.0 FTE with Extended 223 Day Contract
- \$60 thousand for High School Graduation Ceremony Support

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. In FY 2020 the Division will contribute \$750 thousand to this fund.

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 2015-16, 2016-17, and 2017-18, and approved values for 2018-19 and 2019-20 for comparison.

Fund	Actual 2015-16	Actual 2016-17	Actual 2017-18	Approved 2018-19	Approved 2019-20
Operating	928,838,089	981,419,451	1,008,873,566	1,084,774,103	1,134,421,452
Debt Service	84,523,659	89,713,615	101,582,250	107,730,113	106,159,888
Construction	135,579,983	157,703,561	97,981,897	87,874,962	87,039,323
Food Services	43,003,320	46,571,434	45,900,157	52,277,451	51,595,000
Imaging Center	0	0	0	609,286	635,516
Facilities Use	1,420,009	1,440,894	1,513,883	1,699,392	1,755,200
School Age Child Care Program	632,120	632,706	618,993	630,000	550,000
Distribution Center	4,864,480	4,983,943	4,809,337	5,000,000	5,000,000
Self-Insurance	4,441,268	3,392,836	5,177,683	5,506,132	5,627,478
Health Insurance	90,556,658	94,000,275	96,253,147	109,530,239	110,153,121
Governor's School @ Innovation Park	874,846	841,786	901,411	994,340	1,004,340
Regional School	45,902,125	47,530,503	38,203,258	51,308,693	46,813,026
Aquatics Center	0	751,000	1,055,628	1,281,541	1,314,906
Grand Total	1,340,636,557	1,428,982,004	1,402,871,210	1,509,216,252	1,552,069,250

School Board Funds

Other than the Operating Fund, the budget includes funds for the management of special activities and functions. The FY 2020 budget consists of the fourteen funds under the control of the School Board.

Operating Fund

\$1,134,421,452; 11,079.58 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

\$87,039,323; 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

\$106,159,888; 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

\$51,595,000; 655.86 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

\$110,153,121; 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

\$555,200; 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

\$1,314,906; 6.0 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

\$1,200,000; 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

\$46,813,026; 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

\$1,004,340; 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

\$550,000; 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

\$5,627,478; 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

\$635,516; 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 2020.

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 3,483 new students expected during the next five years.

Repairs & Renewals

- \$180.0 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 \$599.9 million in construction bonds for new schools and renewals. Also included are start-up costs, and operating costs for new schools and additions:

- Three elementary schools, one middle school, and two high schools.
- Additions/expansions at three current schools.

Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2020 – FY 2024 (\$ in millions)

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Expenditures					
Current Programs	1,208.2	1,226.5	1,245.9	1,278.0	1,297.8
New Students	0.4	8.7	17.1	24.9	35.2
Repairs & Renewals	32.7	34.2	37.6	37.9	37.6
New Schools	(0.70)	14.0	9.0	11.4	13.4
Total Expenditures	1,240.6	1,283.4	1,309.6	1,352.2	1,384.0
Revenues					
State/Federal/Other	628.0	647.2	649.0	668.9	676.0
County Transfer	612.6	636.2	660.6	683.3	708.0
Total Revenue	1,240.6	1,283.4	1,309.6	1,352.2	1,384.0
Surplus/(Deficit)	0.0	0.0	0.0	0.0	0.0

While the School Division is committed to maintaining a balanced budget, this does not mean that all of the needs of our students are fully met.

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

Informational Section – FY 2020 Trends and Forecasts

Student Enrollment

PWCS is the second largest of 132 school divisions in Virginia and the 36th largest school division in the country. The School Division provides services to over seven percent of the state's student enrollment.

Historical Enrollment Growth

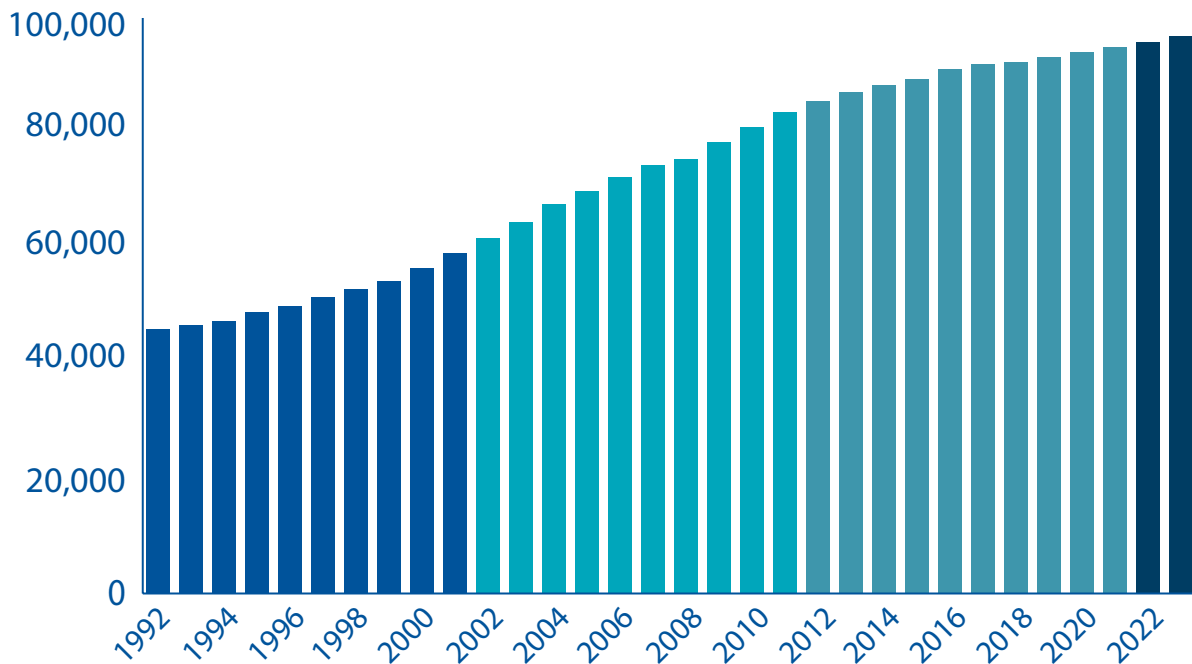
The graph below depicts the 32-year enrollment history and five projected years of PWCS. The School Division has seen steady growth over the last 10 years, at a rate of about 2.1% annually. The calendar year 2018 (FY 2019) enrollment for the School Division was 90,203, a year-over-year growth rate of 0.4%.

Enrollment and Future Projections by Grade Level

Predicting future student enrollment is important for long-range planning, budgeting, staffing, and predicting future building and capital needs for housing PWCS students. 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.

The table on the following page utilizes the enrollment projection tools to estimate the 2019-20 school enrollments for each grade level in the School Division.

Enrollment History and Projections



Enrollment and Future Projections by Grade Level

Grade Span	Grade	Actual 2017-18	Actual 2018-19	Projected 2019-20	Change 2019-20
Elementary School		40,482	40,110	40,152	42
	K	6,435	6,254	6,321	67
	1	6,548	6,691	6,576	(115)
	2	6,675	6,623	6,827	204
	3	6,860	6,701	6,675	(26)
	4	6,862	6,913	6,772	(141)
	5	7,102	6,928	6,981	53
Middle School		20,713	20,997	21,463	466
	6	7,086	7,112	7,004	(108)
	7	6,748	7,147	7,241	94
	8	6,879	6,738	7,218	480
High School		27,261	27,610	27,980	370
	9	7,192	7,392	7,356	(36)
	10	7,291	6,981	7,240	259
	11	6,470	6,789	6,556	(233)
	12	6,308	6,448	6,828	380
Special Schools		1,405	1,486	1,500	14
Total		89,861	90,203	91,095	892

To estimate the state revenues and to calculate the school and central office allocations for the FY 2019-20 budget, PWCS used the enrollment of 91,095 students.

Grade Span	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24
Elementary	40,152	40,421	40,767	41,253	41,607
Middle	21,463	21,495	21,279	21,223	21,389
High	27,980	28,462	29,184	29,535	29,985
Special Schools	1,500	1,513	1,526	1,541	1,556
Total	91,095	91,891	92,756	93,552	94,537
Annual Change	1.0%	0.9%	0.9%	0.9%	1.1%

Five-Year Enrollment Projections

Using enrollment projections models, the School Division projects a growth pattern over the next five years, at approximately .9% percent annually. The table above projects enrollment for the next five years by grade span.

Projected enrollments beyond 2019-20 allow for long-range capital planning, such as planning for construction of additional schools, or additions to existing schools.

Demographic Changes

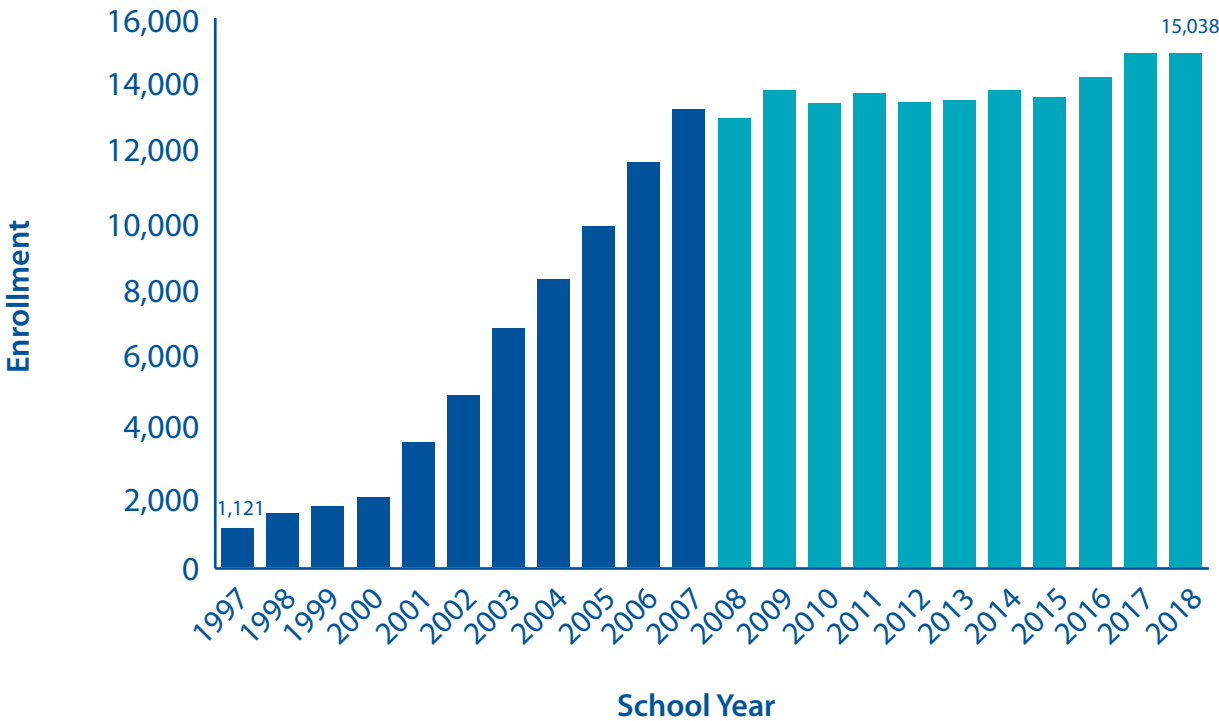
In addition to the increased number of students, the composition of membership growth has added to the operating costs. In the past five years, increases in special education, and non-English speaking programs generally require specialized instruction and smaller class sizes.

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 1.9% percent. The influx of language-minority students has slowed significantly.

The graph below depicts LEP enrollments over the 1997 to 2018 period.

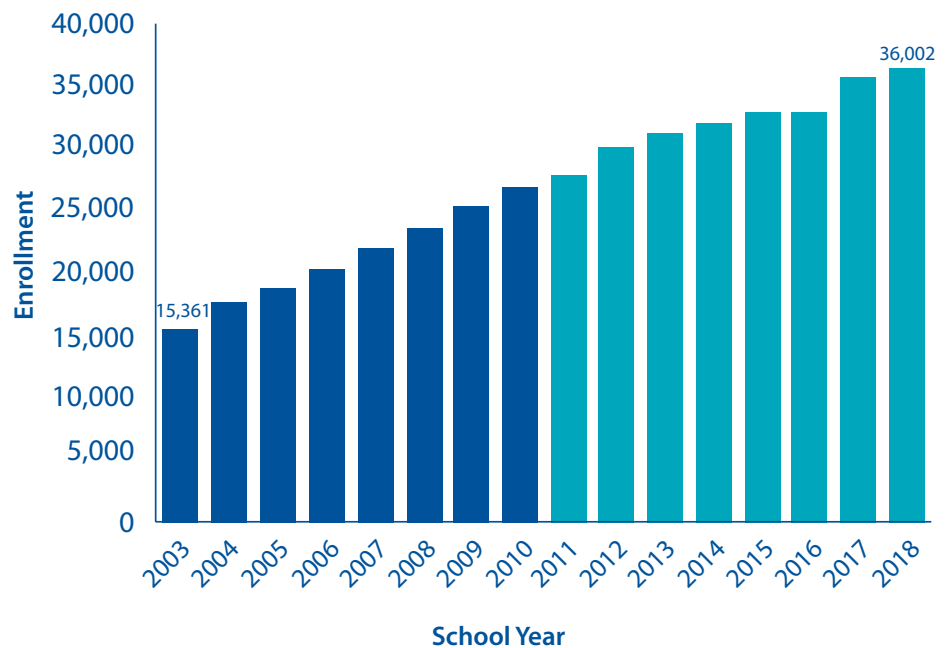
LEP Enrollment



Economically Disadvantaged Students

Students eligible for free or reduced lunch programs have increased by about 3.1 percent annually during the past five years. In FY 2020, PWCS expects 36,321 students or 40% to be eligible for free or reduced lunches. This means that more than one out of every two and one-half 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.

Economically Disadvantaged Student Enrollment

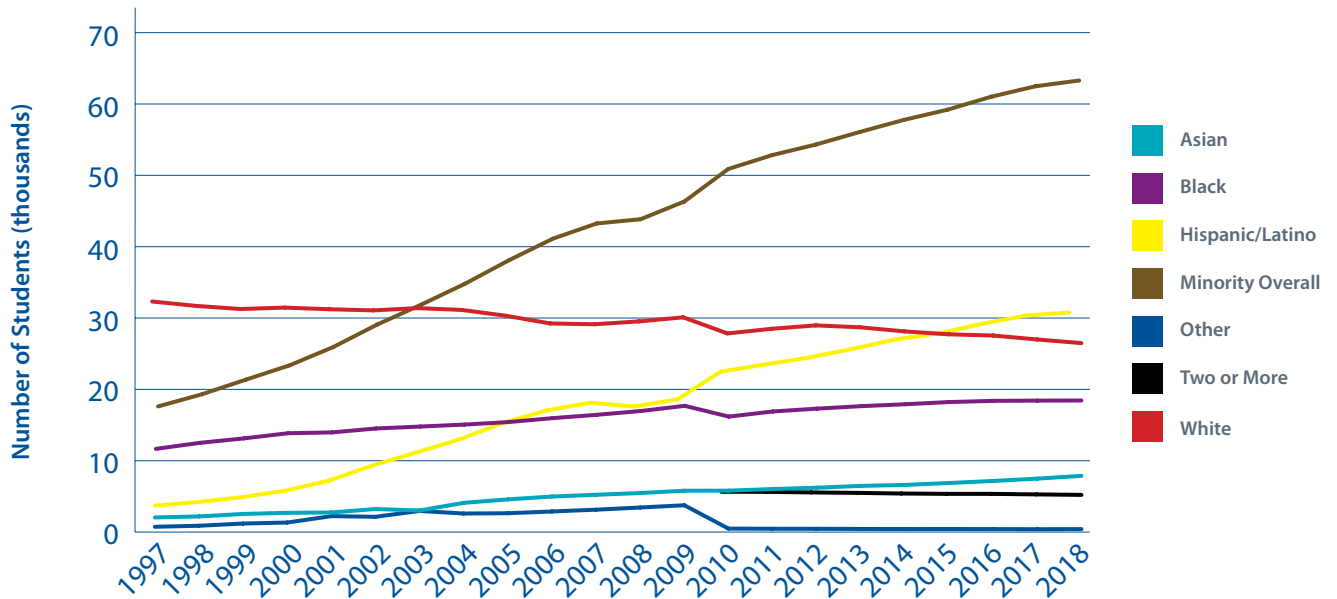


Student Diversity

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 22 years.

Student Enrollment by Race/Ethnicity

1997 – 2018



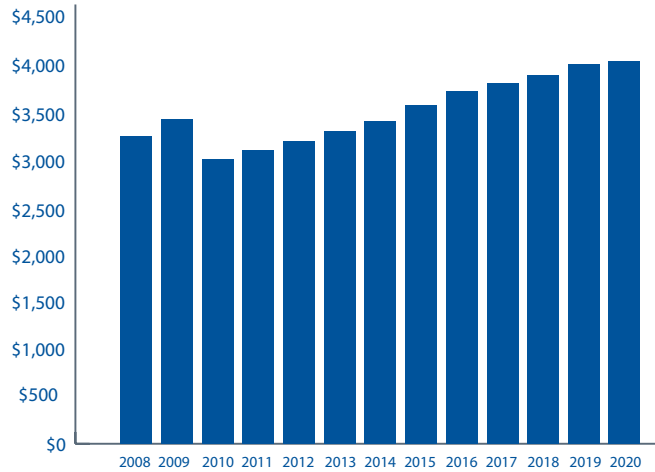
Local Taxes

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 2020.

The real property tax is the single largest revenue source for Prince William County contributing approximately 65.1 percent of general revenues (FY 2018 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 2020, the tax rate was 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
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	\$4,040	\$1.125	\$359,100	3.59%	0.00%	3.58%
2019	2020	\$4,177	\$1.125	\$371,309	3.39%	0.00%	3.40%

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.

The increase in counselors is a result of reducing the ratio at elementary schools to 375:1; at high schools to 300:1, and funding a Guidance Director at middle schools.



Position	FY 2019	FY 2020	Change
School Board Member	8.00	8.00	0.00
Superintendent	1.00	1.00	0.00
Associate Superintendent	10.00	12.00	2.00
Director	16.00	17.00	1.00
Supervisor	66.00	68.90	2.90
Administrative Coordinator	110.00	124.00	14.00
Legal Counsel	2.00	2.00	0.00
Principal	95.00	96.10	1.10
Assistant Principal	165.00	182.00	17.00
Teacher on Special Assignment	78.40	78.50	0.10
Teacher, Classroom	6,189.12	6,278.35	89.23
Librarian	119.00	120.00	1.00
Counselor	238.60	290.42	51.82
Social Worker	64.60	67.60	3.00
Psychologist	52.60	57.60	5.00
School Nurse	95.00	98.00	3.00
Diagnostician	15.00	15.00	0.00
Support Professional	35.00	35.00	0.00
Teacher Assistant	736.82	745.76	8.94
Cafeteria Aide	47.42	46.97	(0.45)
Aide, Bus	171.00	165.23	(5.77)
Attendance Personnel	12.00	16.00	4.00
Technician	52.00	52.00	0.00
Home-School Coordinator	12.67	12.67	0.00
Coordinator	1.00	1.00	0.00
Specialist	283.05	297.00	13.95
Secretarial/Clerical	691.40	709.50	18.10
Maintenance Personnel	170.00	174.00	4.00
Bus Drivers	711.90	695.48	(16.42)
Garage Employee	48.00	53.00	5.00
Bus Service Attendant	11.00	13.00	2.00
Custodian	501.20	517.50	16.30
Warehouseman	29.00	29.00	0.00
Total Positions	10,838.78	11,079.58	240.80
Total Pupil Enrollment	91,054	91,095	41

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 2020 was \$796.8 million. An additional amount not to exceed \$118.9 million will be sold during FY 2019.

Future Debt

Bond sales not to exceed \$128.3 million to finance new and renovated facilities to provide capacity needed to meet increased demands due to student population growth and trailer elimination will be sold in FY 2020.

Trends

According to the Five-Year Plan, the School Division anticipates the bond sales at \$613.5 million between FY 2020-24 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.

Three issues are impacting the current and future debt needs of Prince William County Schools. This first is the fact that there is a decreasing rate of enrollment growth, decreasing the Division's debt needs. The other two issues, increasing the Division's debt needs, are trailer reduction and an increasing reliance on debt to fund repair and renovations.

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 2020, the average cost-per-pupil for PWCS will be about \$12,453.

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. Uniform formulas to develop a cost per pupil were developed by the Washington Area Boards of Education (WABE) committee for consistency. These numbers are comparable; however, the cost per pupil reported in the WABE data may differ from that reported in the division's budget documents or other reports. PWCS has traditionally maintained a cost-per-pupil lower than many other school divisions participating in the WABE surveys. In FY 2019, the PWCS cost-per-pupil ranked ninth among the 10 reporting school divisions in the 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 2019	
Arlington	\$19,348
Falls Church City	\$18,544
Alexandria City	\$17,606
Montgomery (MD)	\$16,281
Fairfax County	\$15,293
Loudoun County	\$14,260
Prince Georges (MD)	\$14,093
Manassas City	\$12,855
Prince William County	\$11,633
Manassas Park City	\$11,113

Source: WABE Guide, FY 2019

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 2019.

Cost Comparison
Average salary vs. \$65,000 salary

School Division	FY 2019 Annual Employer Cost for Hypothetical Teacher Salary of \$65,000 plus district s benefits	FY 2019 Annual Employer Cost for Average Teacher Salary plus district s benefits plan
Montgomery County, MD	\$99,261	\$122,060
Arlington County	\$98,527	\$118,778
Fairfax County	\$103,791	\$117,831
Alexandria City	\$99,122	\$115,955
Loudoun County	\$103,618	\$108,266
Falls Church City	\$100,048	\$106,044
Manassas City	\$97,744	\$103,860
Prince George's County, MD	\$96,868	\$102,937
Prince William County	\$98,581	\$102,345
Manassas Park City	\$93,868	\$90,758



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 ¹				Students per Teacher-Scale Position ²		
School Division	Elementary	Middle	High	Elementary	Middle	High
Alexandria City ³	14.4	25.7	21.7	9.1	15.8	11.4
Arlington County	21.0	20.9	19.6	10.2	16.7	16.8
Fairfax County ⁴	22.6	25.1	25.9	14.7	20.8	21.3
Falls Church City	22.6	22.4	22.5	12.0	16.1	14.0
Loudoun County	22.7	22.1	23.8	14.3	18.5	20.1
Manassas City	21.8	25.6	26.5	11.2	17.2	18.7
Manassas Park City	21.5	26.4	28.4	11.5	19.5	20.8
Montgomery County	19.1	25.0	26.4	13.7	21.7	23.5
Prince George's County ⁵						
Prince William County	22.1	28.1	29.3	14.5	20.5	21.7

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

Source: WABE Guide, FY 2019

¹ Classroom teachers are positions used to determine class size.

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

³ Alexandria City Public Schools district's special placement, Pre-K, and kindergarten student enrollments are not included. Elementary classroom teacher count includes "flex" positions which are categorized as student improvement FTEs.

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

⁵ 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 2019 Budgeted Ratios of Students Per Teacher for PWCS and surrounding school divisions. Source: WABE Guide, FY 2019

School Division	Kindergarten	Elementary	Middle	High
Alexandria City ¹	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 ²	27.3	27.3	27.9	31.0
Falls Church City	22.0	Grades 1-2: 22.0 Grades 3-5: 24.0	24.0	24.0
Loudoun County	23.0	23.0	23.8	24.2
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 ³	n/a	n/a	n/a	n/a
Prince George's County ⁴	n/a	n/a	n/a	n/a
Prince William County	24.0	Grades 1-3: 24.0 Grades 4-5: 25.0	21.0	21.3

¹ 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.

² 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 2019 Approved Budget.

³ 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.

⁴ 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.



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

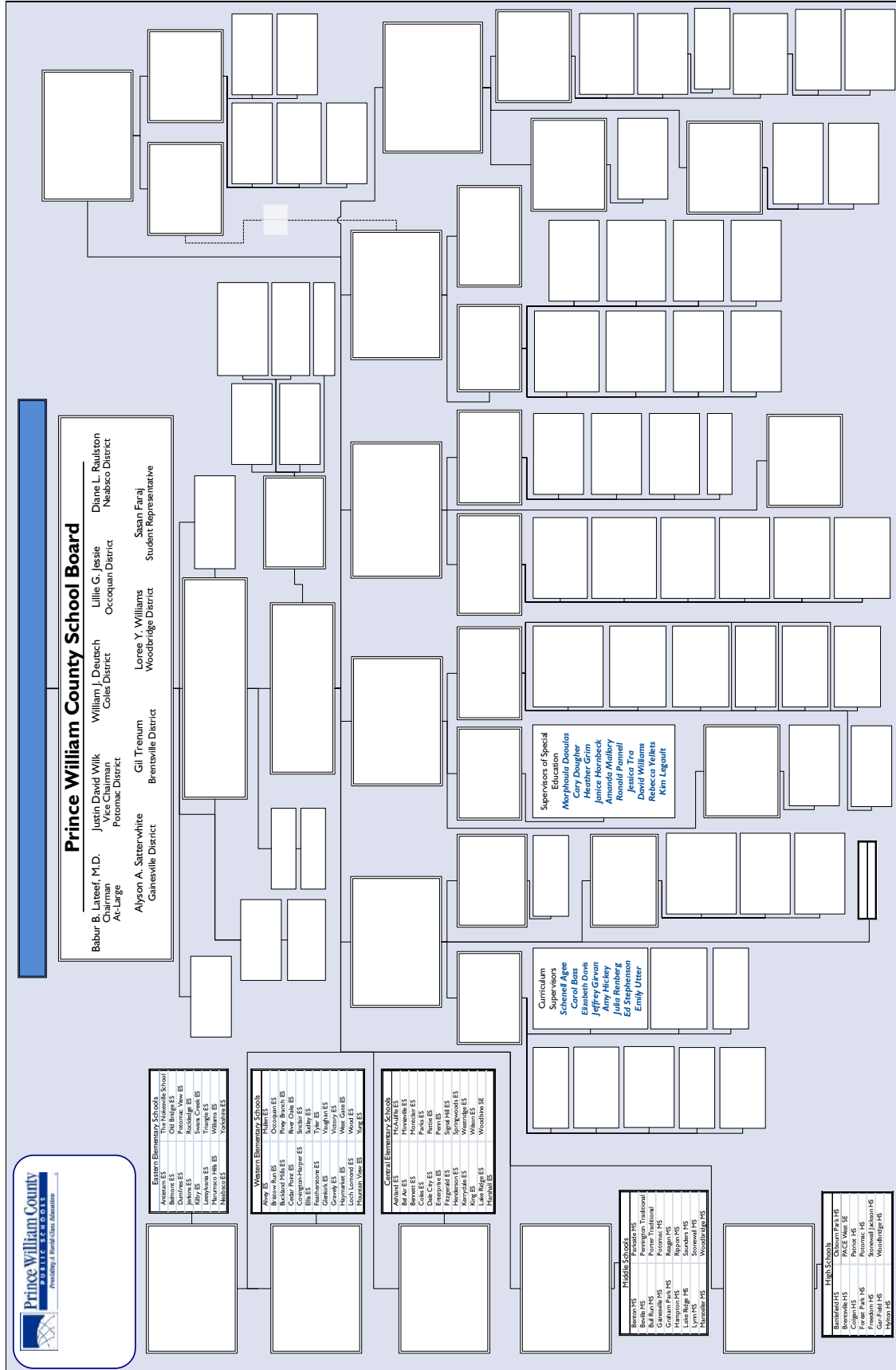
operations of the School Division. The School Division's organizational chart is included within this section and presents the structure of the administrative positions in Prince William County Public Schools.

The School Division operates a total of 97 school buildings for its 91,095 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 61 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.





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. We are in the process of developing our next five-year Strategic Plan through collaboration and feedback from our School Board members, Division leaders, staff, parents, and community members.

A central instructional focus for 2019-20 continues to be closing the achievement gaps between groups of students in reading, math, and science. 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 21st Century Global Community.

The current 2016 – 2020 Strategic Plan is included later in this section of the budget document and is also on the School Division website at 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 2019-20 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 and differentiated learning and support to new principals during the first, second, and third years 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 the 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. We successfully opened Independence Nontraditional School last year. It is a state-of-the-art K-12 nontraditional education facility offering students individualized learning plans.

Specialty programs continue 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 2019-20, 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, 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 61 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, (viii) technology, and (ix) 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 to 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 promotes 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. As required by the PSFM, the County must 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. The current 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 it, while the second Future Report addresses social and civic, as well as physical, goals. The 2017-2020 Strategic Plan does not anticipate that the goals of the Comprehensive Plan or the second Future Report will be achieved during this four-year period. The current Plan is the third iteration of six Strategic 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. Agency budgetary resource requests should align with and support the County's Strategic Plan. The vision set forth in the County's Strategic Plan states:

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).

Capital Improvement Program

Each year in conjunction with the budget, the BOCS adopts a six year CIP. 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 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. Projected debt service and operating costs are also programmed in the Five-Year Plan.

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 "FY 20 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 2020 through fiscal year 2024. 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 3,483 new students expected during the next five years.

Building Repairs and Renewals

- \$180.0 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 the debt service on \$599.9 million in construction bonds for new schools and renewals. Also included are start-up costs, and operating costs for new schools and additions.
 - Three elementary schools
 - One middle school
 - Two high schools
 - Additions/expansions at three current schools

Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2020 – FY 2024 (\$ in millions)

Description	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Expenditures					
Current Programs	1,208.2	1,226.5	1,245.9	1,278.0	1,297.8
New Students	0.4	8.7	17.1	24.9	35.2
Repairs & Renewals	32.7	34.2	37.6	37.9	37.6
New Schools	(0.7)	14.0	9.0	11.4	13.4
Total Expenditures	1,240.6	1,283.4	1,309.6	1,352.2	1,384.0
Revenues					
State/Federal/Other	628.0	647.2	649.0	668.9	676.0
County Transfer	612.6	636.2	660.6	683.3	708.0
Total Revenue	1,240.6	1,283.4	1,309.6	1,352.2	1,384.0
Surplus/(Deficit)	0.0	0.0	0.0	0.0	0.0

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.

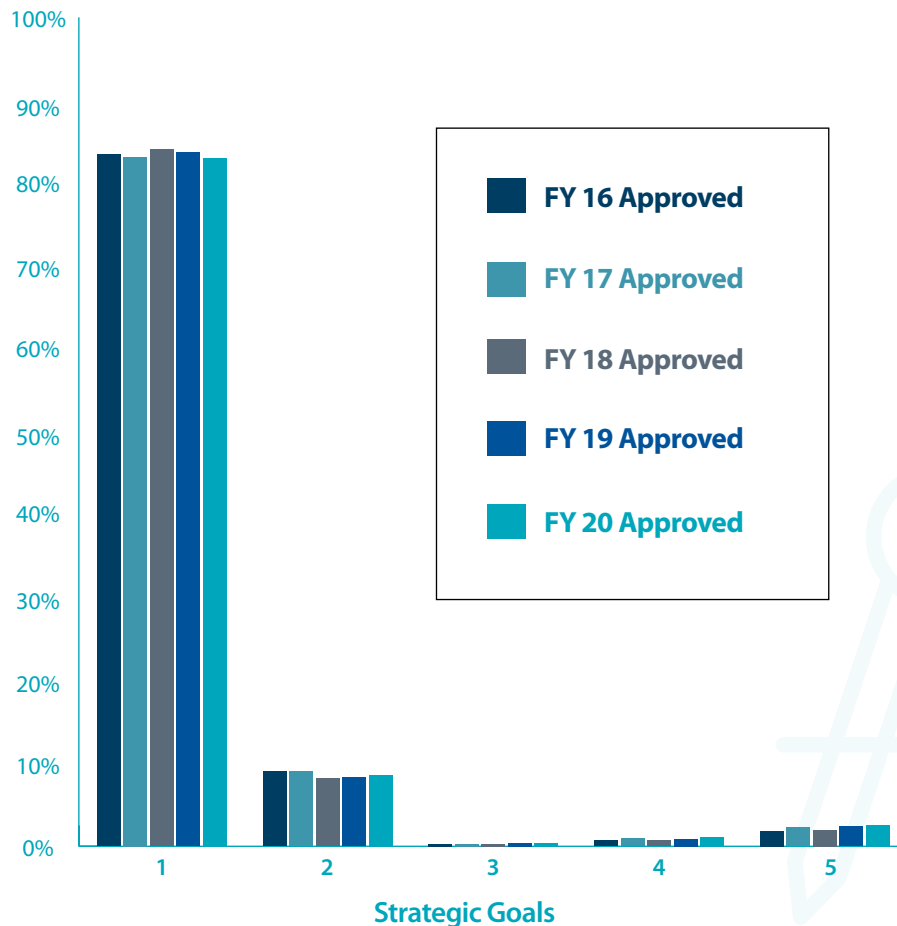


Percentage of Operating Fund Budget

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

Strategic Plan Goal		FY 16	FY 17	FY 18	FY 19	FY 20
Goal 1:	All students meet high standards of performance.	84.99%	84.72%	85.88%	85.29%	84.30%
Goal 2:	The teaching, learning, and working environment is caring, safe, and healthy, and values human diversity.	10.20%	10.20%	9.24%	9.46%	9.90%
Goal 3:	Family and community engagement create an environment focused on improved student learning and work readiness.	0.33%	0.30%	0.30%	0.35%	0.34%
Goal 4:	Employees are highly qualified (as defined by VDOE), high performing, and diverse.	1.64%	1.77%	1.63%	1.71%	1.98%
Goal 5:	The Organizational System is aligned, integrated, and equitable.	2.84%	3.01%	2.95%	3.19%	3.48%
Total		100.00%	100.00%	100.00%	100.00%	100.00%

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 91,095 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 2020) combined with a more general planning schedule for four additional years (FY 2021-24) and then an estimate of projects needed for FY 2025-29. 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 20 Budget Development

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

Budget Drivers

- 41 additional students over the FY 2019 approved budget at a cost of \$6.3 million. Growth rates over the last several years have slowed from a range of 2.0 to 3.0 percent to less than 1.0 percent. In FY 2018, there were 775 fewer students than expected. In FY 2019, there were 851 fewer students than expected. As a result, Division staff is monitoring enrollment changes very closely.
- Opening of the new John D. Jenkins Elementary School. As a matter of equity, the Division will be constructing two practice gyms: Gar-Field and Woodbridge High Schools.
- Health insurance rates remain unchanged.
- The Virginia Retirement System (VRS) employer rates remain the same as FY 2019.
- Decrease in debt service of \$1.6 million.
- Continued restoration of economically disadvantaged funding to all grade levels. This restoration adds approximately \$3.3 million back to school 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 three quarters the level it was prior to FY 2007.
- Funding to support additional Guidance Counselors, by reducing the ratio at elementary schools to 375:1; at high schools 300:1, and funding a Guidance Director at middle schools.
- Fund a 1.0 FTE Athletic Trainer at each high school.
- Funding to implement Special Education Audit recommendations including: 5.0 Psychologists, 4.0 Preschool Teachers, 4.0 Preschool Teacher Assistants, and 1.0 Fiscal Officer and an Assistive Technology Coordinator that was added during FY 2019.
- With Federal funding for the VPI+ Preschool program eliminated, this budget uses state and local funds to maintain the same number of preschool classes currently being served.
- Addition of 2.0 Associate Superintendents and 2.0 Executive Secretary II positions.
- Funding to support 3.0 Nurses, 3.0 Social Workers, 4.0 Attendance Officers, and 1.0 Social Work Coordinator.
- Funding to support the Divisionwide Professional Learning Plan.
- Funding to support Divisionwide credit card acceptance.

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 2020-2024 at pwccgov.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.

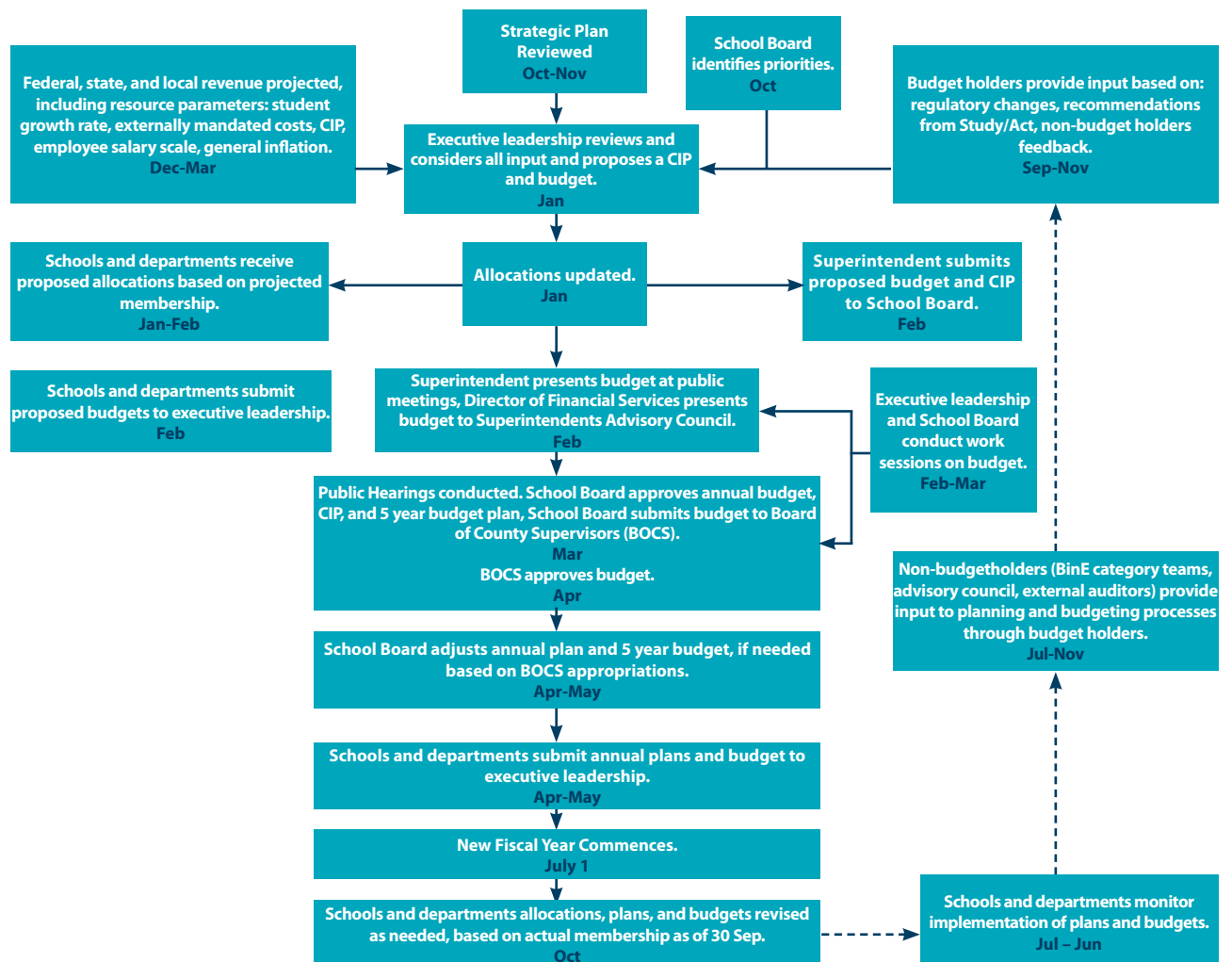
Each department has online access to budget and expense data necessary for the day-to-day management of the department's budget. Expenditure reports are generated on a daily basis and are available to individual agencies through an online software application.

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 2020 Budget Development and Approval Calendar

2018	
November-December	<p>Director of Finance submits revenue estimates for FY 2020 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>
2019	
January	<p>Central Department allocations and grant budgets determined.</p> <p>School allocations computed.</p>
February 6	The Superintendent submits a proposed budget and CIP to the School Board.
February 7	Schools and Central Departments receive proposed budget allocations.
February 13	Central Departments submit department budgets developed from allocations.
February 15	Principals submit school budgets based on student membership projections and proposed allocations.
February 27	School Board work session on CIP/Budget.
March 6	Official Public Hearing.
March 7	School Board work session CIP/Budget.
March 13	School Board work session for final mark-up on FY 2020 CIP/Budget.
March 20	<p>School Board conducts an official public hearing on the budget at 7 p.m.</p> <p>School Board approves FY 2020 CIP/Budget and submits to Board of County Supervisors.</p>
April 2	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 3	Principals and Central Departments amend budgets according to adopted School Board budget and for enrollment changes.
July 1	Official start of Fiscal Year 2020.
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 (cash to capital).

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.

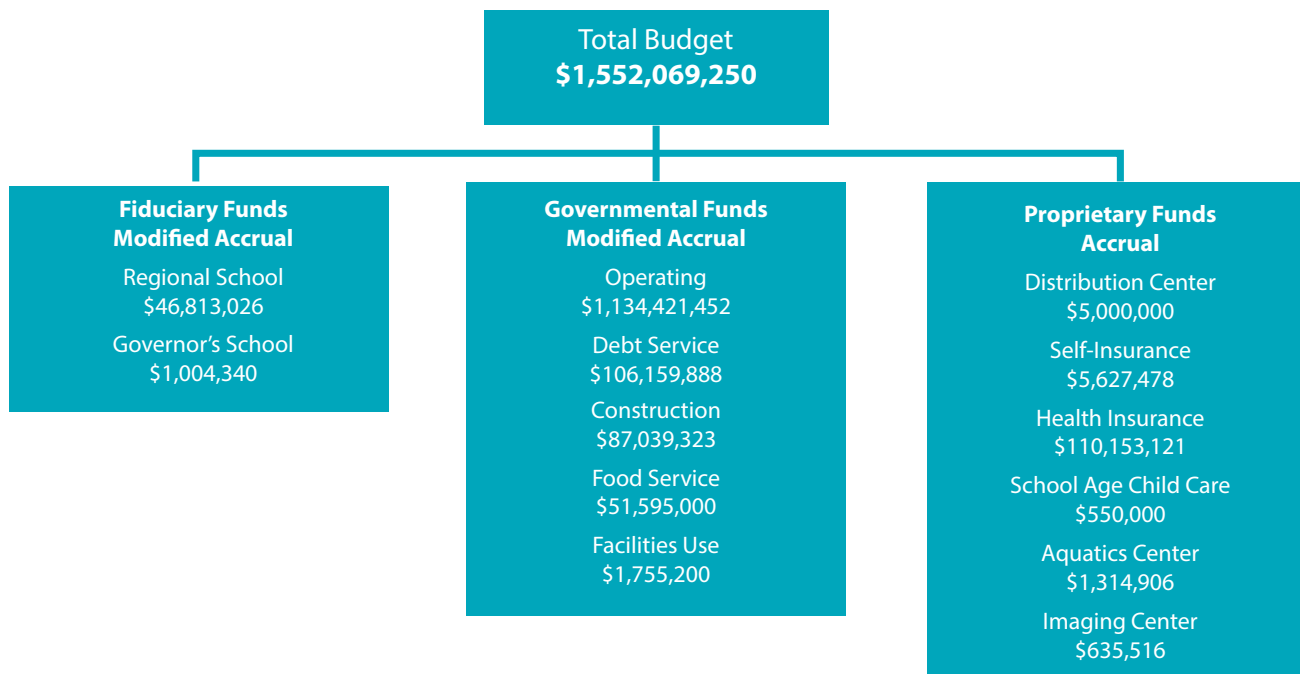
Organizational Section

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:

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



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.

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, 2017, 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 23 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 2020 Approved School Budget by Fund Total

Operating Fund	\$1,134,421,452
Debt Service Fund	\$106,159,888
Construction Fund	\$87,039,323
Food Services Fund	\$51,595,000
Distribution Center Fund	\$5,000,000
Facilities Use Fund	\$1,755,200
Imaging Center Fund	\$635,516
Self-Insurance Fund	\$5,627,478
Health Insurance Fund	\$110,153,121
Regional School Fund	\$46,813,026
Governor's School @ Innovation Park	\$1,004,340
Aquatics Center	\$1,314,906
School Age Child Care Program	\$550,000
Total by Fund	\$1,552,069,250

FY 2020 Approved School Budget by State Category

Instruction	\$877,204,910
Administration, Health & Attendance	\$83,315,925
Pupil Transportation	\$61,405,210
Operations and Maintenance	\$64,735,122
Food Services and Non-Instructional Funds	\$174,680,799
Facilities	\$136,942,635
Technology	\$47,624,761
Debt Service	\$106,159,888
Total by State Categories	\$1,552,069,250

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 2020 total \$37,722,864, a decrease of \$398,315 (1.04 percent) below the FY 2019 approved. The basis for a decrease in federal funding is from program estimates. The most significant decrease of approximately \$2.7 million occurs within the Virginia Preschool Federal Initiative Plus grant. FY 2019 was the final of the five-year federal program. This decrease is partially offset by a \$1.2 million increase in the Title I grant which funds programs for students from low-income families to help ensure all children meet the challenging state academic achievement standards. Federal revenue constitutes 3.32 percent of the total Operating Fund revenue estimate.

State revenue estimates total \$557,233,652 an increase of \$22,720,231 (4.25 percent) above the FY 2019 approved. The major increases are sales tax and incentive programs. State revenue constitutes 49.12 percent of total Operating Fund revenue.

The FY 2020 **County General Fund Transfer appropriation** totals \$611,697,028 of which \$508,129,132 is transferred to the School Division's Operating Fund. The Operating Fund amount is an increase of \$29,461,529 (6.15 percent) more than FY 2019 approved. The General Transfer amount is 44.79 percent of total Operating Fund revenues. Prior year un-obligated funds (**Beginning Balance**) of \$24,098,187 are included within the Operating Fund revenues. This amount constitutes 2.12 percent of total Operating Fund revenues.

Local tuition and fees revenue estimates total \$4,737,617, an increase of \$430,222 more than FY 2019 approved. Local revenues constitute 0.42 percent of total Operating Fund revenues.

The Operating Fund revenue budget includes \$2,500,000 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 0.22 percent of total Operating Fund revenues.

Other Funds

The **Debt Service Fund** is funded through General Fund Transfer \$102,308,751, Construction Fund Transfer \$712,000, federal tax credits \$1,259,145, other financing sources \$879,992 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 2016 – FY 2020 Revenue History and Estimates

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
Operating Fund						
Federal	\$36,128,406	\$39,360,218	\$ 41,289,977	\$38,121,179	\$37,722,864	\$(398,315)
State	465,672,494	490,393,363	506,397,352	534,513,421	557,233,652	22,720,231
County	436,375,832	454,793,356	467,959,919	478,667,603	508,129,132	29,461,529
Local	7,389,975	8,905,660	8,205,892	4,307,395	4,737,617	430,222
Beginning Balance	0	0	0	26,476,567	24,098,187	(2,378,380)
Undistributed	0	0	0	2,687,938	2,500,000	(187,938)
Total Operating Fund	945,566,707	993,452,597	1,023,853,140	1,084,774,103	1,134,421,452	49,647,349
Debt Service Fund	82,945,475	89,046,409	100,481,990	107,730,113	106,159,888	(1,570,225)
Construction Fund	263,251,946	127,768,545	148,294,506	87,874,962	87,039,323	(835,639)
Food Services Fund	45,459,640	47,761,287	48,740,739	52,277,451	51,595,000	(682,451)
Distribution Center Fund	4,858,637	4,964,111	4,809,946	5,000,000	5,000,000	0
Facilities Use Fund	1,573,195	1,544,965	1,567,813	1,699,392	1,755,200	55,808
Imaging Center Fund	0	0	0	609,286	635,516	26,230
Self-Insurance Fund	4,265,060	4,580,582	4,738,496	5,506,132	5,627,478	121,346
Health Insurance Fund	92,534,407	100,190,717	100,458,152	109,530,239	110,153,121	622,882
Regional School Fund	45,902,125	47,721,712	38,217,140	51,308,693	46,813,026	(4,495,667)
Sacc Program Fund	506,178	511,981	538,493	630,000	550,000	(80,000)
Governor's School Fund	767,688	928,437	974,122	994,340	1,004,340	10,000
Aquatics Center	0	806,343	909,588	1,281,541	1,314,906	33,365
Total All Funds	\$1,487,631,058	\$1,419,277,686	\$1,473,584,125	\$1,509,216,252	\$1,552,069,250	\$42,852,998

Summary of All Funds – Budget by Functional Units

	FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$654,409	\$697,550	\$ 711,266	\$653,533	11.00	\$1,087,270	13.00	\$433,737	2.00
Division Counsel	361,788	506,148	449,086	837,371	4.00	932,513	4.00	95,142	0.00
School Administration	62,385,435	66,223,285	70,496,592	72,075,912	791.72	76,928,110	812.27	4,852,199	20.55
Regular Education	393,718,285	415,401,068	428,888,446	453,641,152	4,830.61	454,184,217	4,868.37	543,064	37.76
Reading	8,346,626	8,981,047	9,070,906	8,357,787	91.60	8,057,378	88.80	(300,409)	(2.80)
English - Second Language	35,695,913	37,046,017	39,038,253	43,620,603	474.42	43,403,377	472.88	(217,226)	(1.54)
Special Education	153,606,743	160,413,710	160,038,534	181,101,740	1,612.38	181,497,327	1,680.45	395,587	68.07
Vocational Education	19,041,934	20,791,047	21,927,142	22,637,065	227.70	23,506,369	230.10	869,303	2.40
Gifted Education	9,747,599	10,782,337	11,183,768	14,131,422	108.00	14,390,559	112.90	259,137	4.90
Alternative Education	7,180,401	7,554,566	7,404,925	4,375,614	40.85	5,122,473	46.68	746,859	5.83
Pupil Services/ Guidance/Counseling	35,366,233	37,745,639	40,322,633	45,014,805	469.90	50,392,608	531.92	5,377,803	62.02
Summer School	3,068,098	2,767,303	3,062,353	2,865,238	1.00	4,059,957	1.00	1,194,719	0.00
Pupil Activities/ Athletics	5,216,542	5,486,080	5,335,473	5,698,769	2.00	5,795,467	2.00	96,699	0.00
Instructional Services	11,230,732	12,884,760	13,452,363	9,185,546	52.00	10,812,053	58.00	1,626,507	6.00
Education Technology	8,878,551	9,163,502	9,681,620	9,134,868	91.00	9,595,426	97.50	460,558	6.50
Central Administration	6,371,610	8,036,550	6,898,803	6,820,278	35.50	7,573,669	38.50	753,390	3.00
Business and IT Services	40,364,782	43,492,893	43,118,214	41,078,691	278.50	45,435,212	286.50	4,356,521	8.00
Transportation	59,297,908	62,748,932	65,507,883	63,959,341	982.90	61,385,204	981.71	(2,574,137)	(1.19)
Facilities Maintenance/ Operations	72,652,539	76,313,329	77,471,816	80,085,159	736.70	84,151,954	756.50	4,066,795	19.80
Distribution Center	4,864,480	4,983,943	4,809,337	5,000,000	0.00	5,000,000	0.00	0	0.00
Facilities Use	1,115,731	1,149,363	1,089,176	1,174,215	1.00	1,200,000	1.00	25,785	0.00
School Food & Nutrition Services	43,003,320	46,571,434	45,900,157	52,277,451	654.86	51,595,000	655.86	(682,451)	1.00
Administration Building Cafeteria	304,277	291,531	424,706	525,177	5.00	555,200	5.00	30,023	0.00
Health Insurance	89,904,879	93,348,311	95,562,450	108,759,510	0.00	109,356,124	0.00	596,614	0.00
Benefits Administration	651,778	651,964	690,697	770,729	6.00	796,997	6.00	26,268	0.00
Self Insurance	4,441,268	3,392,836	5,177,683	5,506,132	5.00	5,627,478	5.00	121,346	0.00
School Age Child Care	632,120	632,706	618,993	630,000	2.00	524,000	2.00	(106,000)	0.00
Debt Service	84,523,659	89,713,615	101,582,250	107,730,113	0.00	106,159,888	0.00	(1,570,225)	0.00
Aquatics	99,435	656,007	928,331	1,123,373	3.00	1,130,457	3.00	7,085	0.00
Community Services	899,265	886,709	925,102	999,008	7.00	1,022,628	7.00	23,620	0.00
Adult Education	1,601,109	1,546,812	1,748,352	1,611,237	9.00	1,696,932	9.00	85,695	0.00
Capital Outlay/ Construction	151,499,612	174,079,978	115,876,516	113,970,962	7.00	120,119,323	7.00	6,148,361	0.00
Transfers	0	0	1,630,590	0	0.00	0	0.00	0	0.00
Reserves	23,909,495	24,041,034	11,846,794	43,863,452	0.00	58,974,080	0.00	15,110,628	0.00
TOTAL ALL FUNDS	\$1,340,636,557	\$1,428,982,004	\$1,402,871,210	\$1,509,216,252	11,541.64	\$1,552,069,250	11,783.94	\$42,852,998	242.30

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 2016 – FY 2020 Expenditure History and Estimates

(For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
Personnel Services							
1000	Salaries	\$81,486	(\$57,058)	\$(55,745)	\$0	\$0	\$0
1101	School Board Members	97,100	106,600	99,508	97,100	214,680	117,580
1102	Superintendent	346,065	355,007	364,603	315,600	315,600	0
1103	Associate Superintendent	1,913,709	1,990,833	2,013,463	2,013,600	2,475,360	461,760
1104	Director	2,352,804	2,470,556	2,267,174	2,541,164	2,768,533	227,369
1106	Supervisor	7,583,048	7,788,103	8,321,773	8,288,586	8,923,009	634,423
1107	Admin. Coordinator	10,154,300	11,000,342	11,508,695	11,816,793	13,564,405	1,747,612
1108	Attorney	206,289	317,979	269,771	376,238	444,163	67,925
1111	Principal	11,717,234	12,170,747	12,205,379	12,351,515	13,517,793	1,166,278
1112	Assistant Principal	14,092,288	14,619,278	15,739,839	16,512,960	18,370,080	1,857,120
1115	Teacher, Admin. Assignment	4,429,342	4,980,024	5,823,530	5,703,693	5,576,929	(126,764)
1120	Teacher, Classroom	357,508,958	374,984,963	387,994,730	408,679,970	411,308,129	2,628,159
1121	Librarian	7,998,151	8,376,360	8,659,553	8,011,080	7,992,000	(19,080)
1122	Counselor	14,574,361	15,297,239	15,781,635	16,074,807	19,370,773	3,295,966
1130	Social Worker	3,759,464	3,957,234	4,020,256	4,429,669	4,811,459	381,790
1131	Licensed School Nurse	0	5,007,536	5,624,135	6,235,800	5,862,276	(373,524)
1133	Psychologist	3,267,789	3,249,911	3,497,816	3,556,944	4,004,641	447,697
1134	School Nurse	4,881,303	0	454,578	0	499,884	499,884
1136	Diagnostician	1,160,595	1,208,594	1,263,895	1,041,480	1,150,720	109,240
1138	Support Professional	1,795,728	2,009,316	2,131,271	1,827,758	2,086,593	258,835
1140	Teacher Assistant	15,157,351	15,671,392	16,501,158	17,884,873	18,270,891	386,018
1141	Student Attendant	513,230	472,353	530,530	600,000	600,000	0
1142	Cafeteria Aide	744,024	778,721	819,834	940,092	918,733	(21,359)
1143	Aide, Bus	4,379,736	5,125,903	5,269,403	4,227,120	4,124,141	(102,979)
1144	Attendance Personnel	444,393	493,934	557,276	681,776	897,416	215,640
1145	Technician	3,869,100	3,721,785	3,944,789	3,909,860	4,224,712	314,852
1146	Home-School Coordinator	413,266	467,949	565,353	576,636	578,107	1,471
1147	Coordinator	82,686	85,876	86,823	72,480	80,880	8,400
1148	Specialist	13,867,677	14,944,634	15,600,838	16,575,517	19,172,913	2,597,396
1150	Secretarial/Clerical	27,022,346	28,114,034	28,840,712	28,323,060	30,070,448	1,747,388
1160	Maintenance Personnel	9,408,624	9,679,565	9,750,871	9,579,270	10,161,000	581,730
1170	Bus Drivers	18,522,097	19,212,546	18,946,151	22,581,996	22,570,411	(11,585)
1171	Garage Employees	2,774,587	2,924,243	2,929,584	2,648,940	3,188,160	539,220
1172	Bus Service Attendant	360,791	366,842	363,682	397,170	480,960	83,790
1180	Nat. Brd Cert. Tchr Incentive	455,000	430,000	395,000	20,000	10,000	(10,000)
1190	Custodian	16,883,823	17,604,308	18,216,260	17,972,183	18,839,011	866,828

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
1191	Warehousemen	1,254,708	1,392,186	1,490,941	1,474,778	1,427,160	(47,618)
1192	Cafeteria Manager	3,555,072	3,751,717	3,787,872	4,045,106	4,371,860	326,754
1193	Cafeteria Staff	8,886,627	9,131,851	9,377,835	10,787,688	11,013,462	225,774
1200	Overtime	1,737,541	2,169,701	1,693,496	1,572,383	1,424,313	(148,070)
1201	Straight Time	2,487,194	2,287,703	2,967,447	2,991,591	3,110,076	118,485
1300	Temporary Employee	5,822,110	6,796,863	6,969,056	4,018,670	3,492,833	(525,837)
1500	Substitute, Teacher	7,164,054	7,632,904	7,313,968	6,917,752	7,183,751	265,999
1502	Substitute, Other	892,447	962,391	1,095,378	959,665	1,338,709	379,044
1600	Supplemental Pay	3,286,831	3,391,688	3,575,399	2,615,538	3,370,131	754,593
1601	Coaching Supplements	2,246,166	2,416,264	2,421,478	2,604,874	2,506,581	(98,293)
1602	Extra Curricular Supplement	1,332,458	1,366,724	1,369,733	1,395,431	1,289,137	(106,294)
1603	Homebound Tutoring	953,020	767,591	743,506	1,194,824	1,189,201	(5,623)
1647	Coordinator Supplement	57,445	69,650	50,417	0	0	0
1900	Other Salary/Wages	787,938	682,052	261,295	320,000	320,000	0
1901	Worker's Compensation	372,757	168,047	400,859	375,000	375,000	0
1910	Salary/Retirement Program	8,320,784	7,701,051	7,405,563	7,660,273	7,648,025	(12,248)
Total Personnel Services		611,975,895	640,616,032	662,228,367	685,799,303	707,505,049	21,705,746

Benefits & Fixed Charges							
2100	Social Security	\$44,827,530	\$46,867,249	\$48,503,250	\$52,638,815	\$54,254,081	\$1,615,266
2210	Retirement - VRS	77,058,174	78,320,254	89,876,851	101,506,200	105,109,140	3,602,940
2211	VRS Retirement Payment	5,375,374	5,903,391	6,798,419	164,876	174,460	9,584
2220	Retirement - PWCS	4,564,064	4,822,666	5,014,074	5,539,076	5,691,975	152,899
2221	Defined Contribution Plan	920,726	1,693,276	2,365,028	12,725	19,255	6,530
2222	ER Pay for Missed ICMA EE Contribution	0	0	4,130	0	0	0
2300/2355	Health Insurance	61,633,104	66,878,861	70,009,072	79,939,023	80,989,618	1,050,595
2310	Short/Long-Term Disability Premium	213,751	322,213	427,370	7,585	4,520	(3,065)
2350	Health Insurance Claims	79,004,172	63,619,533	64,290,572	72,578,648	71,002,837	(1,575,811)
2351	Dental Premium	5,122,693	0	0	0	0	0
2352	Health Ins Admin Expense	3,933,852	4,755,065	4,224,742	6,964,538	7,444,627	480,089
2353	Patient-Centered Outcomes Research Fee	24,473	25,860	27,748	0	0	0
2354	Transitional Reinsurance Fee	512,676	389,614	64,827	0	0	0
2356	Flexible Admin Expense	36,924	42,619	44,036	40,000	40,000	0

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
2357	Dental Claims Payments	0	4,911,571	5,876,130	5,125,716	5,887,408	761,692
2358	Dental Administrative Fees	0	351,010	366,877	318,874	311,738	(7,136)
2359	Prescription Drug Claims Payments	0	18,419,525	19,008,913	21,491,054	22,519,078	1,028,024
2360	Prescription Drug Administrative Fees	0	269,729	197,245	228,000	137,756	(90,244)
2400	Life Insurance - GLI	6,542,041	7,558,163	7,828,755	8,433,347	8,777,855	344,508
2810	Separation Leave	1,852,933	1,824,851	2,189,976	1,730,356	1,729,103	(1,253)
2820	Certified Tuition Assistance	232,207	250,505	264,198	469,784	596,595	126,811
2825	Classified Tuition Assistance	3,850	2,100	4,550	0	0	0
2830	Assoc. Fees - Admin.	111,796	111,117	122,760	148,968	166,612	17,644
2840	Conf. Expenses - Admin.	35,207	46,018	37,406	45,194	37,192	(8,002)
2850	Employee Recognition	460,833	442,873	426,751	432,204	432,722	518
2990	Visiting Intl Faculty Payment	846,800	1,009,195	1,060,510	0	0	0
2999	Employee Benefits, Other	60,116	58,323	86,528	28,500	28,500	0
Total Benefits & Fixed Charges		293,373,297	308,895,581	329,150,719	357,843,483	365,355,072	7,511,589

Contractual Services							
3100	Professional Services	2,476,831	3,054,173	3,395,057	4,434,062	4,347,764	(86,298)
3101	Audit	83,215	87,275	97,360	97,395	132,617	35,222
3102	Health Services	1,660,283	1,568,512	1,781,196	1,772,000	1,756,000	(16,000)
3103	Legal Services	760,262	763,171	483,480	323,953	317,276	(6,677)
3104	Engineering Services	7,758,109	8,182,596	9,641,510	4,394,772	19,849,554	15,454,782
3105	Consultant	334,290	3,465,278	2,290,390	338,769	594,205	255,436
3106	Sports Officials	176,555	150,195	161,048	210,123	218,340	8,217
3107	Data Processing	91,415	29,389	112,520	41,507	47,138	5,631
3108	Settlement Costs	134,235	40,500	23,100	0	0	0
3109	Workers' Comp. - Admin Expenses	0	0	0	0	55,000	55,000
3110	Human Resources	0	0	10,971	0	0	0
3120	Real Property/ Facilities	0	0	62,411	0	0	0
3140	School Board Litigation	0	0	19,408	0	0	0
3141	Paving Services	0	0	10,762	0	0	0
3150	Special Education	0	0	46,278	0	0	0
3201	Telephone Service	2,480,197	2,758,735	2,704,420	3,158,832	2,572,259	(586,573)
3202	Electric Service	14,399,628	15,226,374	15,786,595	16,721,691	17,413,709	692,018
3203	Fuel	1,854,130	1,741,489	1,920,601	1,633,200	1,616,152	(17,048)
3204	Water Service	327,405	5,340	8,367	15,000	15,181	181

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3205	Sewer Service	2,091,180	2,638,913	2,643,177	3,137,780	2,989,196	(148,584)
3206	Trash	936,556	1,019,604	1,013,175	1,009,857	980,595	(29,262)
3301	Insurance, General	241,792	274,911	280,638	318,654	317,149	(1,505)
3302	Liability Insurance	865,619	893,372	941,089	1,038,622	1,042,671	4,049
3303	Liability, Transportation	937,972	993,353	1,022,858	1,059,822	1,068,671	8,849
3304	Fire Insurance	1,376,902	1,624,939	1,687,923	1,702,036	1,760,778	58,742
3305	Workmen's Compensation	800,595	875,969	911,780	913,368	957,683	44,315
3306	Unemployment Insurance	300,813	294,976	326,077	472,235	471,850	(385)
3308	Safety Patrol Insurance	11,518	11,901	10,458	12,101	12,196	95
3309	IBNR	1,421,988	(1,101,158)	685,169	0	0	0
3310	OPEB Trust	0	1,000,000	1,000,000	1,800,000	1,800,000	0
3401	Travel Reimbursement	811,157	840,978	803,996	839,203	816,036	(23,167)
3402	Conference Expenses	843,137	1,357,471	1,095,540	1,038,268	1,107,576	69,308
3450	Field Trips	1,599,939	1,962,984	2,203,797	1,664,554	1,647,560	(16,994)
3500	Miscellaneous Projects	1,115,602	1,001,875	1,306,844	4,511,822	6,539,826	2,028,004
3501	Repair/Maint.- Building	284,824	575,398	496,988	511,200	380,000	(131,200)
3502	Repair/Maint.- Equipment	506,800	655,648	545,590	464,831	595,475	130,644
3503	Repair/ Maint.- Vehicles	0	4,251	0	25,000	25,000	0
3504	Maint. Service Contract	5,913,437	5,682,083	5,060,753	7,699,354	8,263,799	564,445
3505	Stormwater Maintenance	170,124	325,911	70,287	500,000	500,000	0
3700	In-Service	362,780	306,915	330,221	323,747	206,892	(116,855)
3710	Contract Courses	1,934,970	116,856	38,449	20,000	23,000	3,000
3750	Curriculum Development	0	3,500	1,500	0	15,000	15,000
3901	Laundry/Dry Cleaning	27,610	28,286	33,313	35,226	27,208	(8,018)
3902	Printing/Duplicating	1,136,970	1,113,593	1,164,058	1,164,032	1,204,752	40,720
3903	Postage	345,359	403,739	427,735	508,916	496,601	(12,315)
3904	Freight/Shipping	119,682	75,530	88,284	105,950	105,700	(250)
3905	Extracurricular Expenses	180,335	112,928	89,723	124,379	164,909	40,530
3906	Advertising	27,035	17,565	10,119	23,054	28,000	4,946
3907	School Board Dues	13,784	13,720	24,164	10,199	31,559	21,360
3908	Parent Activity	25,841	360,801	88,975	200,490	96,500	(103,990)
3909	Accreditation Expenses	76,875	102,081	83,700	92,000	94,000	2,000
3910	Educational TV	11,344	6,456	12,071	5,000	5,100	100
3911	Rental Equipment	388,014	475,766	653,745	752,535	777,485	24,950
3912	Rental Space	135,675	135,994	140,245	262,000	138,400	(123,600)

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3913	Tuition-Other Divisions	892,630	1,051,194	1,112,240	1,259,056	1,524,946	265,890
3914	Tuition-Private Schools	263,755	269,180	269,030	309,411	35,000	(274,411)
3916	Recruitment Expenses	46,758	40,008	62,999	83,000	201,457	118,457
3917	Employment Services	5,361	123,530	98,080	170,500	141,000	(29,500)
3918	Permits & Fees	9,903	23,210	22,575	11,710	19,420	7,710
3919	Tuition-Annual Year Governor's School	556,289	691,667	803,928	640,955	707,386	66,431
3920	Tuition-Regional School	(797,028)	(711,446)	(499,545)	376,245	344,371	(31,874)
3921	Tuition-PWCS	51,758	58,313	150,335	542,311	498,978	(43,333)
3932	Processing Fees	0	11,093	40,046	20,000	28,500	8,500
3950	Indirect Costs	0	44,985	72,864	253,224	165,500	(87,724)
3960	Armored Car Service	0	0	4,830	0	340,000	340,000
3961	Credit Card Program	0	0	0	0	162,634	162,634
3999	Other Contractual Services	48,924,850	50,800,333	42,029,896	54,831,797	50,538,796	(4,293,001)
Total Contractual Services		107,507,060	113,682,200	108,015,194	123,985,748	138,334,350	14,348,602

Materials & Supplies							
4001	Office Supplies	1,452,296	1,668,685	1,608,357	1,949,758	1,622,449	(327,309)
4002	Medical/Laboratory Supplies	91,325	174,676	94,976	206,149	205,418	(731)
4003	Custodial Supplies	1,997,682	2,475,542	2,484,497	1,931,857	1,935,111	3,254
4004	Repair/Maint. Supplies	3,712,003	4,023,495	3,143,511	3,893,708	4,235,586	341,878
4005	Vehicle Fuels	2,498,006	3,138,545	3,996,387	4,317,491	4,401,623	84,132
4006	Vehicle Supplies	259,615	206,589	264,925	265,000	265,000	0
4007	Wearing Apparel	259,663	439,936	344,027	408,123	644,423	236,300
4008	Reference Materials	242,425	167,659	184,591	420,575	147,898	(272,677)
4009	Extracurricular Supplies	52,929	193,082	182,502	232,831	84,159	(148,672)
4010	Instructional Supplies	11,644,821	12,323,643	11,847,365	11,322,428	12,321,927	999,499
4011	Textbooks	2,482,840	2,275,410	1,564,547	2,999,663	3,104,699	105,036
4012	Emp. Training Supplies	634,542	285,839	302,898	304,100	261,699	(42,401)
4013	Testing Material	2,019,111	2,295,921	2,454,965	1,563,858	1,612,878	49,020
4014	Food, Cafeteria	19,293,026	20,445,177	20,661,915	22,541,404	22,872,842	331,438
4015	Food Service Supplies	907,488	1,617,762	1,416,024	1,922,000	1,868,039	(53,961)
4016	Library Books	580,760	678,622	698,244	505,195	461,300	(43,895)
4017	Library Periodicals	58,994	53,446	59,667	92,080	105,390	13,310
4018	Library Supplies	103,000	88,910	85,210	79,475	80,919	1,444
4019	Food	563,966	501,537	574,718	504,543	609,836	105,293

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
4020	Printing Supplies	196,064	546,297	611,935	533,376	665,102	131,726
4021	Transportation Year- End Activity	0	7,491	3,009	0	0	0
4022	Trans. Vehicle Supplies	2,034,927	2,174,376	2,080,800	2,036,155	2,036,155	0
4023	Concession Food Purchased	0	2,675	846	0	1,000	1,000
4150	Lease Agreement	857,304	947,359	919,762	628,582	635,690	7,108
4310	Tech. Supp/Equip - Add'l	9,464,513	12,638,501	8,359,941	2,981,375	3,146,215	164,840
4350	Tech. Supp/Equip - Repl.	2,854,754	4,473,859	3,716,945	960,753	1,421,127	460,374
4410	Software Additional	3,116,903	2,248,105	3,682,669	827,600	1,122,846	295,246
4450	Software - Replacement	558,735	693,970	616,277	732,603	978,101	245,498
4500	Self Insurance Replacement	5,947	(150)	0	25,000	25,000	0
4510	Gen. Equip./ Furniture-Add'l.	3,174,709	6,562,352	3,958,359	2,506,570	2,196,544	(310,026)
4550	Gen. Equip./ Furniture-Repl.	551,306	910,150	770,337	469,328	1,245,538	776,210
4997	External Sales	0	0	0	0	0	0
4998	Sales Tax	14,106	14,225	13,695	14,900	15,400	500
4999	Other Materials & Supplies	2,641,097	1,862,104	2,029,704	7,537,292	34,550	(7,502,742)
Total Materials & Supplies		74,324,858	86,135,788	78,733,605	74,713,772	70,364,464	(4,349,308)

Capital Outlay							
5101	Equipment/ Furniture, Add'l.	941,837	1,305,897	1,343,051	643,364	154,667	(488,697)
5102	Tech. Equipment, Add'l.	76,053	9,880	11,426	10,000	20,000	10,000
5103	DP Equipment, Additional	17,072	30,158	0	10,000	20,000	10,000
5104	Software, Additional	87,897	67,921	0	219,264	85,000	(134,264)
5110	Vehicle, Additional	70,038	494,492	41,855	205,000	245,000	40,000
5111	Buses, Additional	0	776,424	1,757,102	460,890	0	(460,890)
5140	Site Acquisition	363,961	28,603,362	56,338	15,000,000	0	(15,000,000)
5141	Site Improvement	7,317	52,078	124,868	180,852	361,704	180,852
5142	Building, New	81,449,460	43,953,141	23,147,456	26,756,827	880,000	(25,876,827)
5143	Building, Additions	12,974,560	24,220,932	28,857,784	0	8,500,000	8,500,000
5144	Building, Alteration	23,665,233	38,239,801	23,702,470	35,626,353	51,046,469	15,420,116
5145	Asbestos Removal	170,777	646,132	986,783	0	0	0
5146	Trailers/Modulars New	768,287	543,743	370,480	500,000	500,000	0
5150	Lease Purchase Agreement	174,867	181,354	183,109	232,000	197,000	(35,000)
5501	Equipment/ Furniture, Repl.	559,147	693,766	379,145	577,000	616,466	39,466

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
5502	Tech. Equipment, Repl.	279,502	1,625,527	3,543,525	30,000	8,400	(21,600)
5503	DP Equipment, Repl.	12,130	12,001	0	7,417,000	9,436,000	2,019,000
5504	Software, Replacement	295,000	0	0	0	0	0
5510	Vehicle, Replacement	787,201	537,372	846,881	403,216	895,890	492,674
5511	Buses, Replacement	10,964,650	10,911,010	10,847,900	11,099,000	6,113,340	(4,985,660)
6101	Bond Principal	52,177,657	55,699,806	65,555,000	69,287,000	68,000,000	(1,287,000)
6103	Literary Loan Principal	250,000	0	0	0	0	0
6201	Bond Interest	30,171,584	33,141,903	35,491,075	36,374,290	37,447,888	1,073,598
6203	Literary Loan Interest	80,000	0	0	0	0	0
6300	Other Debt Service Costs	1,085,722	514,290	322,903	612,000	312,000	(300,000)
6301	Bond Issuance Costs	758,697	357,616	213,273	600,000	400,000	(200,000)
6400	Arbitrage	(50,912)	(124,938)	0	0	0	0
6800	Breakage	686	2,128	687	0	0	0
6805	Initial System Setup	0	(1,676)	0	0	0	0
6810	Obsolete/Excess	(8,558)	28,539	15,782	0	0	0
6815	Price Change	1,642	756	(1,165)	0	0	0
6820	Shrinkage/Overage	11,274	14,110	9,390	0	0	0
6825	Unit of Issue Change	1,020	(12)	20	0	0	0
6835	Physical Inventory	(780)	(4,925)	780	0	0	0
6840	Issue Back Order	831	1,117	2,109	0	0	0
6842	Merchandise for Resale	0	0	517	0	3,000	3,000
6845	Add to Stock	(15,397)	(20,837)	(13,420)	0	0	0
COGS	Cost of Goods Sold	4,873,761	4,964,743	4,795,153	0	5,000,000	5,000,000
6900	Reimbursement Account	(844,840)	(1,198,691)	(97,259)	0	0	0
Total Capital Outlay		222,157,375	246,278,920	202,495,017	206,244,056	190,242,824	(16,001,232)

Reserves							
8001	Salary Reserve	0	0	0	8,099,584	20,701,453	12,601,869
8002	General Reserve	0	740	0	7,255,244	8,445,560	1,190,316
8003	Gen. Insurance Reserve	950,000	1,078,481	1,110,963	1,566,538	1,564,868	(1,670)
8004	Emergency Reserve	139,183	158,006	162,764	238,581	238,336	(245)
8005	School Reserve Funds	0	0	0	156,000	156,000	0
8009	Holdback Allocation Reserve	0	0	0	11,241,827	12,796,861	1,555,034
8010	Revenue Rescission	0	0	0	2,500,000	2,500,000	0
8011	School Parking Fees	0	0	0	150,000	150,000	0
8013	Grant Funding	0	0	0	249,461	564,515	315,054
8017	Capital Improvements Res.	15,632,000	15,836,000	0	18,679,000	23,644,000	4,965,000

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2016 – FY 2020 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED BUDGET	FY 2020 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
8018	Capital Maint. Contingency	0	0	0	830,470	830,470	0
8021	Alternative Ed. Grant	0	0	0	0	0	0
8023	Reading Intervention Grant	0	0	0	2,054,091	1,862,375	(191,716)
8024	SOL Remediation	0	0	0	110,997	110,846	(151)
8032	State Mentor Program	0	0	0	71,975	69,129	(2,846)
8034	McKinney Vento	0	0	0	25,000	25,000	0
8035	Class Size Reduction	0	0	0	311,440	311,440	0
8084	21st Century Grant	0	0	0	540,000	692,549	152,549
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	0	0	0
8147	Project Graduation	0	0	0	37,500	37,500	0
8606	Transfers Out	14,596,489	16,265,946	0	1,800,000	4,012,000	2,212,000
8607	School Transfer	0	0	0	1,227,182	769,589	(457,593)
8803	Transfer to Adult Education	0	0	121,537	0	0	0
8804	Transfer to Debt Service Fund	0	0	1,630,521	2,200,000	0	(2,200,000)
8807	Transfer to Construction Fund	0	0	17,718,640	500,000	0	(500,000)
8818	Transfer to Facilities Use Fund	0	0	6,936	0	0	0
8820	Transfer to Imaging Center Fund	0	0	102,116	0	0	0
8823	Transfer to Health Insurance Fund	0	0	1,000,000	0	0	0
8828	Transfer to Aquatics Center Fund	0	0	400,000	0	0	0
8999	Refunds	(19,601)	34,310	(5,168)	0	0	0
Total Reserves		31,298,072	33,373,483	22,248,309	60,629,890	80,267,491	19,637,601
All Funds Totals		\$1,340,636,557	\$1,428,982,004	\$1,402,871,210	\$1,509,216,252	\$1,552,069,250	\$42,852,998

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 65,964,957	82,693,576	94,726,724	109,706,297	132,945,969	108,847,782	110,559,782	112,271,782
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	1,507,018	2,500,300	2,562,579	0	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,673,217	4,177,623	5,319,228	4,834,328	4,737,617	5,450,000	5,450,000	5,450,000
Intergovernmental:								
Federal	36,128,406	39,360,197	41,289,977	38,415,125	37,722,864	36,990,000	36,990,000	36,990,000
State	465,672,494	490,393,363	506,397,352	540,988,591	557,233,652	600,023,558	601,870,915	621,938,225
County:								
County general fund transfer	434,076,178	450,416,131	457,889,136	483,397,480	507,325,358	521,799,442	540,470,085	558,517,695
Cable franchise fees	792,636	847,290	758,999	847,290	803,774	800,000	808,000	816,080
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	2,716,758	4,728,059	3,412,216	3,486,941	2,500,000	3,500,000	3,500,000	3,500,000
Total Funding Sources	1,011,531,664	1,075,116,539	1,112,356,211	1,181,676,052	1,243,269,234	1,277,410,782	1,299,648,782	1,339,483,782
EXPENDITURES:	901,695,867	953,311,035	989,857,099	1,021,293,091	1,100,253,797	1,140,476,000	1,160,179,000	1,196,552,000
Excess of revenues over (under) expenditures	109,835,797	121,805,504	122,499,112	160,382,961	143,015,437	136,934,782	139,469,782	142,931,782
OTHER FINANCING SOURCES (USES):								
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	1,029,635	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	(6,000,000)	0	0	0	0	0	0
Construction fund	(23,213,077)	(17,601,357)	(11,388,640)	(25,236,992)	(31,967,655)	(24,175,000)	(24,998,000)	(26,748,000)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(11,295)	(818)	(4,175)	0	0	0	0	0
Health insurance fund	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	(6,240)	0	0	0	0	0	0
Total other financing sources (uses), net	(27,142,221)	(27,078,780)	(12,792,815)	(27,436,992)	(34,167,655)	(26,375,000)	(27,198,000)	(28,948,000)
FUND BALANCES, end of year	\$ 82,693,576	94,726,724	109,706,297	132,945,969	108,847,782	110,559,782	112,271,782	113,983,782

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 6,030,155	4,451,971	3,784,765	2,684,504	5,597,039	5,597,039	5,597,039	5,597,039
FUNDING SOURCES								
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	72,718,852	78,940,659	96,881,480	103,436,563	102,308,751	113,617,558	119,323,915	123,970,225
Cable franchise fees	0	0	0	0	0	0	0	0
Debt interest refunds	1,790,355	1,843,534	1,969,989	2,103,105	2,139,137	1,211,442	1,150,085	1,086,775
Proffers	0	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	80,539,362	85,236,164	102,636,234	108,224,172	110,044,927	120,426,039	126,071,039	130,654,039
EXPENDITURES:	84,523,659	89,713,615	101,582,251	105,491,378	106,159,888	116,541,000	122,186,000	126,769,000
Excess of revenues over (under) expenditures	(3,984,297)	(4,477,451)	1,053,983	2,732,794	3,885,039	3,885,039	3,885,039	3,885,039
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	8,436,268	8,262,216	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
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	8,436,268	8,262,216	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
FUND BALANCES, end of year	\$ 4,451,971	3,784,765	2,684,504	5,597,039	5,597,039	5,597,039	5,597,039	5,597,039

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 71,995,112	87,145,547	98,511,489	112,390,801	138,543,008	114,444,821	116,156,821	117,868,821
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	1,507,018	2,500,300	2,562,579	0	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,673,217	4,177,623	5,319,228	4,834,328	4,737,617	5,450,000	5,450,000	5,450,000
Intergovernmental:								
Federal	36,128,406	39,360,197	41,289,977	38,415,125	37,722,864	36,990,000	36,990,000	36,990,000
State	465,672,494	490,393,363	506,397,352	540,988,591	557,233,652	600,023,558	601,870,915	621,938,225
County:								
County general fund transfer	506,795,030	529,356,790	554,770,616	586,834,043	609,634,109	635,417,000	659,794,000	682,487,920
Cable franchise fees	792,636	847,290	758,999	847,290	803,774	800,000	808,000	816,080
Debt interest refunds	1,790,355	1,843,534	1,969,989	2,103,105	2,139,137	1,211,442	1,150,085	1,086,775
Proffers	0	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	2,716,758	4,728,059	3,412,216	3,486,941	2,500,000	3,500,000	3,500,000	3,500,000
Total Funding Sources	1,092,071,026	1,160,352,703	1,214,992,445	1,289,900,224	1,353,314,161	1,397,836,821	1,425,719,821	1,470,137,821
EXPENDITURES:	986,219,526	1,043,024,650	1,091,439,350	1,126,784,469	1,206,413,685	1,257,017,000	1,282,365,000	1,323,321,000
Excess of revenues over (under) expenditures	105,851,500	117,328,053	123,553,095	163,115,755	146,900,476	140,819,821	143,354,821	146,816,821
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	8,436,268	8,262,216	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
General fund	0	0	0	0	0	0	0	0
Food & nutrition services fund	0	1,029,635	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	(6,000,000)	0	0	0	0	0	0
Construction fund	(23,213,077)	(17,601,357)	(11,388,640)	(25,236,992)	(31,967,655)	(24,175,000)	(24,998,000)	(26,748,000)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(11,295)	(818)	(4,175)	0	0	0	0	0
Health insurance fund	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	(6,240)	0	0	0	0	0	0
Total other financing sources (uses), net	(18,705,953)	(18,816,564)	(11,162,294)	(24,572,747)	(32,455,655)	(24,663,000)	(25,486,000)	(27,236,000)
FUND BALANCES, end of year	<u>\$ 87,145,547</u>	<u>98,511,489</u>	<u>112,390,801</u>	<u>138,543,008</u>	<u>114,444,821</u>	<u>116,156,821</u>	<u>117,868,821</u>	<u>119,580,821</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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 65,950,670	193,571,720	163,496,991	213,809,599	105,282,275	175,986,607	186,191,129	194,335,387
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	1,657,794	1,375,883	1,697,910	5,651,255	854,922	863,471	872,106	880,827
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	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	6,000,000	6,000,000	6,000,000	6,000,000
Proceeds from bond sale	243,690,449	106,899,384	133,466,288	0	124,510,000	118,467,800	100,130,000	151,832,000
Miscellaneous	40,625	1,191,922	1,411,667	417,990	411,078	300,000	300,000	300,000
Total Funding Sources	311,339,538	303,038,909	300,072,856	219,878,844	237,058,275	301,617,878	293,493,235	353,348,214
EXPENDITURES:	133,194,627	146,372,002	96,351,376	137,469,316	91,327,323	138,498,749	123,143,848	207,948,178
Excess of revenues over (under) expenditures	178,144,911	156,666,907	203,721,480	82,409,528	145,730,952	163,119,129	170,349,387	145,400,036
OTHER FINANCING SOURCES (USES):								
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	17,213,077	17,601,357	11,388,640	25,236,992	31,967,655	24,175,000	24,998,000	26,748,000
Food & nutrition services fund	650,000	700,000	330,000	500,000	0	609,000	700,000	600,000
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	(2,436,268)	(2,262,216)	(1,630,521)	(2,864,245)	(1,712,000)	(1,712,000)	(1,712,000)	(1,712,000)
Construction fund	0	0	0	0	0	0	0	0
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	0	(9,209,057)	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	15,426,809	6,830,084	10,088,119	22,872,747	30,255,655	23,072,000	23,986,000	25,636,000
FUND BALANCES, end of year	\$ 193,571,720	163,496,991	213,809,599	105,282,275	175,986,607	186,191,129	194,335,387	171,036,036

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 46,355,465	50,527,568	68,450,047	74,789,142	93,504,363	91,995,465	90,686,636	88,818,135
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	1,565,724	(103,710)	210,173	4,183,374	400,000	404,000	408,040	412,120
Use of money - property	1,191,536	1,254,764	1,122,710	1,105,680	1,200,000	1,206,000	1,212,030	1,218,090
Charges for services	161,746,624	174,225,214	167,570,740	164,408,627	187,788,368	169,738,543	173,228,779	175,717,033
Intergovernmental:								
Federal	25,418,175	26,974,844	28,416,537	29,093,661	29,297,000	30,468,880	31,687,635	32,955,140
State	1,113,985	1,267,161	1,450,305	1,441,389	1,254,321	1,467,645	1,482,062	1,496,622
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	905,934	1,018,105	782,359	1,035,905	800,000	814,772	1,084,715	840,000
Total Funding Sources	238,297,443	255,163,946	268,002,871	276,057,778	314,244,052	296,095,305	299,789,897	301,457,140
EXPENDITURES:	191,049,019	198,700,379	194,287,904	184,253,415	224,448,587	206,999,669	212,471,763	217,007,821
Excess of revenues over (under) expenditures	47,248,424	56,463,567	73,714,967	91,804,363	89,795,465	89,095,636	87,318,135	84,449,319
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	0	9,209,057	0	0	0	0	0	0
General fund	3,929,144	4,507,058	1,404,175	2,200,000	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	(650,000)	(700,000)	(330,000)	(500,000)	0	(609,000)	(700,000)	(600,000)
General fund	0	(1,029,635)	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	3,279,144	11,986,480	1,074,175	1,700,000	2,200,000	1,591,000	1,500,000	1,600,000
FUND BALANCES, end of year	<u>\$ 50,527,568</u>	<u>68,450,047</u>	<u>74,789,142</u>	<u>93,504,363</u>	<u>91,995,465</u>	<u>90,686,636</u>	<u>88,818,135</u>	<u>86,049,319</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 ALL FUNDS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ESTIMATED ACTUAL	FY 2020 APPROVED	FY 2021 PROJECTED	FY 2022 PROJECTED	FY 2023 PROJECTED
Beginning Balance	\$ 184,301,247	331,244,835	330,458,527	400,989,542	337,329,646	382,426,893	393,034,587	401,022,343
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	4,730,536	3,772,473	4,470,662	9,834,629	1,254,922	1,267,471	1,280,146	1,292,947
Use of money - property	1,191,536	1,254,764	1,122,710	1,105,680	1,200,000	1,206,000	1,212,030	1,218,090
Charges for services	166,419,841	178,402,837	172,889,968	169,242,955	192,525,985	175,188,543	178,678,779	181,167,033
Intergovernmental:								
Federal	61,546,581	66,335,041	69,706,514	67,508,786	67,019,864	67,458,880	68,677,635	69,945,140
State	466,786,479	491,660,524	507,847,657	542,429,980	558,487,973	601,491,203	603,352,977	623,434,847
County:								
County general fund transfer	506,795,030	529,356,790	554,770,616	586,834,043	609,634,109	635,417,000	659,794,000	682,487,920
Cable franchise fees	792,636	847,290	758,999	847,290	803,774	800,000	808,000	816,080
Debt interest refunds	1,790,355	1,843,534	1,969,989	2,103,105	2,139,137	1,211,442	1,150,085	1,086,775
Proffers	0	0	0	0	6,000,000	6,000,000	6,000,000	6,000,000
Proceeds from bond sale	243,690,449	106,899,384	133,466,288	0	124,510,000	118,467,800	100,130,000	151,832,000
Miscellaneous	3,663,317	6,938,086	5,606,242	4,940,836	3,711,078	4,614,772	4,884,715	4,640,000
Total Funding Sources	1,641,708,007	1,718,555,558	1,783,068,172	1,785,836,846	1,904,616,488	1,995,550,004	2,019,002,953	2,124,943,175
EXPENDITURES:	1,310,463,172	1,388,097,031	1,382,078,630	1,448,507,200	1,522,189,595	1,602,515,418	1,617,980,611	1,748,276,999
Excess of revenues over (under) expenditures	331,244,835	330,458,527	400,989,542	337,329,646	382,426,893	393,034,587	401,022,343	376,666,176
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	8,436,268	17,471,273	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
General fund	21,142,221	22,108,415	12,792,815	27,436,992	34,167,655	26,375,000	27,198,000	28,948,000
Food & nutrition services fund	650,000	1,729,635	330,000	500,000	0	609,000	700,000	600,000
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	(2,436,268)	(8,262,216)	(1,630,521)	(2,864,245)	(1,712,000)	(1,712,000)	(1,712,000)	(1,712,000)
Construction fund	(23,863,077)	(18,301,357)	(11,718,640)	(25,736,992)	(31,967,655)	(24,784,000)	(25,698,000)	(27,348,000)
General fund	0	(1,029,635)	0	0	0	0	0	0
Aquatics center fund	0	(9,709,057)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(11,295)	(818)	(4,175)	0	0	0	0	0
Health insurance fund	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	(6,240)	0	0	0	0	0	0
Total other financing sources (uses), net	0	0	0	0	0	0	0	0
FUND BALANCES, end of year	<u>\$ 331,244,835</u>	<u>330,458,527</u>	<u>400,989,542</u>	<u>337,329,646</u>	<u>382,426,893</u>	<u>393,034,587</u>	<u>401,022,343</u>	<u>376,666,176</u>

Fund Balances, Governmental Funds (Presented in Accordance with GASB 54) Last Eight Fiscal Years⁽¹⁾

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

		Fiscal Year							
		2011	2012	2013	2014	2015	2016	2017	2018
General Fund									
Nonspendable	\$	930	997	1,079	1,091	1,159	1,247	1,158	1,639
Restricted		482	5,524	5,008	5,253	4,630	5,042	2,282	6,563
Assigned		79,933	71,315	60,554	49,227	43,727	64,684	70,183	88,930
Unassigned		1,030	3,042	15,404	9,766	22,479	16,172	24,888	15,259
Total General Fund		82,375	80,878	82,045	65,337	71,995	87,145	98,511	112,391
All Other Governmental Funds:									
Construction Fund									
Restricted		12,544	7,604	19,418	22,123	37,781	165,354	143,327	193,540
Committed		3,078	0	0	0	0	0	0	0
Assigned		32,382	21,158	30,704	52,603	28,170	28,218	20,170	20,270
Food & Nutrition Services Fund(2)									
Nonspendable		0	0	0	0	1,495	1,246	1,455	1,696
Restricted		0	0	0	0	23,922	26,628	27,609	30,208
Other Nonmajor Special Revenue Fund									
Nonspendable		971	1,149	1,534	1,642	0	0	0	0
Restricted		15,454	17,349	18,165	21,894	0	0	0	0
Committed		2,750	2,787	2,848	2,992	3,109	3,262	3,366	3,420
Total all other governmental funds	\$	67,179	50,047	72,669	101,254	94,477	224,708	195,927	249,134

⁽¹⁾ 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.

⁽²⁾ 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
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Grant Expenditure Budgets
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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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 .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 3,483 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 65,964,957	82,693,576	94,726,724	109,706,297	132,945,969	108,847,782	110,559,782	112,271,782
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	1,507,018	2,500,300	2,562,579	0	0	0	0	0
Charges for services	4,673,217	4,177,623	5,319,228	4,834,328	4,737,617	5,450,000	5,450,000	5,450,000
Intergovernmental:								
Federal	36,128,406	39,360,197	41,289,977	38,415,125	37,722,864	36,990,000	36,990,000	36,990,000
State	465,672,494	490,393,363	506,397,352	540,988,591	557,233,652	600,023,558	601,870,915	621,938,225
County:								
County general fund transfers	434,076,178	450,416,131	457,889,136	483,397,480	507,325,358	521,799,442	540,470,085	558,517,695
Cable franchise fees	792,636	847,290	758,999	847,290	803,774	800,000	808,000	816,080
Miscellaneous	2,716,758	4,728,059	3,412,216	3,486,941	2,500,000	3,500,000	3,500,000	3,500,000
Total funding sources	<u>1,011,531,664</u>	<u>1,075,116,539</u>	<u>1,112,356,211</u>	<u>1,181,676,052</u>	<u>1,243,269,234</u>	<u>1,277,410,782</u>	<u>1,299,648,782</u>	<u>1,339,483,782</u>
EXPENDITURES:	<u>901,695,867</u>	<u>953,311,035</u>	<u>989,857,099</u>	<u>1,021,293,091</u>	<u>1,100,253,797</u>	<u>1,140,476,000</u>	<u>1,160,179,000</u>	<u>1,196,552,000</u>
Excess of revenues over (under) expenditures	<u>109,835,797</u>	<u>121,805,504</u>	<u>122,499,112</u>	<u>160,382,961</u>	<u>143,015,437</u>	<u>136,934,782</u>	<u>139,469,782</u>	<u>142,931,782</u>
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Food & nutrition services fund	0	1,029,635	0	0	0	0	0	0
TRANSFERS OUT:								
Construction fund	(23,213,077)	(17,601,357)	(11,388,640)	(25,236,992)	(31,967,655)	(24,175,000)	(24,998,000)	(26,748,000)
Debt service fund	0	(6,000,000)	0	0	0	0	0	0
Health insurance fund	(3,917,849)	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	0	(6,240)	0	0	0	0	0	0
Aquatics center fund	0	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(11,295)	(818)	(4,175)	0	0	0	0	0
Total other financing sources (uses), net	<u>(27,142,221)</u>	<u>(27,078,780)</u>	<u>(12,792,815)</u>	<u>(27,436,992)</u>	<u>(34,167,655)</u>	<u>(26,375,000)</u>	<u>(27,198,000)</u>	<u>(28,948,000)</u>
*FUND BALANCES, end of year	<u>\$ 82,693,576</u>	<u>94,726,724</u>	<u>109,706,297</u>	<u>132,945,969</u>	<u>108,847,782</u>	<u>110,559,782</u>	<u>112,271,782</u>	<u>113,983,782</u>
*GASB 54 Fund Balance								
Nonspendable:	1,247,423	1,158,169	1,638,848	1,872,314	1,532,933	1,557,043	1,581,154	1,605,264
Restricted:	5,041,943	2,282,128	6,562,869	6,420,638	5,256,814	5,339,495	5,422,176	5,504,857
Assigned:	64,684,154	70,183,204	88,930,069	103,420,281	84,674,009	86,005,795	87,337,580	88,669,366
Unassigned:	11,720,056	21,103,223	12,574,511	21,232,736	17,384,026	17,657,449	17,930,872	18,204,295
	<u>\$ 82,693,576</u>	<u>94,726,724</u>	<u>109,706,297</u>	<u>132,945,969</u>	<u>108,847,782</u>	<u>110,559,782</u>	<u>112,271,782</u>	<u>113,983,782</u>

Financial Section

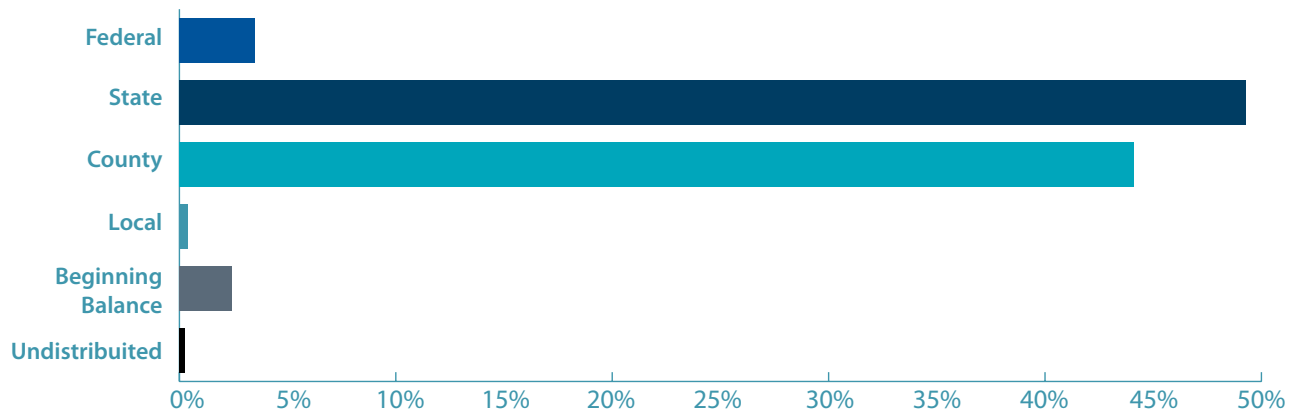
Summary of Operating Fund Revenues

(For Budgetary Purposes Only)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	Increase (Decrease)
Operating Fund						
Federal	\$36,128,406	\$39,360,218	\$41,289,977	\$38,121,179	\$37,722,864	(\$398,315)
State	465,672,494	490,393,363	506,397,352	534,513,421	557,233,652	22,720,231
County	436,375,832	454,793,356	467,959,919	478,667,603	508,129,132	29,461,529
Local	7,389,975	8,905,660	8,205,892	4,307,395	4,737,617	430,222
Beginning Balance	0	0	0	26,476,567	24,098,187	(2,378,380)
Undistributed	0	0	0	2,687,938	2,500,000	(187,938)
Total Operating Fund	\$945,566,707	\$993,452,597	\$1,023,853,140	\$1,084,774,103	\$1,134,421,452	\$49,647,349

FY 2020 Operating Fund Revenue Sources

(Percentage Comparison)



Operating Fund Revenue Trends as Percentages of Revenue Sources

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Operating Fund					
Federal	3.82%	3.96%	4.03%	3.51%	3.33%
State	49.25%	49.36%	49.46%	49.27%	49.12%
County	46.15%	45.78%	45.71%	44.13%	44.79%
Local	0.78%	0.90%	0.80%	0.40%	0.42%
Beginning Balance	0.00%	0.00%	0.00%	2.44%	2.12%
Undistributed	0.00%	0.00%	0.00%	0.25%	0.22%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Operating Fund – Federal Revenues

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
Title I Improving Basic Programs/ Reading First	\$9,381,016	\$11,578,785	\$11,451,153	\$9,700,000	\$10,900,000	\$1,200,000
Title I, Part D	54,344	179,449	2,444	101,167	119,597	18,430
Title II, Part A Improving Teacher Quality	1,100,352	1,310,781	1,355,422	1,536,032	1,684,972	148,940
Title III, Part A English Language Acquisition	2,053,058	1,715,110	1,664,574	1,721,355	1,730,534	9,179
IDEA – Title VI-B Individuals with Disabilities Education	13,533,871	13,618,270	15,268,519	14,942,888	15,447,284	504,396
Title VIII, Impact Aid	722,719	700,141	483,516	500,000	500,000	0
IDEA - Preschool/ Child Find	262,221	349,532	261,840	331,649	346,845	15,196
Carl Perkins Vocational & Technical	749,650	894,309	875,438	830,121	967,637	137,516
Adult Education and Family Literacy	506,014	500,301	609,934	581,255	608,279	27,024
Head Start Grant	3,013,195	3,370,416	3,653,576	3,517,228	3,614,157	96,929
Junior ROTC Program	671,436	644,316	679,877	400,000	400,000	0
21st Century Grant	957,171	692,129	750,092	540,000	692,459	152,459
Virginia Preschool Initiative Plus	1,968,480	2,723,357	3,098,497	2,695,024	0	(2,695,024)
TIPA	374,802	0	0	0	0	0
Other Federal Revenue	780,077	1,083,322	1,135,095	724,460	711,100	(13,360)
Total Federal Revenue	\$36,128,406	\$39,360,218	\$41,289,977	\$38,121,179	\$37,722,864	(\$398,315)

Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
I. SOQ Programs						
Basic Aid	\$242,426,810	\$258,166,819	\$259,953,501	\$276,045,638	\$277,091,514	\$1,045,876
Sales Tax	85,219,294	87,330,097	85,089,212	92,783,007	98,071,337	5,288,330
Textbooks (SOQ and Lottery program)	5,046,510	5,833,310	5,896,848	5,504,202	5,562,920	58,718
Remedial Summer School	2,559,056	2,633,082	2,575,138	2,664,678	3,859,397	1,194,719
Vocational Education	1,993,010	1,806,637	1,826,315	1,858,604	1,878,432	19,828
Gifted Education	2,674,829	2,816,228	2,846,902	2,951,901	2,983,392	31,491
Special Education	17,674,849	18,225,774	18,370,577	21,155,292	21,380,973	225,681
Prevention, Intervention, & Remediation	6,765,744	7,545,364	7,627,549	8,254,390	8,342,447	88,057
Fringe Benefits	41,958,100	45,059,641	48,934,489	50,291,651	50,993,898	702,247
Subtotal – SOQ Accounts:	406,318,202	429,416,952	433,120,531	461,509,363	470,164,310	8,654,947

II. Incentive Programs						
Technology VPSA	3,123,314	3,135,098	1,955,602	2,494,000	2,442,000	(52,000)
Math/Reading Specialist	43,361	0	0	0	0	0
Virginia Preschool Initiative Plus (VPI+)	0	0	0	0	818,038	818,038
Other Incentive Programs	4,637,485	518,137	2,996,514	0	16,177,074	16,177,074
Subtotal Incentive Accounts:	7,804,160	3,653,235	4,952,116	2,494,000	19,437,112	16,943,112

III. Categorical Programs						
Adult Education	203,796	189,258	234,754	204,541	124,909	(79,632)
Special Education – Homebound	279,026	291,348	192,588	195,596	178,994	(16,602)
Special Education – State-Operated	1,289,010	1,321,977	1,478,148	1,421,211	1,520,947	99,736
Special Education – Jails	299,815	271,939	287,006	294,849	324,353	29,504
Subtotal – Categorical Accounts:	2,071,647	2,074,522	2,192,496	2,116,197	2,149,203	33,006

Financial Section

Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
IV. Lottery Funded Programs						
English as a Second Language	9,581,709	10,307,372	10,955,356	11,860,625	11,429,910	(430,715)
Alternative Education Grant	317,887	331,054	341,801	347,478	372,587	25,109
ISAEF-GED Funding	47,152	50,507	49,762	47,152	50,131	2,979
Special Education - Regional Tuition	22,903,561	24,090,887	24,530,776	18,090,887	12,000,190	(6,090,697)
At-Risk	4,511,706	5,401,578	5,599,284	5,687,429	6,930,589	1,243,160
Early Reading Intervention	1,633,039	1,566,331	1,873,660	2,054,091	1,862,375	(191,716)
Foster Care	218,489	233,170	281,500	309,273	149,618	(159,655)
K-3 Primary Class Size Reduction	6,963,110	7,516,628	7,428,721	8,882,614	8,746,144	(136,470)
SOL Algebra Readiness	910,557	927,926	983,743	1,007,343	1,034,324	26,981
Virginia Preschool Initiative	133,445	180,869	256,231	256,231	582,611	326,380
Career and Technical Education	513,069	554,361	588,644	364,199	784,082	419,883
Mentor Teacher Program	70,378	74,347	71,975	71,975	69,129	(2,846)
Lottery Supplemental	0	2,792,848	14,737,822	18,427,064	20,483,837	2,056,773
Subtotal - Lottery Funded Accounts:	47,804,102	54,027,878	63,699,275	67,406,361	64,495,527	(2,910,834)

V. Other State Programs						
Medicaid Reimbursement	1,105,311	596,743	1,926,822	650,000	650,000	0
Virginia Star	480,538	300,000	300,000	300,000	300,000	0
Other State School Grants	88,534	324,033	206,112	37,500	37,500	0
Subtotal – Other State Accounts:	1,674,383	1,220,776	2,432,934	987,500	987,500	0

Total State Revenue	\$465,672,494	\$490,393,363	\$506,397,352	\$534,513,421	\$557,233,652	\$22,720,231
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County General Fund and Debt Service Fund Transfer Summary

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
Operating Fund						
Fiscal Year Appropriation	\$436,375,832	\$454,793,356	\$461,959,919	\$478,667,603	\$508,129,132	\$29,461,529
County Proffers/Transfers In	0	0	6,000,000	0	0	0
Undistributed Revenue	0	0	0	2,687,938	2,500,000	(187,938)
Beginning Balance	0	0	0	26,476,567	24,098,187	(2,378,380)
Total Operating Fund	\$436,375,832	\$454,793,356	\$467,959,919	\$507,832,108	\$534,727,319	\$26,895,211

Debt Service Fund						
Fiscal Year Appropriation	\$72,718,852	\$78,940,659	\$96,881,480	\$103,436,563	\$102,308,751	\$(1,127,812)
County Proffers/Transfers In	6,000,000	6,000,000	0	0	0	0
Debt Interest Refunds (BABs/QSCBs)	1,377,317	1,388,746	1,361,172	1,310,058	1,259,145	(50,913)
Other Financing Resources	413,038	454,049	606,241	783,492	879,992	96,500
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	1,436,268	1,262,216	630,521	1,200,000	712,000	(488,000)
Interest	0	740	2,576	0	0	0
Total Debt Service	\$82,945,475	\$89,046,410	\$100,481,990	\$107,730,113	\$106,159,888	\$(1,570,225)

Combined Operating and Debt Service Funds						
Fiscal Year Appropriation	\$509,094,684	\$533,734,015	\$558,841,399	\$582,104,166	\$610,437,883	\$28,333,717
County Proffers/Transfers In	6,000,000	6,000,000	6,000,000	0	0	0
Debt Interest Refunds (BABs/QSCBs)	1,377,317	1,388,746	1,361,172	1,310,058	1,259,145	(50,913)
Other Financing Resources	413,038	454,049	606,241	783,492	879,992	96,500
Undistributed Revenue	0	0	0	2,687,938	2,500,000	(187,938)
Beginning Balance	0	0	0	26,476,567	24,098,187	(2,378,380)
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	1,436,268	1,262,216	630,521	1,200,000	712,000	(488,000)
Interest	0	740	2,576	0	0	0
Total Combined Funds	\$519,321,307	\$543,839,766	\$568,441,909	\$615,562,221	\$640,887,207	\$25,324,986

Operating Fund – Tuitions, Fees, and Other Revenues

(For Budgetary Purposes Only)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 APPROVED	FY 2020 APPROVED	INCREASE (DECREASE)
Adult Education	\$871,198	\$665,732	\$661,056	\$637,989	\$620,324	\$(17,665)
Antenna Rental	317,256	265,846	226,331	225,000	225,000	0
Driver Education Fee	224,022	204,075	294,910	240,000	240,000	0
E-Rate Discount Funds	1,181,583	2,073,818	1,036,938	760,000	1,182,387	422,387
Instrument Rental	187,053	197,700	188,012	135,000	150,000	15,000
Night School Tuition	40,325	26,660	0	32,500	65,000	32,500
Other Local Funds	556,493	604,624	824,582	345,000	345,000	0
Other Tuition	196,777	294,635	452,149	175,000	175,000	0
Park Authority Custodian	8,837	12,293	7,036	0	0	0
Professional Organization	273,953	228,454	238,866	304,406	102,406	(202,000)
PWC Education Foundation	495,342	450,666	569,686	500,000	500,000	0
Rebates/Donations	632,719	1,257,164	1,175,825	0	0	0
Sale of Equipment	625,159	632,772	798,146	135,000	135,000	0
School Funds	385,940	159,456	171,795	0	0	0
School Grants	233,269	570,593	229,512	0	0	0
School Parking Fees	330,503	331,693	397,923	300,000	300,000	0
Summer School	213,660	228,752	208,867	157,500	157,500	0
Transportation Revenue	60,216	109,862	77,706	0	0	0
Virtual High School Tuition	555,670	590,865	646,553	360,000	540,000	180,000
Total Local Revenue	\$7,389,975	\$8,905,660	\$8,205,892	\$4,307,395	\$4,737,617	\$430,222

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 2020 is \$10,900,000.

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 2020 is \$119,597.

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 2020 is \$1,684,972.

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 2020 is \$1,730,534.

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 2020 is \$15,447,284.

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 2020 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 2020 is \$346,845.

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 2020 is \$967,637.

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 2020 is \$608,279.

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 2020 is \$3,614,157.

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 2020 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 2020 is \$692,459.

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 2020 is \$0.

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 2020 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 2020 is \$327,100.

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 2020 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 2020 is \$119,000.

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 federal revenue estimate for FY 2020 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 2020 is \$277,091,514.

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		88,866
2	Basic Aid Per Pupil Amount	x	\$6,119
3	Required Expenditure		\$543,771,054
4	Less Sales Tax Returned	-	\$98,071,337
5	Balance for Local & State		\$445,699,717
6	Composite Index	x	0.3783
7	Required Local Expenditure		\$168,608,203
8	State Share (line 5-line 7)		\$277,091,514

The FY 2020 Basic Aid per Pupil amount of \$6,119 (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
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
2019	\$6,105	0.3783

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 2020 Department of Taxation's estimate of the one and one-eighth percent sales tax allocated to PWCS is \$98,071,337.

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 2020 is \$50,993,898.

*For more information on state revenue estimates, please refer to the Virginia Department of Education website. (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 2020 is \$21,380,973.

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 2020 is \$8,342,447.

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 2020 is \$5,562,920.

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 2020 is \$3,859,397.

Gifted Education SOQ Per Pupil Allocation

The state budget established a Standards of Quality (SOQ) per pupil amount of \$54 for Gifted Education. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2020 is \$2,983,392.

Vocational Education SOQ Per Pupil Allocation

Vocational Education SOQ funds are based on a \$34 per pupil amount. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2020 is \$1,878,432.

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 2020 is \$2,442,000.

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 2020 revenue estimate is \$0.

**For more information on state revenue estimates, please refer to the Virginia Department of Education website. (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 2020 revenue estimate is \$16,177,074.

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 2020 is \$1,520,947. The state also provides funding for instruction of special education adults in jail. The FY 2020 revenue estimate is \$324,353.

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 2020 is \$178,994.

Adult Education

The state provides funds to support the adult education programs of local school divisions. The revenue estimate for FY 2020 is \$124,909.

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 2020 is \$12,000,190.

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 2020 estimate is \$11,429,910.

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 2020 is \$8,746,144.

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 2020 is \$784,082.

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 2020 is \$149,618.

Alternative Education Grant

The General Assembly provides funding to establish and maintain regional alternative education programs with the purpose of educating students who no longer have access to traditional school programs or students returning from juvenile correctional centers. Each program is designed to ensure that students make the transition back into the “mainstream” within their local school division. Services offered to students include, but are not limited to education, counseling, social skills training, conflict resolution, mediation, and drug prevention. This funding supports the alternative education program at Independence Nontraditional School which serves Prince William County

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

Schools, Manassas City Public Schools, and Manassas Park City Public Schools. The FY 2020 revenue estimate is \$372,587.

Continued State Initiatives

The General Assembly legislation provides lottery funds to support additional programs. The revenue estimates for FY 2020 include: a supplemental lottery per pupil allocation of \$20,483,837, \$6,930,589 for at-risk student programs, \$1,862,375 for the Early Reading Intervention Program, \$1,034,324 for SOL Algebra Readiness, \$582,611 for Virginia Preschool Initiative, \$69,129 for the Mentor Teacher Program, and \$50,131 in support for the General Education Degree (GED) Program.

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 state revenue estimate FY 2020 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 2020 is \$300,000.

Virginia Preschool Initiative Plus

Virginia Preschool Initiative Plus provides funding to sustain approximately 1,530 student slots of high quality preschool for at-risk four-year old children within the 13 divisions that participated in the federally-funded Preschool Development Grant program (VPI+). These school divisions shall be responsible for ensuring that all such slots meet expectations set forth in the Department of Education's November 2018 Plan to "Ensure High-Quality Instruction in All Virginia Preschool Initiative Classrooms". The revenue estimate for FY 2020 is \$818,038.

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 2020 is \$37,500.

**For more information on state revenue estimates, please refer to the Virginia Department of Education website. (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 \$611,697,028. The General Fund Transfer includes \$508,129,132 for the Operating Fund and \$103,567,896 which includes debt interest refunds of \$1,259,145 for the Debt Service Fund.

included in the FY 2020 Operating Fund budget. These are effectively for one-time funds and will have to be replaced in the FY 2021 budget.

Undistributed Revenue

The Operating Fund revenue budget includes \$2,500,000 in undistributed revenue. This provides a means of incorporating small grants and minor revenue adjustments without changing the total budgeted amount.

Beginning Balance

The School Division can budget funds not obligated in the prior fiscal year for the following fiscal year. Estimated prior year unobligated budget totaling \$24,098,187 is

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

Local Revenues

Adult Education

The Adult Education program collects fees and tuition in support of its various programs. The total of these funds is \$620,324 for FY 2020. Included in this amount is the Practical Nursing tuition estimate of \$220,300. 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 2020 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 2020 is \$65,000.

Driver Education Fee

County students who enroll in a driver education course are assessed a fee. The revenue estimate for FY 2020 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 2020 is \$150,000.

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 2020 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 2020 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 2020 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 2020 is \$540,000.

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 2020 is \$1,182,387.

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 2020 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 2020 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 2020 is \$102,406.

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, 2019 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 2020 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 2020 for VRS is \$105.1 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; | 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; |
| 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; | IV. Assigned fund balance- Amount that constrained by the government's intent to be used 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 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, strategic goals, 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 under Departments, Accountability, and School Data Profiles.



Operating Budget by Functional Units

	FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		Increase (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$654,409	\$697,550	\$711,266	\$653,533	11.00	\$1,087,270	13.00	\$ 433,737	2.00
Division Counsel	361,788	506,148	449,086	837,371	4.00	932,513	4.00	95,142	0.00
School Administration	62,176,400	65,904,645	70,158,993	71,721,969	788.72	76,546,150	809.27	4,824,180	20.55
Regular Education	393,052,474	415,018,157	428,251,609	452,918,087	4,824.61	453,474,550	4,862.37	556,464	37.76
Reading	8,346,626	8,981,047	9,070,906	8,357,787	91.60	8,057,378	88.80	(300,409)	(2.80)
English - Second Language	35,695,913	37,046,017	39,038,253	43,620,603	474.42	43,403,377	472.88	(217,226)	(1.54)
Special Education	107,704,617	112,883,207	121,835,276	129,793,047	1,607.88	134,684,301	1,675.95	4,891,254	68.07
Vocational Education	19,041,934	20,791,047	21,927,142	22,637,065	227.70	23,506,369	230.10	869,303	2.40
Gifted Education	9,747,599	10,782,337	11,183,768	14,131,422	108.00	14,390,559	112.90	259,137	4.90
Alternative Education	7,180,401	7,554,566	7,404,925	4,375,614	40.85	5,122,473	46.68	746,859	5.83
Pupil Services/ Guidance/Counseling	35,366,233	37,745,639	40,322,633	45,014,805	469.90	50,366,608	531.92	5,351,803	62.02
Summer School	3,068,098	2,767,303	3,062,353	2,865,238	1.00	4,059,957	1.00	1,194,719	0.00
Pupil Activities/ Athletics	5,315,977	5,486,080	5,335,473	5,698,769	2.00	5,795,467	2.00	96,699	0.00
Instructional Services	11,230,732	12,884,760	13,452,363	9,185,546	52.00	10,812,053	58.00	1,626,507	6.00
Education Technology	8,878,551	9,163,502	9,681,620	9,134,868	91.00	9,595,426	97.50	460,558	6.50
Central Administration	6,371,610	8,036,550	6,898,803	6,820,278	35.50	7,573,699	38.50	753,390	3.00
Business and IT Services	40,364,782	43,492,893	43,118,214	41,078,691	278.50	45,435,212	286.50	4,356,521	8.00
Transportation	59,297,908	62,748,932	65,507,883	63,959,341	982.90	61,385,204	981.71	(2,574,137)	(1.19)
Facilities Maintenance/ Operations	72,652,539	76,078,101	77,417,543	79,400,372	731.20	83,419,276	750.50	4,018,904	19.30
Community Services	899,265	886,709	925,102	999,008	7.00	1,022,628	7.00	23,620	0.00
Adult Education	1,601,109	1,546,812	1,748,352	1,611,237	9.00	1,696,932	9.00	85,695	0.00
Capital Outlay/ Construction	15,919,629	16,376,418	17,894,619	26,096,000	0.00	33,080,000	0.00	6,984,000	0.00
Transfers	0	0	1,630,589	0	0.00	0	0.00	0	0.00
Reserves	23,909,495	24,041,034	11,846,794	43,863,452	0.00	58,974,080	0.00	15,110,628	0.00
OPERATING FUND TOTALS	\$928,838,089	\$981,419,451	\$1,008,873,566	\$1,084,774,103	10,838.78	\$1,134,421,452	11,079.58	\$49,647,349	240.80

Operating Budget by Department Total

Department		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		Increase (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board										
010	School Board	\$1,016,197	\$1,203,698	\$1,160,352	\$653,533	11.00	\$1,087,270	13.00	\$433,737	2.00
Division Counsel										
011	Division Counsel	0	0	0	837,371	4.00	932,513	4.00	95,142	0.00
Executive										
020	Superintendent's Staff	4,211,807	4,440,071	4,576,777	4,787,863	24.00	5,501,381	27.00	713,518	3.00
Accountability										
034	Accountability	3,330,790	3,504,383	3,817,104	3,634,041	23.00	4,170,440	24.00	536,399	1.00
Communications & Technology										
025	Communications Services	3,423,141	4,831,081	3,863,476	3,753,751	23.50	3,838,464	23.50	84,713	0.00
033	Information Technology Services	21,842,263	24,197,513	24,553,160	20,235,956	125.00	22,673,339	126.00	2,437,383	1.00
045	Imaging Center	37,497	49,573	610,283	0	0.00	0	0.00	0	0.00
189	Virtual High School	0	0	0	0	0	697,091	1.00	697,091	1.00
Communications & Technology Totals		25,302,900	29,078,166	29,026,919	23,989,707	148.50	27,208,894	150.50	3,219,187	2.00
Human Resources										
031	Human Resources	3,773,825	4,206,585	3,973,558	4,732,157	35.00	5,547,000	41.00	814,843	6.00
Finance & Risk Management										
032	Office of Financial Services	3,986,521	4,538,143	4,487,301	4,491,596	44.50	5,163,145	47.50	671,549	3.00
036	Risk Management & Security	2,237,722	2,327,433	2,411,783	2,880,633	33.00	3,032,895	34.00	152,262	1.00
042	Supply Services	2,597,031	2,704,776	2,711,951	2,414,582	36.00	2,450,166	36.00	35,584	0.00
Finance & Risk Management Totals		8,821,273	9,570,351	9,611,035	9,786,811	113.50	10,646,206	117.50	859,395	4.00
Support Services										
043	Office of Transportation Services	47,546,057	51,300,550	53,813,102	52,457,125	982.90	54,375,974	981.71	1,918,849	(1.19)
046	Facilities Management Services	24,446,311	25,669,323	25,412,812	28,552,382	250.00	31,812,076	255.00	3,259,694	5.00
048	Energy Conservation Services	2,234,671	2,440,602	2,108,371	717,656	3.00	748,139	3.00	30,483	0.00
Support Services Totals		74,227,039	79,410,474	81,334,285	81,727,163	1,235.90	86,936,189	1,239.71	5,209,026	3.81

Financial Section

Operating Budget by Department Total

Department		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Student & Professional Learning										
130	Professional Development	1,433,367	2,080,168	2,158,300	2,009,656	13.00	2,925,875	16.80	916,219	3.80
160	Student Learning	6,359,856	6,776,890	7,820,941	6,922,749	47.60	8,258,657	49.60	1,335,908	2.00
753	SOL Remediation	86,615	112,810	83,927	0	0.00	0	0.00	0	0.00
165	English Learner Programs & Services	1,764,522	1,723,235	1,745,503	2,224,663	20.80	2,333,256	21.60	108,593	0.80
166	Drivers Education Road Instruction	362,854	419,580	400,353	315,000	0.00	375,000	0.00	60,000	0.00
Student & Professional Learning Totals		10,007,215	11,112,683	12,209,025	11,472,068	81.40	13,892,788	88.00	2,420,720	6.60

Special Education & Student Services										
140	Special Education Admin.	2,517,668	2,812,222	3,294,183	3,306,330	31.40	4,022,704	33.40	716,374	2.00
141	Regional School	2,921,779	2,647,571	3,040,095	3,674,827	34.55	3,793,840	34.55	119,013	0.00
148	Molinari Juvenile Shelter	182,257	190,345	192,189	164,411	2.10	163,823	2.10	(588)	0.00
149	Detention Home (JDC moved to dept 185 in FY 2017)	1,591,303	271,948	287,006	294,849	2.10	324,353	2.10	29,504	0.00
150	Student Services	2,484,331	2,375,066	2,486,351	2,342,522	19.60	2,542,118	20.80	199,596	1.20
161	Alternative Education	694,340	775,754	840,768	439,652	0.00	112,152	0.00	(327,500)	0.00
162	Summer School	2,200,140	1,973,714	1,981,080	2,865,238	1.00	4,059,957	1.00	1,194,719	0.00
170	Adult Education	1,601,109	1,546,812	1,255,865	1,218,384	5.00	1,271,258	5.00	52,874	0.00
180	Student Mgmt & Alt Programs	1,595,274	1,616,534	1,607,238	1,577,345	13.00	1,440,248	12.00	(137,097)	(1.00)
185	Juvenile Detention Center (included in dept 149 prior to FY 2017)	0	1,323,976	1,479,143	1,421,211	13.10	1,520,947	13.00	99,736	(0.10)
189	Virtual High School	0	0	0	0	0	697,091	1.00	697,091	1.00
Special Education & Student Services Totals		15,788,202	15,533,942	16,463,917	17,304,769	121.85	19,251,400	123.95	1,946,631	2.10

Benefits And Reserves										
038	Benefits & Reserves	24,181,942	24,360,935	12,183,817	44,324,410	3.00	59,232,486	1.00	14,908,076	(2.00)
039/155	Fixed Charges / Homebound	59,139,528	60,175,769	63,748,447	75,161,238	0.00	78,422,234	0.00	3,260,996	0.00
Benefits And Reserves Totals		83,321,470	84,536,704	75,932,264	119,485,648	3.00	137,654,720	1.00	18,169,072	(2.00)

Reimbursable Programs										
026	Distance Learning	256,447	407,327	263,435	130,000	0.50	119,000	0.50	(11,000)	0.00
149/727	Title I, Part D (included in dept 149 prior to FY 2017)	51,866	177,451	1,449	101,167	0.00	119,597	1.00	18,430	1.00

Financial Section

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Department		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
701	Title I, Part A	9,217,171	11,212,125	11,274,282	9,700,000	89.60	10,900,000	105.10	1,200,000	15.50
703	Title VI-B IDEA	13,533,871	13,618,270	15,268,519	14,942,888	130.52	15,447,284	130.52	504,396	0.00
704	Idea -Preschool Childfind	262,221	344,515	261,840	331,649	8.00	346,845	8.00	15,196	0.00
707	Carl Perkins Vocational/ Tech	749,650	895,155	875,438	830,121	0.00	967,637	0.00	137,516	0.00
710	Head Start	3,013,195	3,370,416	3,651,239	3,517,228	49.22	3,614,157	48.16	96,929	(1.06)
711	Preschool Development	1,814,565	2,877,271	3,098,497	2,695,024	33.94	0	0.00	(2,695,024)	(33.94)
714	Medicaid	263,897	253,402	190,678	259,500	2.50	277,321	2.50	17,821	0.00
726	TIPA	1,443,932	0	0	0	0.00	0	0.00	0	0.00
717	Title II, Part A	1,100,353	1,310,781	1,355,422	1,536,032	10.50	1,684,972	11.70	148,940	1.20
720	Title III, Part A	2,053,058	1,715,110	1,664,574	1,721,355	10.00	1,730,534	10.20	9,179	0.20
722	Freedom Rising Grant	0	0	0	0	0.00	0	0.00	0	0.00
724	Linking Military Connected	144,069	175,175	23,957	0	0.00	0	0.00	0	0.00
742	World Class Military Dependent Students	87,875	270,913	250,334	329,460	2.00	327,100	2.10	(2,360)	0.10
743	School Improvement (Title I - Belmont ES)	155,025	366,610	308,882	0	0.00	0	0.00	0	0.00
745	Title II Human Trafficking Prevention, ID & Referral	0	71,393	52,003	0	0.00	0	0.00	0	0.00
754	SOL Algebra Remediation	640,365	656,455	720,095	1,007,343	7.00	1,034,324	7.00	26,981	0.00
756	Virginia Preschool Initiative	188,986	328,811	474,199	588,870	7.39	3,266,829	50.84	2,677,959	43.45
757	Governor's School (STEM)	295,679	445,120	498,851	439,542	0.00	440,886	0.00	1,344	0.00
Reimbursable Programs Totals		35,272,224	38,496,299	40,233,694	38,130,179	351.17	40,276,486	377.62	2,146,307	26.45
Central Office Totals		265,072,861	281,093,357	278,338,930	316,541,310	2,152.32	353,105,287	2,207.28	36,563,977	54.96

Financial Section

Operating Budget by Department Total

Department	FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE

School Budgets										
201	PACE East	\$4,428,101	\$3,085,145	\$3,178,181	\$0	0.00	\$0	0.00	\$0	0.00
303	Minnieville ES	4,766,499	4,566,071	4,633,855	5,206,208	59.10	5,349,765	66.70	143,557	7.60
307	Kerrydale ES	4,530,668	4,595,618	4,394,433	4,472,382	52.73	3,959,702	48.66	(512,680)	(4.07)
308	Haymarket ES	4,393,422	5,078,794	5,743,793	6,077,581	74.20	6,594,454	78.20	516,873	4.00
309	Covington-Harper ES	0	246,577	4,618,871	5,218,909	63.20	5,704,014	68.80	485,105	5.60
310	Chris Yung ES	4,576,467	4,832,230	4,782,440	5,209,609	60.80	5,916,684	69.90	707,075	9.10
312	Enterprise ES	3,573,910	3,369,704	3,795,240	4,143,733	47.40	3,824,821	45.40	(318,912)	(2.00)
316	King ES	3,863,799	3,255,190	3,434,646	3,670,459	42.83	3,916,238	46.03	245,779	3.20
318	Lake Ridge ES	4,298,228	4,079,513	4,241,358	4,558,789	53.50	5,643,721	65.10	1,084,932	11.60
319	Jenkins ES	0	0	0	443,000	1.50	5,362,547	63.04	4,919,547	61.54
320	Ashland ES	6,050,632	5,596,242	5,655,096	5,959,217	73.41	6,008,982	73.61	49,765	0.20
322	Alvey ES	4,795,194	5,046,432	5,084,106	4,984,526	60.39	4,831,757	58.39	(152,769)	(2.00)
327	Ellis ES	4,998,778	4,851,747	5,169,062	5,447,547	62.36	5,237,881	59.00	(209,666)	(3.36)
328	Dumfries ES	4,079,939	4,031,653	3,827,262	4,217,975	48.47	4,497,339	54.14	279,364	5.67
333	Henderson ES	4,111,954	4,319,388	5,367,089	5,778,339	69.20	5,963,716	69.40	185,377	0.20
334	Glenkirk ES	5,677,637	6,086,320	6,080,302	5,834,795	72.30	6,020,998	71.50	186,203	(0.80)
336	Gravelly ES	4,892,520	4,844,026	5,101,541	5,277,950	63.38	5,660,379	68.16	382,429	4.78
337	Fitzgerald ES	5,984,553	6,404,731	6,328,738	7,058,968	82.21	7,143,731	83.43	84,763	1.22
344	Kilby ES	4,242,665	4,396,041	6,180,213	7,220,622	85.06	6,187,415	76.07	(1,033,207)	(8.99)
345	Featherstone ES	4,622,096	4,968,077	4,671,201	5,186,271	60.40	5,003,833	57.40	(182,438)	(3.00)
346	Loch Lomond ES	4,788,067	5,202,729	5,264,464	5,626,150	64.61	5,453,660	63.76	(172,490)	(0.85)
357	Marumsc Hills ES	6,022,980	6,249,475	5,546,582	5,962,134	73.67	5,457,457	65.47	(504,677)	(8.20)
360	Belmont ES	3,585,829	3,889,829	4,141,330	4,858,606	57.90	5,479,963	66.87	621,357	8.97
361	Dale City ES	4,243,945	4,505,167	4,502,843	4,630,928	53.80	4,568,812	51.50	(62,116)	(2.30)
365	Bennett ES	4,760,953	4,863,962	5,233,706	5,301,501	65.43	5,337,518	67.93	36,017	2.50
366	Coles ES	3,952,801	3,623,889	3,592,599	3,903,144	47.50	3,859,190	47.00	(43,954)	(0.50)
367	Bel Air ES	4,849,994	4,568,772	4,186,963	4,283,095	53.66	4,464,614	54.86	181,519	1.20
370	Neabsco ES	4,453,837	4,825,055	6,644,896	6,153,535	72.20	6,395,285	78.30	241,750	6.10
373	McAuliffe ES	3,995,108	3,913,488	4,134,696	4,396,021	50.83	4,307,373	51.53	(88,648)	0.70
376	Antietam ES	4,805,088	4,930,517	5,270,375	5,530,354	66.30	6,600,001	76.90	1,069,647	10.60
377	Mullen ES	5,872,817	6,306,846	6,731,158	7,186,007	84.54	6,897,604	78.94	(288,403)	(5.60)
379	Marshall ES	3,775,877	4,166,241	4,436,505	4,883,726	58.90	4,975,958	58.13	92,232	(0.77)
380	Montclair ES	4,518,563	4,687,090	4,775,383	5,577,424	67.87	5,531,570	66.30	(45,854)	(1.57)
381	Mountain View ES	4,361,540	4,514,158	4,656,628	4,119,406	49.00	4,340,561	53.60	221,155	4.60
383	Leesylvania ES	6,217,111	6,421,176	6,446,005	6,747,749	81.94	6,669,455	79.94	(78,294)	(2.00)
386	Bristow Run ES	5,214,023	5,404,711	5,519,022	5,217,161	62.26	5,254,520	63.26	37,359	1.00
390	Cedar Point ES	4,679,800	4,597,744	4,932,257	4,530,518	56.86	4,668,764	57.46	138,246	0.60
395	Buckland Mills ES	4,731,082	4,923,322	5,021,694	4,992,284	58.80	5,102,219	62.30	109,935	3.50
421	Marsteller MS	9,264,541	9,581,287	10,415,784	9,836,462	110.30	9,676,815	109.60	(159,647)	(0.70)
451	Graham Park MS	7,189,655	7,682,725	8,000,093	8,226,652	91.47	8,077,307	89.47	(149,345)	(2.00)
452	Lynn MS	7,698,757	8,053,953	8,785,312	9,292,217	101.00	10,947,807	118.00	1,655,590	17.00
464	Hampton MS	7,901,470	8,320,705	8,149,704	8,647,879	91.50	8,586,945	90.00	(60,934)	(1.50)

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Department		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
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School Budgets										
472	Lake Ridge MS	7,966,558	8,024,463	8,525,443	10,111,058	110.14	10,576,214	115.64	465,156	5.50
478	Beville MS	8,427,977	8,776,555	8,880,950	9,181,427	103.00	9,168,740	101.00	(12,687)	(2.00)
488	Benton MS	9,494,130	9,910,914	10,487,711	10,280,322	115.50	10,404,855	116.80	124,533	1.30
492	Bull Run MS	8,760,874	9,144,538	9,176,818	9,721,443	104.00	9,920,864	110.00	199,421	6.00
496	Gainesville MS	8,925,031	9,473,071	10,225,287	10,816,473	116.60	10,790,813	120.20	(25,660)	3.60
529	Battlefield HS	17,357,610	18,959,360	20,481,434	21,077,278	230.80	21,392,359	236.00	315,081	5.20
530	Freedom HS	15,474,237	16,541,329	17,724,881	18,631,092	204.20	17,977,666	202.00	(653,426)	(2.20)
553	Brentsville HS	8,713,712	8,706,619	9,048,560	9,041,953	96.30	9,013,737	95.80	(28,216)	(0.50)
569	Gar-Field HS	17,938,562	18,208,788	18,360,541	18,579,602	199.00	17,624,692	193.10	(954,910)	(5.90)
571	Hylton HS	17,295,052	17,562,699	17,360,797	16,722,261	189.80	16,972,157	183.60	249,896	(6.20)
587	Forest Park HS	15,542,643	15,894,943	16,105,118	16,288,372	175.00	17,259,174	181.90	970,802	6.90
210	New Dominion Alt. School	2,603,081	2,609,849	2,330,330	0	0.00	0	0.00	0	0.00
219	Woodbine SS	1,163,004	1,226,382	1,242,154	1,135,965	15.00	0	0.00	(1,135,965)	(15.00)
231	New Directions Alt. School	3,798,092	4,009,110	4,416,163	0	0.00	0	0.00	0	0.00
240	Independence Nontraditional School	0	0	10,149	11,072,194	138.30	11,262,042	142.00	189,848	3.70
244	Washington Reid Preschool	0	0	0	0	0.00	1,495,849	20.60	1,495,849	20.60
291	PACE West	2,877,789	2,911,485	3,056,809	2,837,607	41.80	2,839,298	41.80	1,691	0.00
302	Sudley ES	5,793,700	5,902,601	5,816,080	5,905,083	70.26	6,093,143	72.66	188,060	2.40
304	Rockledge ES	4,641,077	4,603,426	4,751,050	5,347,289	59.80	4,616,057	51.13	(731,232)	(8.67)
306	Wilson ES	311,616	4,510,520	5,209,118	6,818,200	83.41	7,264,566	88.01	446,366	4.60
311	Piney Branch ES	4,876,989	5,317,712	5,968,621	5,946,558	72.10	6,073,924	69.50	127,366	(2.60)
313	Pattie ES	4,945,318	5,225,287	5,144,747	5,398,499	60.66	5,501,283	65.16	102,784	4.50
301	The Nokesville School	5,981,687	6,728,184	7,054,453	7,190,256	84.50	7,170,565	84.50	(19,691)	0.00
323	Porter School	4,580,488	4,705,959	4,961,966	5,192,004	55.90	5,060,020	56.50	(131,984)	0.60
324	Williams ES	6,616,469	7,400,979	5,981,720	5,969,944	71.94	6,099,384	74.44	129,440	2.50
326	Occoquan ES	5,129,841	5,204,858	5,207,714	5,542,275	64.20	5,623,075	63.80	80,800	(.40)
332	Springwoods ES	4,957,630	5,231,877	5,214,000	5,041,627	58.76	6,490,049	69.00	1,448,422	10.24
335	Yorkshire ES	6,208,050	6,293,817	6,547,114	7,544,549	87.94	7,225,816	83.94	(318,733)	(4.00)
339	Victory ES	4,677,616	4,470,951	4,954,594	5,964,618	70.60	5,789,665	67.60	(174,953)	(3.00)
340	Pennington Traditional Sch.	4,320,927	4,503,303	4,540,194	4,833,084	52.50	4,752,326	52.30	(80,758)	(0.20)
343	Triangle ES	5,836,738	5,782,568	5,981,404	6,604,114	79.80	6,588,430	77.30	(15,684)	(2.50)
347	Wood ES	5,787,439	6,230,692	6,384,421	6,137,332	74.30	6,348,123	76.70	210,791	2.40
354	West Gate ES	4,858,481	4,938,108	5,070,175	5,817,314	65.70	5,805,773	66.40	(11,541)	0.70
355	Potomac View ES	6,473,107	6,709,685	5,982,633	6,533,929	72.20	5,438,759	62.80	(1,095,170)	(9.40)
358	Vaughan ES	5,771,088	5,975,161	5,128,468	5,520,771	63.97	5,577,543	65.04	56,772	1.07
362	Sinclair ES	5,504,618	5,776,727	5,905,307	6,292,960	77.10	6,624,534	79.66	331,574	2.56
363	Tyler ES	3,855,359	3,978,812	4,095,646	4,028,113	48.16	3,881,411	44.86	(146,702)	(3.30)
374	Westridge ES	4,568,361	4,871,455	4,875,903	5,362,869	63.76	5,037,584	58.56	(325,285)	(5.20)
375	River Oaks ES	5,310,625	5,255,311	5,346,121	6,177,479	64.10	6,010,599	63.50	(166,880)	(0.60)
382	Old Bridge ES	5,696,485	5,573,296	5,797,620	5,955,965	66.07	4,199,736	50.07	(1,756,229)	(16.00)
385	Penn ES	6,340,062	6,594,195	6,920,990	7,171,794	85.80	5,621,271	68.10	(1,550,523)	(17.70)
389	Swans Creek ES	5,405,694	5,549,301	5,209,514	5,328,840	64.00	5,460,676	64.90	131,836	0.90

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394	Rosa Parks ES	5,620,326	5,608,693	5,728,180	5,667,963	68.06	5,786,782	69.46	118,819	1.40
397	Signal Hill ES	5,521,190	5,624,125	5,948,972	6,252,442	75.54	6,103,770	74.54	(148,672)	(1.00)
405	Ronald Regan MS	8,252,638	8,778,427	9,524,164	10,001,882	109.50	10,205,743	112.00	203,861	2.50
417	Potomac MS	8,258,263	8,544,198	9,069,120	10,172,029	110.60	10,215,757	114.00	43,728	3.40
438	Saunders MS	8,485,598	8,770,298	8,978,119	8,955,596	99.00	9,072,703	100.50	117,107	1.50
448	Stonewall MS	8,679,961	8,710,239	8,851,296	9,794,159	107.00	9,829,909	109.50	35,750	2.50
450	Parkside MS	9,055,465	9,151,910	9,705,157	10,772,979	117.94	11,989,760	131.15	1,216,781	13.21
456	Woodbridge MS	8,722,162	9,323,415	9,730,774	10,268,008	113.20	10,258,202	116.20	(9,806)	3.00
459	Rippon MS	8,462,368	9,161,345	9,157,938	10,250,157	107.50	10,413,127	114.50	162,970	7.00
501	Charles J. Colgan HS	1,089,789	12,462,000	16,006,233	18,244,505	196.60	19,372,287	210.50	1,127,782	13.90
506	Woodbridge HS	18,691,235	18,604,922	18,904,916	19,699,139	212.80	20,250,032	218.46	550,893	5.66
508	Osborn Park HS	19,365,318	16,888,030	16,775,915	17,256,395	188.37	18,410,264	199.47	1,153,869	11.10
514	Potomac HS	13,673,223	14,884,552	15,384,876	15,804,956	166.50	15,294,387	164.50	(510,569)	(2.00)
542	Patriot HS	17,476,699	18,482,653	19,011,858	19,168,833	213.90	19,738,584	220.90	569,751	7.00
568	Stonewall Jackson HS	18,361,936	19,976,505	20,566,004	20,825,207	222.60	20,614,000	219.60	(211,207)	(3.00)
School Totals		635,274,888	669,152,537	697,501,645	732,126,596	8,318.86	744,089,454	8,486.20	11,962,858	167.34

School-Based Instructional Programs										
146	Adaptive Physical Ed.	259,586	258,232	277,969	282,632	3.00	299,552	3.00	16,920	0.00
163	Elementary Strings	1,812,975	1,806,318	1,810,256	1,947,681	20.60	1,927,215	20.10	(20,466)	(0.50)
164	Gifted Education (START K-3)	1,262,941	1,350,735	1,520,098	2,705,866	15.00	2,511,860	18.00	(194,006)	3.00
143	Hearing Impaired	1,100,752	1,208,239	1,228,666	1,407,431	16.00	1,336,128	16.00	(71,303)	0.00
151	Nurse Program	6,469,228	6,895,618	8,215,891	8,914,769	96.00	9,067,970	99.00	153,201	3.00
145	Occup. & Physical Therapy	3,135,635	3,648,099	3,791,665	3,663,109	35.50	3,872,220	36.50	209,111	1.00
147	PreSchool Programs	1,558,585	1,596,053	1,566,966	1,582,330	15.00	1,587,170	15.00	4,840	0.00
153	Psychology Program	2,559,492	2,790,454	2,805,083	2,852,255	29.00	3,330,075	34.00	477,820	5.00
152	Social Services	2,816,993	3,205,011	3,465,213	4,749,574	52.20	5,265,281	59.20	515,707	7.00
142	Speech Program	6,816,713	7,435,866	7,361,916	7,106,850	75.80	7,145,741	75.80	38,891	0.00
144	Visually Impaired	697,440	978,932	989,267	893,700	9.50	883,499	9.50	(10,201)	0.00
Other Programs Totals		28,490,339	31,173,556	33,032,991	36,106,197	367.60	37,226,711	386.10	1,120,514	18.50

Operating Fund Totals		\$928,838,089	\$981,419,451	\$1,008,873,566	\$1,084,774,103	10,838.78	\$1,134,421,452	11,079.58	\$49,647,349	240.80
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Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Personnel Services										
1000	Salaries	\$81,486	(\$57,058)	(\$55,745)	\$0	0.00	\$0	0.00	\$0	0.00
1101	School Board Members	97,100	106,600	99,508	97,100	8.00	214,680	8.00	117,580	0.00
1102	Superintendent	346,065	355,007	364,603	315,600	1.00	315,600	1.00	0	0.00
1103	Associate Superintendent	1,913,709	1,990,833	2,013,463	2,013,600	10.00	2,475,360	12.00	461,760	2.00
1104	Director	2,044,933	2,150,279	1,980,064	2,246,180	16.00	2,445,159	17.00	198,979	1.00
1106	Supervisor	7,336,491	7,402,109	7,885,301	7,808,746	66.00	8,404,404	68.90	595,658	2.90
1107	Admin. Coordinator	9,250,694	9,838,365	10,159,232	10,597,360	110.00	12,274,027	124.00	1,676,667	14.00
1108	Attorney	206,289	317,979	269,771	376,238	2.00	444,163	2.00	67,925	0.00
1111	Principal	11,621,115	12,058,204	12,089,460	12,232,117	95.00	13,391,371	96.10	1,159,254	1.10
1112	Assistant Principal	14,092,288	14,619,278	15,739,839	16,512,960	165.00	18,370,080	182.00	1,857,120	17.00
1115	Teacher, Admin. Assignment	4,429,342	4,980,024	5,823,530	5,703,693	78.40	5,576,929	78.50	(126,763)	0.10
1120	Teacher, Classroom	357,134,747	374,597,946	387,594,792	408,268,107	6,189.12	410,876,883	6,278.35	2,608,776	89.23
1121	Librarian	7,998,151	8,376,360	8,659,553	8,011,080	119.00	7,992,000	120.00	(19,080)	1.00
1122	Counselor	14,574,361	15,297,239	15,781,635	16,074,807	238.60	19,370,773	290.42	3,295,966	51.82
1130	Social Worker	3,717,633	3,913,718	3,975,435	4,429,669	64.60	4,811,459	67.60	381,790	3.00
1131	Licensed School Nurse	0	5,007,536	5,624,135	6,235,800	95.00	5,862,276	90.30	(373,524)	(4.70)
1133	Psychologist	3,267,789	3,249,911	3,497,816	3,556,944	52.60	4,004,641	57.60	447,697	5.00
1134	School Nurse	4,881,303	0	454,578	0	0.00	499,884	7.70	499,884	7.70
1136	Diagnostician	1,160,595	1,208,594	1,263,895	1,041,480	15.00	1,150,720	15.00	109,240	0.00
1138	Support Professional	1,795,728	2,009,316	2,131,271	1,827,758	35.00	2,086,593	35.00	258,835	0.00
1140	Teacher Assistant	15,157,351	15,671,392	16,501,158	17,884,873	736.82	18,270,891	745.76	386,019	8.94
1141	Student Attendant	513,230	472,353	530,530	600,000	0.00	600,000	0.00	0	0.00
1142	Cafeteria Aide	744,024	778,721	819,834	940,092	47.42	918,733	46.97	(21,359)	(0.45)
1143	Aide, Bus	4,379,736	5,125,903	5,269,403	4,227,120	171.00	4,124,141	165.23	(102,979)	(5.77)
1144	Attendance Personnel	444,393	493,934	557,276	681,776	12.00	897,416	16.00	215,640	4.00
1145	Technician	3,869,100	3,721,785	3,944,789	3,909,860	52.00	4,224,712	52.00	314,852	0.00
1146	Home-School Coordinator	413,266	467,949	565,353	576,636	12.67	578,107	12.67	1,471	0.00
1147	Coordinator	82,686	85,876	86,823	72,480	1.00	80,880	1.00	8,400	0.00
1148	Specialist	13,455,186	14,514,811	15,165,726	15,753,477	283.05	18,291,546	297.0	2,538,069	13.95
1150	Secretarial/ Clerical	26,212,058	27,230,497	27,942,878	27,347,759	691.40	29,114,220	709.50	1,766,461	18.10
1160	Maintenance Personnel	9,378,827	9,646,481	9,716,825	9,536,970	170.00	10,116,960	174.00	579,990	4.00
1170	Bus Drivers	18,522,097	19,212,546	18,946,151	22,581,996	711.90	22,570,411	695.48	(11,585)	(16.42)
1171	Garage Employees	2,774,587	2,924,243	2,929,584	2,648,940	48.00	3,188,160	53.00	539,220	5.00
1172	Bus Service Attendant	360,791	366,842	363,682	397,170	11.00	480,960	13.00	83,790	2.00

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
1180	Nat. Brd Cert. Tchr Incentive	455,000	430,000	395,000	20,000	0.00	10,000	0.00	(10,000)	0.00
1190	Custodian	16,366,411	17,034,189	17,582,790	17,372,500	501.20	18,192,540	517.50	820,040	16.30
1191	Warehousemen	1,254,708	1,302,570	1,312,423	1,180,260	29.00	1,197,720	29.00	17,460	0.00
1200	Overtime	1,317,852	1,701,317	1,343,963	1,240,820		1,073,930		(166,890)	
1201	Straight Time	1,586,314	1,271,968	1,942,039	1,318,231		1,435,076		116,845	
1300	Temporary Employee	5,104,416	5,830,663	5,944,138	3,548,442		3,040,249		(508,193)	
1500	Substitute, Teacher	7,157,165	7,628,602	7,310,560	6,910,252		7,176,251		265,999	
1502	Substitute, Other	316,071	336,456	348,072	269,165		634,409		365,244	
1600	Supplemental Pay	3,279,297	3,384,408	3,567,838	2,607,474		3,360,438		752,964	
1601	Coaching Supplements	2,246,166	2,416,264	2,421,478	2,604,874		2,506,581		(98,293)	
1602	Extra Curricular Supplement	1,332,458	1,366,724	1,369,733	1,395,431		1,289,137		(106,294)	
1603	Homebound Tutoring	953,020	767,591	743,506	1,194,824		1,189,201		(5,623)	
1647	Coordinator Supplement	57,445	69,650	50,417	0		0		0	
1900	Other Salary/ Wages	618,848	529,344	129,015	160,000		160,000		0	
1910	Salary/ Retirement Program	8,320,784	7,701,051	7,405,563	7,660,273		7,648,025		(12,248)	
Total Personnel Services		592,623,107	619,906,370	640,558,685	661,990,932	10,838.78	682,937,695	11,079.58	20,946,763	240.80

Benefits & Fixed Charges										
2100	Social Security	\$43,452,273	\$45,379,311	\$46,962,287	\$50,804,053		\$52,403,366		\$1,599,313	
2210	Retirement - VRS	75,776,529	77,025,667	88,408,258	99,841,113		102,958,481		3,117,369	
2211	VRS Retirement Payment	5,297,412	5,813,672	6,695,969	86,756		102,045		15,289	
2220	Retirement - PWCS	4,459,667	4,707,984	4,893,477	5,387,477		5,527,614		140,137	
2221	Defined Contribution Plan	906,260	1,660,539	2,319,509	12,725		19,256		6,530	
2300/2355	Health Insurance	59,651,587	64,630,960	67,628,157	77,531,308		78,541,565		1,010,257	
2310	Short/Long-Term Disability Premium	209,839	315,454	417,197	6,917		3,948		(2,969)	
2400	Life Insurance - GLI	6,420,745	7,411,201	7,703,211	8,270,837		8,513,465		242,628	
2810	Separation Leave	1,852,933	1,824,851	2,189,976	1,730,356		1,729,103		(1,253)	
2820	Certified Tuition Assistance	232,207	250,505	264,198	468,284		596,595		128,311	
2825	Classified Tuition Assistance	3,850	2,100	4,550	0		0		0	
2830	Assoc. Fees - Admin.	110,247	107,276	113,894	144,018		156,662		12,644	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
2840	Conf. Expenses - Admin.	35,207	38,888	34,562	35,194		27,192		(8,002)	
2850	Employee Recognition	460,833	442,873	426,751	432,204		432,722		518	
2990	Visiting Int'l Faculty Payment	846,800	1,009,195	1,060,510	0		0		0	
2999	Employee Benefits, Other	60,116	58,323	86,528	28,500		28,500		0	
Total Benefits & Fixed Charges		199,776,505	210,678,798	229,209,034	244,779,742	0.00	251,040,515	0.00	6,260,773	0.00

Contractual Services										
3100	Professional Services	2,335,171	2,965,698	3,277,764	4,112,007		4,074,187		(37,820)	
3101	Audit	83,215	87,275	97,360	97,395		132,617		35,222	
3102	Health Services	110,402	120,949	105,703	172,000		156,000		(16,000)	
3103	Legal Services	608,597	614,670	281,896	183,953		177,276		(6,677)	
3104	Engineering Services	74,560	29,273	12,260	57,700		56,700		(1,000)	
3105	Consultant	323,655	3,465,278	2,284,390	318,769		574,205		255,436	
3106	Sports Officials	176,555	150,195	161,048	210,123		218,340		8,217	
3107	Data Processing	91,415	29,389	112,520	36,507		42,138		5,631	
3108	Settlement Costs	134,235	40,500	23,100	0		0		0	
3110	Human Resources	0	0	10,971	0		0		0	
3120	Real Property/ Facilities	0	0	62,411	0		0		0	
3140	School Board Litigation	0	0	19,408	0		0		0	
3141	Paving Services	0	0	10,762	0		0		0	
3150	Special Education	0	0	46,278	0		0		0	
3201	Telephone Service	2,464,429	2,747,607	2,694,527	3,154,832		2,567,259		(587,573)	
3202	Electric Service	14,399,628	15,167,783	15,669,682	16,571,691		17,263,709		692,018	
3203	Fuel	1,854,130	1,728,548	1,899,761	1,613,200		1,596,152		(17,048)	
3204	Water Service	327,405	183	0	0		181		181	
3205	Sewer Service	2,091,180	2,627,436	2,627,009	3,115,780		2,967,196		(148,584)	
3206	Trash	936,556	1,019,604	1,013,175	1,009,857		980,595		(29,262)	
3301	Insurance, General	145,000	169,234	174,123	173,654		172,149		(1,505)	
3302	Liability Insurance	655,000	753,116	776,385	773,622		777,671		4,049	
3303	Liability, Transportation	663,923	743,583	765,978	769,822		768,671		(1,151)	
3304	Fire Insurance	840,000	953,603	982,324	987,254		985,778		(1,476)	
3305	Workmen's Compensation	390,000	442,744	456,079	458,368		457,683		(685)	
3306	Unemployment Insurance	218,868	248,468	255,951	257,235		256,850		(385)	
3308	Safety Patrol Insurance	8,818	9,201	7,758	8,101		8,196		95	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
3401	Travel Reimbursement	768,923	800,164	763,769	764,303		739,036		(25,267)	
3402	Conference Expenses	812,710	1,326,109	1,046,898	989,768		1,046,076		56,308	
3450	Field Trips	1,599,320	1,946,842	2,179,434	1,631,554		1,614,360		(17,194)	
3500	Miscellaneous Projects	24,126	132,574	313,755	2,757,110		4,754,155		1,997,045	
3501	Repair/Maint.-Building	246,587	467,343	357,267	384,200		325,000		(59,200)	
3502	Repair/Maint.-Equipment	400,836	492,699	414,244	410,019		401,469		(8,550)	
3504	Maint. Service Contract	5,842,894	5,588,933	4,979,788	7,511,054		8,114,799		603,745	
3700	In-Service	295,009	291,011	316,247	294,247		177,392		(116,855)	
3710	Contract Courses	1,934,970	116,856	38,449	20,000		23,000		3,000	
3750	Curriculum Development	0	3,500	1,500	0		15,000		15,000	
3901	Laundry/Dry Cleaning	27,610	28,286	33,313	35,226		27,208		(8,018)	
3902	Printing/Duplicating	1,071,306	1,055,951	1,119,384	1,094,632		1,142,552		47,920	
3903	Postage	345,346	403,660	427,666	508,766		496,451		(12,315)	
3904	Freight/Shipping	2,676	3,483	3,144	5,950		5,700		(250)	
3905	Extracurricular Expenses	180,335	112,928	89,723	124,379		164,909		40,530	
3906	Advertising	27,035	16,660	9,176	18,054		23,000		4,946	
3907	School Board Dues	13,784	13,720	24,164	10,199		31,559		21,360	
3908	Parent Activity	25,841	360,801	88,975	200,490		96,500		(103,990)	
3909	Accreditation Expenses	76,875	102,081	83,700	92,000		94,000		2,000	
3910	Educational TV	11,344	6,456	12,071	5,000		5,100		100	
3911	Rental Equipment	388,014	475,766	653,745	752,535		777,485		24,950	
3912	Rental Space	5,675	5,994	10,245	7,000		8,400		1,400	
3913	Tuition-Other Divisions	892,630	1,051,194	1,112,240	1,259,056		1,524,946		265,890	
3914	Tuition-Private Schools	263,755	269,180	269,030	309,411		35,000		(274,411)	
3916	Recruitment Expenses	46,758	40,008	62,999	83,000		201,457		118,457	
3917	Employment Services	5,361	123,530	98,080	170,500		141,000		(29,500)	
3918	Permits & Fees	9,903	21,955	21,948	11,210		18,920		7,710	
3919	Tuition-Annual Year Governor's School	556,289	691,667	803,928	640,955		707,386		66,431	
3920	Tuition-Regional School	(797,028)	(711,446)	(499,545)	376,245		344,371		(31,874)	
3921	Tuition-PWCS	51,758	58,313	150,335	542,311		498,978		(43,333)	
3932	Processing Fees	0	0	22,549	0		8,500		8,500	
3950	Indirect Costs	0	44,985	72,864	253,224		165,500		(87,724)	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
3960	Armored Car Service	0	0	1,654	0		250,000		250,000	
3961	Credit Card Program	0	0	0	0		162,634		162,634	
3999	Other Contractual Services	3,416,741	3,685,745	4,272,934	3,955,290		4,213,596		258,306	
Total Contractual Services		47,480,126	53,141,284	53,184,297	59,299,558	0.00	62,588,992	0.00	3,289,434	0.00

Materials & Supplies										
4001	Office Supplies	1,343,701	1,549,424	1,394,672	1,737,716		1,408,033		(329,683)	
4002	Medical/Laboratory Supplies	91,325	172,374	94,188	204,149		203,418		(731)	
4003	Custodial Supplies	1,925,879	2,301,204	2,341,470	1,909,857		1,910,111		254	
4004	Repair/Maint. Supplies	3,712,003	3,995,745	3,121,073	3,858,708		4,200,586		341,878	
4005	Vehicle Fuels	2,498,006	3,138,545	3,996,387	4,317,491		4,401,623		84,132	
4006	Vehicle Supplies	259,615	206,589	264,925	265,000		265,000		0	
4007	Wearing Apparel	193,739	320,760	254,759	277,623		338,173		60,550	
4008	Reference Materials	242,235	166,979	184,591	411,075		137,898		(273,177)	
4009	Extracurricular Supplies	31,414	164,473	162,897	211,488		42,159		(169,329)	
4010	Instructional Supplies	11,538,946	12,264,364	11,802,217	11,258,858		12,275,527		1,016,669	
4011	Textbooks	2,476,628	2,263,251	1,531,272	2,942,463		3,101,699		159,236	
4012	Emp. Training Supplies	631,211	282,074	296,576	289,100		253,699		(35,401)	
4013	Testing Material	2,019,111	2,295,901	2,454,965	1,563,858		1,612,878		49,020	
4014	Food	135,117	227,896	298,649	167,600		171,369		3,769	
4015	Food Service Supplies	23,362	27,284	1,165	0		0		0	
4016	Library Books	468,759	437,641	626,890	505,195		451,300		(53,895)	
4017	Library Periodicals	58,994	53,446	59,667	92,080		105,390		13,310	
4018	Library Supplies	103,000	88,910	85,210	79,475		80,919		1,444	
4019	Food	553,843	478,925	562,134	476,793		582,086		105,293	
4020	Printing Supplies	196,064	546,297	611,935	427,376		540,886		113,510	
4021	Transportation Year-End Activity	0	7,491	3,009	0		0		0	
4022	Trans. Vehicle Supplies	2,034,927	2,174,376	2,080,800	2,036,155		2,036,155		0	
4150	Lease Agreement	857,304	946,276	918,138	626,882		633,190		6,308	
4310	Tech. Supp/Equip - Add'l	8,193,418	10,023,957	5,947,575	2,745,034		2,928,215		183,181	
4350	Tech. Supp/Equip - Repl.	2,586,940	4,304,108	3,632,847	836,753		1,297,127		460,374	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
4410	Software Additional	2,367,981	969,511	1,404,243	681,100		976,346		295,246	
4450	Software - Replacement	558,735	693,501	614,974	731,103		976,101		244,998	
4510	Gen. Equip./ Furniture-Add'l.	1,983,782	2,731,989	2,084,342	2,378,165		2,100,394		(277,771)	
4550	Gen. Equip./ Furniture-Repl.	463,283	878,444	707,136	442,328		1,189,038		746,710	
4999	Other Materials & Supplies	289,369	31,538	19,641	34,292		31,550		(2,742)	
Total Materials & Supplies		47,838,691	53,743,273	47,558,344	41,507,717	0.00	44,250,870	0.00	2,743,153	0.00

Capital Outlay										
5101	Equipment/ Furniture, Add'l.	666,202	528,311	737,625	608,864		115,167		(493,697)	
5102	Tech. Equipment, Add'l.	76,053	9,880	11,426	10,000		20,000		10,000	
5103	DP Equipment, Add'l.	17,072	12,108	0	10,000		20,000		10,000	
5104	Software, Additional	87,897	67,206	0	219,264		85,000		(134,264)	
5110	Vehicle, Additional	70,038	494,492	0	205,000		120,000		(85,000)	
5111	Buses, Additional	0	776,424	1,757,102	460,890		0		(460,890)	
5141	Site Improvement	7,317	52,078	124,868	180,852		361,704		180,852	
5144	Building, Alteration	0	30,600	732	0		0		0	
5145	Pollution Remediation	0	0	868	0		0		0	
5150	Lease Purchase Agreement	174,867	181,354	183,109	232,000		197,000		(35,000)	
5501	Equipment/ Furniture, Repl.	20,700	225,905	118,641	77,000		116,466		39,466	
5502	Tech. Equipment, Repl.	279,502	1,625,527	3,543,525	30,000		8,400		(21,600)	
5503	DP Equipment, Repl.	12,130	12,001	0	7,417,000		9,436,000		2,019,000	
5504	Software, Replacement	295,000	0	0	0		0		0	
5510	Vehicle, Replacement	787,201	537,372	846,881	403,216		895,890		492,674	
5511	Buses, Replacement	10,964,650	10,911,010	10,847,900	11,099,000		6,113,340		(4,985,660)	
6900	Reimbursement Account	(550,772)	(896,175)	(97,259)	0		0		0	
Total Capital Outlay		12,907,857	14,568,093	18,075,418	20,953,086		17,488,967		(3,464,119)	0.0

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Reserves										
8001	Salary Reserve	0	0	0	8,099,585		20,701,453		12,601,868	
8002	General Reserve	0	740	0	6,093,421		7,029,482		936,061	
8003	Gen. Insurance Reserve	950,000	1,078,481	1,110,963	1,116,538		1,114,868		(1,670)	
8004	Emergency Reserve	139,183	158,006	162,764	163,581		163,336		(245)	
8005	School Reserve Funds	0	0	0	156,000		156,000		0	
8009	Holdback Allocation Reserve	0	0	0	11,241,827		12,796,861		1,555,034	
8010	Revenue Rescission	0	0	0	2,500,000		2,500,000		0	
8011	School Parking Fees	0	0	0	150,000		150,000		0	
8013	Grant Funding	0	0	0	249,461		564,515		315,054	
8017	Capital Improvements Res.	15,632,000	15,836,000	0	18,679,000		23,644,000		4,965,000	
8018	Capital Maint. Contingency	0	0	0	830,470		830,470		0	
8023	Reading Intervention Grant	0	0	0	2,054,091		1,862,375		(191,716)	
8024	SOL Remediation	0	0	0	110,997		110,846		(151)	
8032	State Mentor Program	0	0	0	71,975		69,129		(2,846)	
8034	McKinney Vento	0	0	0	25,000		25,000		0	
8035	Class Size Reduction	0	0	0	311,440		311,440		0	
8084	21st Century Grant	0	0	0	540,000		692,549		152,549	
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	
8147	Project Graduation	0	0	0	37,500		37,500		0	
8606	Transfers Out	11,510,221	12,274,095	0	1,800,000		1,800,000		0	
8607	School Transfer	0	0	0	1,227,182		769,589		(457,593)	
8803	Transfer to Adult Education	0	0	121,537	0		0		0	
8807	Transfer to Construction Fund	0	0	17,388,640	0		0		0	
8818	Transfer to Facilities Use	0	0	6,936	0		0		0	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2016	FY 2017	FY 2018	FY 2019 APPROVED		FY 2020 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
8820	Transfer to Imaging Center	0	0	102,116	0		0		0	
8823	Transfer to Health Insurance Fund	0	0	1,000,000	0		0		0	
8828	Transfer to Aquatics Center Fund	0	0	400,000	0		0		0	
8999	Refunds	(19,601)	34,311	(5,168)	0		0		0	
Total Reserves		28,211,803	29,381,633	20,287,788	56,243,068	0.00	76,114,413	0.00	19,871,345	0.00
Operating Fund Totals		\$928,838,089	\$981,419,451	\$1,008,873,566	\$1,084,774,103	10,838.78	\$1,134,421,452	11,079.58	\$49,647,349	240.80

Central Office Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1000 Salaries	81,314	(57,061)	(56,033)	0	0.00	0	0.00	0	0.00
1101 School Board Members	97,100	106,600	99,508	97,100	8.00	214,680	8.00	117,580	0.00
1102 Superintendent	346,065	355,007	364,603	315,600	1.00	315,600	1.00	0	0.00
1103 Associate Superintendent	1,913,709	1,990,833	2,013,463	2,013,600	10.00	2,475,360	12.00	461,760	2.00
1104 Director	2,044,933	2,150,279	1,980,064	2,246,180	16.00	2,445,159	17.00	198,979	1.00
1106 Supervisor	7,336,491	7,402,109	7,885,301	7,808,746	66.00	8,404,404	68.90	595,658	2.90
1107 Admin. Coordinator	8,469,613	9,177,315	9,547,787	9,959,080	103.00	11,805,787	119.00	1,846,707	16.00
1108 Attorney	206,289	317,979	269,771	376,238	2.00	444,163	2.00	67,925	0.00
1111 Principal	188,108	164,000	185,441	265,477	1.00	254,239	1.00	(11,238)	0.00
1112 Assistant Principal	0	29,919	0	0	0.00	0	0.00	0	0.00
1115 Teacher, Admin. Assign.	2,279,382	2,511,122	2,498,043	2,515,389	30.80	2,414,725	30.80	(100,663)	0.00
1120 Teacher, Classroom	26,603,886	27,923,882	29,581,486	27,795,031	389.11	30,036,538	409.50	2,241,507	20.39
1122 Counselor	18,541	32,011	27,584	51,939	0.50	114,409	0.60	62,470	0.10
1130 Social Worker	3,237,158	3,561,936	3,623,374	4,138,669	60.60	4,533,059	63.60	394,390	3.00
1131 Licensed School Nurse	0	5,007,536	5,624,135	6,235,800	95.00	5,862,276	90.30	(373,524)	(4.70)
1133 Psychologist	3,030,901	3,003,584	3,244,400	3,256,464	48.60	3,707,521	53.60	451,057	5.00
1134 School Nurse	4,881,303	0	454,578	0	0.00	499,884	7.70	499,884	7.70
1136 Diagnostician	1,160,595	1,208,594	1,263,895	1,041,480	15.00	1,150,720	15.00	109,240	0.00
1138 Support Professional	1,795,728	2,009,316	2,131,271	1,827,758	35.00	2,086,593	35.00	258,835	0.00
1140 Teacher Assistant	893,355	1,038,072	1,205,966	1,186,756	47.94	1,551,109	56.00	364,353	8.06
1141 Student Attendant	513,230	472,353	530,530	600,000	0.00	600,000	0.00	0	0.00
1143 Aide, Bus	4,379,736	5,125,903	5,269,403	4,227,120	171.00	4,124,141	165.23	(102,979)	(5.77)
1144 Attendance Personnel	444,393	493,934	557,276	681,776	12.00	897,416	16.00	215,640	4.00
1145 Technician	3,804,686	3,654,840	3,875,902	3,841,340	51.00	4,143,832	51.00	302,492	0.00
1146 Comm. Health Specialist	413,266	467,949	565,353	576,636	12.67	578,107	12.67	1,471	0.00
1147 Coordinator	82,686	85,876	86,823	72,480	1.00	80,880	1.00	8,400	0.00
1148 Specialist	10,394,937	11,115,901	11,622,230	12,182,619	201.50	14,172,582	209.50	1,989,963	8.00
1150 Secretarial/Bookkeeper	6,935,167	6,958,656	7,140,012	7,160,842	147.30	7,789,956	157.50	629,113	10.20
1160 Maintenance Personnel	9,378,827	9,646,481	9,716,825	9,536,970	170.00	10,116,960	174.00	579,990	4.00
1170 Bus Driver	18,522,097	19,212,546	18,946,151	22,581,996	711.90	22,570,411	695.48	(11,585)	(16.42)
1171 Garage Employees	2,774,587	2,924,243	2,929,584	2,648,940	48.00	3,188,160	53.00	539,220	5.00
1172 Bus Service Attendant	360,791	366,842	363,682	397,170	11.00	480,960	13.00	83,790	2.00
1180 National Board Certified Teacher Incentive	37,500	30,000	27,500	20,000	0.00	10,000	0.00	(10,000)	0.00
1190 Custodian	905,033	881,389	867,841	863,040	24.00	911,280	25.00	48,240	1.00
1191 Warehouse Personnel	1,254,708	1,302,570	1,312,423	1,180,260	29.00	1,197,720	29.00	17,460	0.00
1200 Overtime	891,514	1,368,812	964,583	949,249		735,059		(214,190)	
1201 Straight Time	1,100,040	766,580	1,303,267	1,026,663		981,057		(45,606)	
1300 Temporary Employee	1,690,014	2,056,752	2,356,028	2,139,524		1,755,127		(384,397)	
1500 Substitute Teacher	1,030,986	1,149,528	790,172	1,180,910		1,244,744		63,834	
1502 Substitute, Other	17,312	68,914	11,269	66,917		288,435		221,518	
1600 Supplemental Pay	1,778,099	1,707,294	1,790,623	1,595,279		2,410,013		814,734	
1601 Coaching Supplements	0	1,247	270	3,000		3,000		0	
1602 Extra Curr. Supplement	0	54	0	6,891		3,909		(2,982)	
1603 Homebound Tutoring	938,543	764,219	742,789	1,190,824		1,189,201		(1,623)	
1647 Coordinator Supplement	0	6,700	9,600	0		0		0	
1900 Other Salary / Wages	618,848	529,344	129,015	160,000		160,000		0	
1910 Salary - ROP	8,320,784	7,701,051	7,405,563	7,660,273		7,648,025		(12,248)	
2100 Social Security - FICA	10,378,473	10,777,389	11,135,377	11,918,429		12,813,602		895,173	
2210 Retirement - VRS	14,987,045	14,761,627	16,884,288	18,182,681		19,883,969		1,701,288	
2211 Retiree Health Care Credit	939,929	1,039,700	1,204,476	86,756		102,045		15,289	
2220 Retirement - PWCS	1,064,044	1,119,408	1,162,582	1,323,204		1,390,284		67,080	
2221 Defined Contribution Plan	156,275	285,501	408,149	12,725		19,256		6,530	
2300 Health Insurance - HMP	14,392,314	15,679,352	16,275,782	16,418,732		17,337,006		918,274	
2310 Short/Long Term Disability Premium	36,511	55,595	76,186	6,917		3,948		(2,969)	
2355 Benefits/Superintendent	0	9,666	9,224	0		0		0	
2400 Life Insurance - GLI	1,384,169	1,610,817	1,677,904	1,793,712		1,919,890		126,178	
2810 Separation Leave	1,852,933	1,824,851	2,189,976	1,730,356		1,729,103		(1,253)	
2820 Tuition Assistance	232,207	249,877	264,198	467,284		596,595		129,311	
2825 Classified Ed. Reimbursement	3,850	2,100	4,550	0		0		0	
2830 Admin. Assoc. Fees	46,193	43,440	43,771	61,558		65,546		3,988	
2840 Conf. Expenses-Admin	35,207	38,638	34,562	35,194		27,192		(8,002)	
2850 Employee Recognition	448,613	435,194	417,974	426,804		426,222		(582)	
2990 Visiting Int'l Faculty Pmt.	846,800	1,009,195	1,060,510	0		0		0	
2999 Employee Benefits, Other	60,116	58,323	86,528	28,500		28,500		0	
3100 Professional Services	2,086,884	2,749,386	3,066,247	4,015,647		3,941,127		(74,520)	
3101 Audit	83,215	87,275	97,360	97,395		132,617		35,222	
3102 Health Services	110,402	120,949	104,716	169,500		153,500		(16,000)	
3103 Legal Services	608,597	614,669	281,896	183,953		177,276		(6,677)	
3104 Engineering Services	74,560	29,273	12,260	57,700		56,700		(1,000)	

Financial Section

Central Office Summary

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
3105	Contractual Services	2,169,263	3,452,781	2,284,345	312,769	568,805	256,036
3107	Data Processing	91,415	29,389	80,520	34,507	37,138	2,631
3108	Settlement Cost	134,235	40,500	23,100	0	0	0
3110	Human Resources	0	0	10,971	0	0	0
3120	Real Property/ Facilities	0	0	62,411	0	0	0
3140	School Board Litigation	0	0	19,408	0	0	0
3150	Special Education	0	0	46,278	0	0	0
3201	Telephone	2,309,680	2,597,092	2,546,104	2,969,384	2,405,273	(564,111)
3202	Electric Service	14,399,628	15,167,783	15,669,682	16,571,691	17,263,709	692,018
3203	Fuel	1,854,130	1,728,548	1,899,761	1,613,200	1,596,152	(17,048)
3204	Water Service	327,405	183	0	0	181	181
3205	Sewer Service	2,091,180	2,627,436	2,627,009	3,115,780	2,967,196	(148,584)
3206	Trash	936,556	1,019,604	1,013,175	1,009,857	980,595	(29,262)
3301	Insurance, General	145,000	169,234	174,123	173,654	172,149	(1,505)
3302	Liability Insurance	655,000	753,116	776,385	773,622	777,671	4,049
3303	Liability, Transportation	663,923	743,583	765,978	769,822	768,671	(1,151)
3304	Fire Insurance	840,000	953,603	982,324	987,254	985,778	(1,476)
3305	Worker's Comp.	390,000	442,744	456,079	458,368	457,683	(685)
3306	Unemployment Comp.	218,868	248,468	255,951	257,235	256,850	(385)
3308	Safety Patrol Insurance	8,818	9,201	7,758	8,101	8,196	95
3401	Travel Reimbursement	492,901	511,095	479,937	536,444	531,712	(4,732)
3402	Conference Expenses	401,184	709,551	532,653	491,773	597,080	105,307
3450	Field Trips	321,860	624,424	858,660	509,207	447,237	(61,970)
3500	Miscellaneous Projects	24,126	132,574	313,507	2,757,110	4,753,155	1,996,045
3501	Repair/Maint. - Building	205,953	263,464	188,176	245,300	228,200	(17,100)
3502	Repair/Maint. - Equipment	297,288	322,826	306,386	289,169	286,119	(3,050)
3504	Maint. Service Contract	5,378,054	5,477,575	4,854,697	7,087,909	7,907,943	820,034
3700	In-Service Expenses	157,353	168,967	244,902	151,797	78,835	(72,962)
3710	Contract Courses	77,092	116,856	38,449	20,000	23,000	3,000
3750	Curriculum Development	0	3,500	1,500	0	15,000	15,000
3901	Laundry/Dry Cleaning	26,385	26,847	33,035	34,926	26,908	(8,018)
3902	Printing Services	443,897	426,717	511,356	524,576	503,867	(20,709)
3903	Postage	206,075	255,665	284,055	310,856	308,429	(2,427)
3904	Freight/Shipping	1,619	2,885	2,702	4,950	5,000	50
3905	Extra Curricular Expenses	136,743	32,161	42,693	82,379	92,909	10,530
3906	Advertising	27,035	16,660	9,176	18,054	23,000	4,946
3907	School Board Dues	13,784	13,720	24,164	10,199	31,559	21,360
3908	Parent Activity	25,590	360,498	88,847	199,990	96,000	(103,990)
3909	Accreditation Expenses	76,875	102,081	83,700	92,000	94,000	2,000
3910	Educational Television	11,344	6,456	12,071	5,000	5,100	100
3911	Rental Equipment	13,621	16,324	20,189	40,200	67,208	27,008
3912	Rental Space	1,105	1,791	6,612	2,000	8,400	6,400
3913	Tuition - Other Divisions	886,638	1,051,044	1,075,009	1,175,956	1,459,946	283,990
3914	Tuition - Private Schools	263,755	269,030	269,030	274,411	0	(274,411)
3916	Personnel - Recruiting	46,758	40,008	62,999	83,000	201,457	118,457
3917	Employment Services	5,361	123,530	98,080	170,500	141,000	(29,500)
3918	Permits and Fees	375	195	2,265	400	400	0
3919	Tuition - Annual Year Governor's School	295,679	445,120	498,851	439,542	440,886	1,344
3920	Tuition - Regional School	(797,028)	(711,446)	(499,545)	376,245	344,371	(31,874)
3921	Tuition- PW	(23,521)	(23,498)	24,236	21,000	82,057	61,057
3932	Processing Fees	0	0	22,549	0	8,500	8,500
3950	Indirect Costs	0	44,985	72,864	253,224	165,500	(87,724)
3960	Armored Car Service	0	0	1,654	0	250,000	250,000
3961	Credit Card	0	0	0	0	162,634	162,634
3999	Other Contract Expenses	3,229,876	3,488,158	4,061,844	3,872,244	4,139,546	267,302
4001	Office Supplies	750,164	815,795	788,250	958,842	837,750	(121,092)
4002	Medical Supplies	15,802	77,190	9,273	63,199	46,618	(16,581)
4003	Custodial Supplies	105,985	437,249	453,817	163,500	140,000	(23,500)
4004	Repair/Maint. Supplies	3,507,632	3,751,777	2,904,757	3,669,408	4,012,086	342,678
4005	Vehicle Fuels	2,498,006	3,138,545	3,996,387	4,317,491	4,401,623	84,132
4006	Vehicle Supplies	259,615	206,589	264,925	265,000	265,000	0
4007	Wearing Apparel	94,641	111,674	114,844	162,368	215,048	52,680
4008	Reference Materials	207,848	138,830	132,732	367,975	75,822	(292,153)
4009	Extra Curricular Supplies	20,545	118,637	118,269	134,635	13,459	(121,176)
4010	Instructional Supplies	1,887,969	2,286,407	1,899,653	1,487,182	1,711,942	224,760
4011	Textbooks	25,913	16,124	22,449	0	12,000	12,000
4012	Emp. Training Supplies	597,190	250,729	249,576	226,450	198,999	(27,451)
4013	Testing Materials	892,861	942,472	1,138,050	963,745	981,605	17,860
4014	Food, Cafeteria	0	540	0	0	0	0

Financial Section

Central Office Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
4016 Library Books	408	7,939	21,133	2,300	2,300	0
4017 Library Periodicals	3,326	3,350	3,424	4,080	3,540	(540)
4018 Library Supplies	1,437	1,656	2,031	2,325	650	(1,675)
4019 Food	258,368	182,899	213,818	177,193	217,136	39,943
4020 Printing Supplies	105,114	169,790	165,518	37,500	30,000	(7,500)
4021 Transportation Year-End Activity	0	7,491	3,009	0	0	0
4022 Transp. Veh. Supplies	2,034,927	2,174,376	2,080,800	2,036,155	2,036,155	0
4150 Lease Agreement	370,807	383,128	391,100	0	0	0
4310 Tech. Supply Equip. Addl.	4,603,668	5,207,576	2,503,968	410,177	820,252	410,075
4350 Tech. Supply Equip. Repl.	1,607,613	3,365,241	2,610,166	253,865	443,219	189,354
4410 Software, Additional	1,790,163	457,113	861,241	239,625	437,458	197,833
4450 Software Replacement	167,880	171,152	148,298	169,653	257,356	87,703
4510 General Equipment - Add'l.	432,637	792,386	561,140	514,781	546,870	32,089
4550 General Equipment - Repl.	106,657	179,717	183,070	160,180	732,767	572,587
4999 Other Materials/Supplies	280,024	31,538	19,641	34,292	31,550	(2,742)
5101 Equipment - Additional	253,493	158,418	220,704	32,667	30,167	(2,500)
5102 Tech. Equipment, Add'l	60,187	9,880	11,426	10,000	20,000	10,000
5104 Software - Additional	80,730	67,206	0	219,264	85,000	(134,264)
5110 Vehicle, Additional	70,038	494,492	0	205,000	120,000	(85,000)
5111 Buses, Additional	0	776,424	1,757,102	460,890	0	(460,890)
5145 Asbestos Removal	0	0	868	0	0	0
5150 Lease/Purchase Agree.	0	3,911	0	0	0	0
5501 Equipment - Replacement	0	71,785	4,808	7,000	10,000	3,000
5502 Tech. Equip. Repl.	279,502	1,625,527	3,543,525	30,000	8,400	(21,600)
5503 DP Equipment - Repl.	0	0	0	7,417,000	9,436,000	2,019,000
5504 Software - Repl.	295,000	0	0	0	0	0
5510 Vehicle, Repl.	787,201	537,372	846,881	403,216	895,890	492,674
5511 Buses, Repl.	10,964,650	10,911,010	10,847,900	11,099,000	6,113,340	(4,985,660)
6900 Reimbursement Account	(550,772)	(896,175)	(97,259)	0	0	0
8001 Salary Reserve	0	0	0	8,099,585	20,701,453	12,601,868
8002 General Reserve	0	0	0	6,957,224	6,882,482	(74,742)
8003 Gen. Insurance Reserve	950,000	1,078,481	1,110,963	1,116,538	1,114,868	(1,670)
8004 Emergency Reserve	139,183	158,006	162,764	163,581	163,336	(245)
8005 School Reserve Funds	0	0	0	156,000	156,000	0
8009 Holdback Alloc Reserve	0	0	0	10,053,889	12,796,861	2,742,972
8010 Revenue Rescission	0	0	0	2,687,938	2,500,000	(187,938)
8011 School Parking Fees	0	0	0	150,000	150,000	0
8013 YES Grant Funding	0	0	0	249,461	564,515	315,054
8017 Capital Imprvmnt Reserve	15,632,000	15,836,000	0	18,679,000	23,644,000	4,965,000
8018 Cap. Maint. Contingency	0	0	0	830,470	830,470	0
8023 Reading Intervention Grant	0	0	0	2,054,091	1,862,375	(191,716)
8024 SOL Remediation	0	0	0	110,997	110,846	(151)
8032 State Mentor Grant	0	0	0	71,975	69,129	(2,846)
8034 McKinney Vento Grant	0	0	0	25,000	25,000	0
8035 Class Size Reduction	0	0	0	311,440	311,440	0
8084 21st Century Grant	0	0	0	540,000	692,549	152,549
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
8147 Project Graduation	0	0	0	37,500	37,500	0
8606 Transfers Out	11,510,221	12,274,095	0	1,800,000	1,800,000	0
8607 School Transfer	0	0	0	1,227,182	769,589	(457,593)
8803 Transfer to Adult Education	0	0	121,537	0	0	0
8807 Transfer to Construction Fund	0	0	17,388,640	0	0	0
8818 Transfer to Facilities Use	0	0	6,936	0	0	0
8820 Transfer to Imaging Center	0	0	102,116	0	0	0
8823 Transfer to Health Insurance Fund	0	0	1,000,000	0	0	0
8828 Transfer to Aquatics Center Fund	0	0	400,000	0	0	0
8999 Refunds	(19,601)	34,311	(5,168)	0	0	0
	293,562,501	312,266,913	311,371,618	352,647,507	390,331,998	37,684,491
				2,519.92	2,593.38	73.46

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 2020

- School Board salary adjustment;
- Addition of a 1.0 FTE Ombudsman;
- Addition of a 1.0 FTE Secretary; and
- Inflation of two percent on supplies, materials, and equipment.



Financial Section

SCHOOL BOARD 010

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1101 School Board Members	97,100	106,600	99,508	97,100	8.00	214,680	8.00	117,580	0.00
1104 Director	0	0	0	0	0.00	156,600	1.00	156,600	1.00
1106 Supervisor	141,157	146,846	151,252	121,560	1.00	123,840	1.00	2,280	0.00
1107 Admin. Coordinator	99,489	103,499	106,604	92,160	1.00	92,760	1.00	600	0.00
1108 Attorney	206,289	317,979	269,771	0	0.00	0	0.00	0	0.00
1150 Secretarial/Bookkeeper	150,199	156,085	160,629	68,520	1.00	123,480	2.00	54,960	1.00
1200 Overtime	8,367	7,534	6,341	8,968		8,116		(852)	
1201 Straight Time	3,210	3,539	4,901	3,761		5,454		1,693	
1300 Temporary Employee	0	0	0	133		0		(133)	
1600 Supplemental Pay	0	800	0	1,061		0		(1,061)	
2100 Social Security - FICA	40,867	56,695	49,495	29,019		55,459		26,440	
2210 Retirement - VRS	88,517	91,307	96,632	47,642		83,840		36,197	
2211 Retiree Health Care Credit	6,329	7,280	7,866	0		0		0	
2220 Retirement - PWCS	4,976	4,251	4,853	2,320		4,083		1,763	
2221 Defined Contribution Plan	0	4,837	7,736	0		0		0	
2300 Health Insurance - HMP	50,933	65,912	54,725	34,885		60,396		25,511	
2310 Short/Long Term Disability Premium	0	709	729	0		0		0	
2400 Life Insurance - GLI	7,106	8,591	8,378	3,697		6,507		2,809	
2830 Admin. Assoc. Fees	2,691	1,559	1,835	70		529		459	
2840 Conf. Expenses-Admin	2,873	1,514	1,180	351		0		(351)	
3302 Liability Insurance	0	1,857	1,899	0		0		0	
3401 Travel Reimbursement	55,006	53,208	44,809	71,603		50,429		(21,174)	
3402 Conference Expenses	6,941	16,979	12,648	12,413		16,519		4,106	
3902 Printing Services	339	606	464	517		82		(435)	
3907 School Board Dues	13,784	13,720	24,164	10,199		31,559		21,360	
3999 Other Contract Expenses	18,413	23,887	32,906	42,773		42,977		204	
4001 Office Supplies	10,775	3,730	9,071	2,540		9,961		7,421	
4008 Reference Materials	0	824	1,876	0		0		0	
4019 Food	0	144	80	0		0		0	
4550 General Equipment - Repl.	837	3,207	0	2,241		0		(2,241)	
Totals	1,016,197	1,203,698	1,160,352	653,533	11.00	1,087,270	13.00	433,737	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 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;
- Provide counsel to School Board, Superintendent, and staff on legal issues;
- Oversight/coordination of outside counsel;
- Management of legal services for all schools and departments;
- Develop and provide professional development training on legal issues, including culturally responsive and non-discriminatory practices for PWCS employees; and
- Administrative oversight of the Office of the Board Clerks.

Budget Changes for Fiscal Year 2020

- Reclassification of executive assistant; 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 for use by OSMAP, planning of pilot program for restorative justice, improved relationship between attendance officers and Court, and lobbying for juvenile justice bills;
- Reduction in outside legal fees and costs, particularly in special education;
- Recovery, through outside counsel, of approximately \$500,000 in damages (or set-offs) for breach of contract and warranty claims related to construction/repair of PWCS facilities;
- Completion of Department of Justice Resolution Agreement for ESOL Services;
- Revision of entire 100 Series (School Board Governance) of the PWCS Policy Manual; and
- Assumption of administrative oversight of the Office of the School Board Clerks.

Financial Section

DIVISION COUNSEL 011

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1108 Attorney	0	0	0	376,238	2.00	444,163	2.00	67,925	0.00
1150 Secretarial/Bookkeeper	0	0	0	127,680	2.00	132,360	2.00	4,680	0.00
1200 Overtime	0	0	0	2,000		2,000		0	
1201 Straight Time	0	0	0	1,000		2,000		1,000	
1300 Temporary Employee	0	0	0	12,000		15,000		3,000	
2100 Social Security - FICA	0	0	0	39,696		45,558		5,862	
2210 Retirement - VRS	0	0	0	80,735		91,983		11,247	
2220 Retirement - PWCS	0	0	0	60,324		56,368		(3,956)	
2300 Health Insurance - HMP	0	0	0	59,117		66,262		7,146	
2400 Life Insurance - GLI	0	0	0	6,266		7,138		873	
2830 Admin. Assoc. Fees	0	0	0	5,000		3,681		(1,319)	
2840 Conf. Expenses-Admin	0	0	0	5,000		8,000		3,000	
3302 Liability Insurance	0	0	0	3,800		0		(3,800)	
3401 Travel Reimbursement	0	0	0	4,000		8,000		4,000	
3902 Printing Services	0	0	0	3,000		500		(2,500)	
3903 Postage	0	0	0	500		500		0	
4001 Office Supplies	0	0	0	11,377		15,000		3,623	
4008 Reference Materials	0	0	0	10,000		20,000		10,000	
4012 Emp. Training Supplies	0	0	0	3,000		3,000		0	
4019 Food	0	0	0	1,000		1,000		0	
4310 Tech. Supply Equip.Addl.	0	0	0	10,000		2,000		(8,000)	
4350 Tech. Supply Equip. Repl.	0	0	0	8,000		2,000		(6,000)	
4510 General Equipment - Add'l.	0	0	0	0		3,000		3,000	
4550 General Equipment - Repl.	0	0	0	7,638		3,000		(4,638)	
Totals	0	0	0	837,371	4.00	932,513	4.00	95,142	0.00
Positions	0.00	0.00	0.00	4.00		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 2020

- Due to the complexity, and the increasing scale and scope of the role, the current role of Associate Superintendent for Student Learning and Accountability has been split into two positions — Associate Superintendent for Special Education and Student Services (encompassing the Office of Special Education, Office of Student Services, and Office of OSMAP) and Associate Superintendent for Student Learning (encompassing the Office of Student Learning, Office of English Learner Programs & Services, and Office of Professional Learning);
- In order to allow for enhanced focus in areas of critical responsibility such as security, facilities, transportation, budget, and food services, the Associate Superintendent for Finance & Support Services has been split into two positions — Associate Superintendent for Finance & Risk Management (encompassing the Office of Financial Services and Office of Risk Management and Security Services) and Associate Superintendent for Support Services (encompassing the Offices of Facilities Services, School Food and Nutrition Services, and Transportation Services);
- Addition of two full-time Executive Secretary II's;
- Transfer of 1.0 FTE Ombudsman to School Board;
- Reclassification of one position title per recommendation from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

Financial Section

SUPERINTENDENT'S STAFF 020

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1102 Superintendent	346,065	355,007	364,603	315,600 1.00	315,600 1.00	0 0.00
1103 Associate Superintendent	1,913,709	1,990,833	2,013,463	2,013,600 10.00	2,475,360 12.00	461,760 2.00
1104 Director	0	0	0	134,520 1.00	0 0.00	(134,520) (1.00)
1107 Admin. Coordinator	83,320	86,679	89,277	92,160 1.00	185,520 2.00	93,360 1.00
1150 Secretarial/Bookkeeper	721,066	723,475	726,419	711,600 11.00	770,760 12.00	59,160 1.00
1200 Overtime	1,757	544	1,519	1,184	3,504	2,320
1201 Straight Time	681	965	5,804	1,150	7,577	6,427
1300 Temporary Employee	23,855	89,182	62,839	42,913	57,365	14,452
2100 Social Security - FICA	178,376	182,284	189,233	249,962	291,900	41,937
2210 Retirement - VRS	446,720	448,400	501,998	551,551	632,534	80,983
2211 Retiree Health Care Credit	31,622	34,030	37,939	0	0	0
2220 Retirement - PWCS	43,960	44,509	43,382	26,859	30,802	3,944
2221 Defined Contribution Plan	0	1,057	1,631	0	0	0
2300 Health Insurance - HMP	197,533	216,587	228,208	403,861	455,664	51,804
2310 Short/Long Term Disability Premium	0	174	180	0	0	0
2355 Benefits/Superintendent	0	9,666	9,224	0	0	0
2400 Life Insurance - GLI	35,893	40,713	41,024	42,804	49,089	6,285
2830 Admin. Assoc. Fees	14,973	14,768	18,440	17,037	19,812	2,775
2840 Conf. Expenses-Admin	16,626	18,003	17,141	15,343	11,692	(3,651)
3105 Contractual Services	1,171	2,626	15,625	2,873	6,202	3,329
3401 Travel Reimbursement	10,414	12,698	15,224	12,032	21,116	9,084
3402 Conference Expenses	7,642	9,214	7,099	5,925	5,491	(434)
3502 Repair/Maint. - Equipment	744	744	0	357	0	(357)
3504 Maint. Service Contract	11,466	11,619	11,781	18,606	10,390	(8,216)
3700 In-Service Expenses	3,249	7,440	3,203	4,617	2,930	(1,687)
3901 Laundry/Dry Cleaning	60	24	17	26	8	(18)
3902 Printing Services	672	378	9,344	428	8,089	7,661
3903 Postage	0	0	8	0	4	4
3905 Extra Curricular Expenses	136	0	18	173	9	(164)
3999 Other Contract Expenses	720	15	4,012	7	2,023	2,016
4001 Office Supplies	60,932	75,598	68,713	65,325	77,565	12,240
4002 Medical Supplies	5,629	6,275	5,520	9,555	5,135	(4,420)
4008 Reference Materials	4,395	5,567	8,732	3,187	4,326	1,139
4012 Emp. Training Supplies	96	0	0	597	0	(597)
4019 Food	35,768	32,601	48,567	29,510	31,918	2,408
4310 Tech. Supply Equip.Addl.	4,063	12,558	20,585	7,425	14,574	7,149
4350 Tech. Supply Equip. Repl.	5,836	3,935	5,618	4,606	4,174	(432)
4450 Software Replacement	0	0	0	33	0	(33)
4510 General Equipment - Add'l.	141	0	0	334	0	(334)
4550 General Equipment - Repl.	1,728	1,906	390	1,724	248	(1,476)
4999 Other Materials/Supplies	790	0	0	379	0	(379)
Totals	4,211,807	4,440,071	4,576,777	4,787,863 24.00	5,501,381 27.00	713,518 3.00

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.

Multimedia Design, 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 nearly \$7 million raised in FY 2018. 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 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 2020

- Government Delivery for Electronic Newsletter;
- Three position titles were reclassified per recommendations from the compensation and classification study; 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;
- 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/High School and Guide;
- Published five to seven positive news stories per week;
- Launch of Positively PWCS Branding Campaign; and
- Boosted effective promotion of initiatives including The Governor’s School @ Innovation Park, Career and Tech Ed., the Parent Summit, and anti-bullying programs.

Critical Unmet Needs:

- Funding to refresh PWCS-TV equipment not funded by declining Cable Franchise revenue; and
- Funding to refresh KLC conference rooms.

Financial Section

COMMUNICATIONS SERVICES

025

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	156,005	162,290	133,759	143,160 1.00	278,640 2.00	135,480 1.00
1106 Supervisor	363,067	377,719	472,926	465,000 4.00	339,480 3.00	(125,520) (1.00)
1107 Admin. Coordinator	380,618	425,971	378,149	499,911 5.00	470,160 5.00	(29,751) 0.00
1145 Technician	266,360	285,679	304,586	159,240 2.50	194,520 2.50	35,280 0.00
1148 Specialist	286,265	310,864	350,571	551,490 8.00	561,960 8.00	10,470 0.00
1150 Secretarial/Bookkeeper	213,795	218,613	162,549	169,800 3.00	171,240 3.00	1,440 0.00
1200 Overtime	21,281	29,054	17,156	27,100	5,000	(22,100)
1201 Straight Time	9,398	15,874	18,173	11,000	8,700	(2,300)
1300 Temporary Employee	10,097	23,121	15,951	13,000	4,000	(9,000)
1500 Substitute Teacher	43	0	0	200	0	(200)
1600 Supplemental Pay	855	0	26,081	4,500	0	(4,500)
2100 Social Security - FICA	123,083	133,350	137,626	156,395	155,577	(817)
2210 Retirement - VRS	246,065	257,180	284,628	337,449	340,301	2,852
2211 Retiree Health Care Credit	17,182	19,491	21,518	1,600	0	(1,600)
2220 Retirement - PWCS	18,908	19,618	17,675	17,913	16,572	(1,342)
2221 Defined Contribution Plan	773	2,414	3,087	0	0	0
2300 Health Insurance - HMP	167,248	186,443	201,889	245,878	245,146	(732)
2310 Short/Long Term Disability Premium	223	546	707	0	0	0
2400 Life Insurance - GLI	19,839	23,640	23,591	26,204	26,410	206
2830 Admin. Assoc. Fees	3,178	2,484	2,150	3,500	5,000	1,500
2840 Conf. Expenses-Admin	7,027	7,486	5,228	11,000	6,000	(5,000)
3100 Professional Services	110,459	151,265	166,762	234,899	282,067	47,168
3401 Travel Reimbursement	54,336	42,763	41,158	45,340	29,370	(15,970)
3450 Field Trips	256	0	0	0	0	0
3502 Repair/Maint. - Equipment	2,050	0	175	2,000	200	(1,800)
3504 Maint. Service Contract	50,461	91,255	74,411	44,250	44,250	0
3902 Printing Services	97,476	85,894	76,629	123,000	123,000	0
3903 Postage	307	265	468	300	300	0
3905 Extra Curricular Expenses	117,778	0	1,542	66,300	82,000	15,700
3910 Educational Television	7,725	3,675	11,990	4,900	5,000	100
3911 Rental Equipment	904	356	170	0	0	0
3999 Other Contract Expenses	265,307	182,616	144,857	196,130	184,422	(11,708)
4001 Office Supplies	73,064	96,864	79,825	33,974	30,500	(3,474)
4004 Repair/Maint. Supplies	0	2,147	0	0	0	0
4007 Wearing Apparel	219	0	0	0	0	0
4008 Reference Materials	455	559	0	0	0	0
4010 Instructional Supplies	166	0	0	12,000	12,000	0
4014 Food, Cafeteria	0	540	0	0	0	0
4019 Food	18,326	18,627	17,351	33,000	30,000	(3,000)
4310 Tech. Supply Equip.Addl.	19,002	826,015	322,354	0	40,000	40,000
4350 Tech. Supply Equip. Repl.	50,654	3,224	15,441	44,250	44,250	0
4410 Software, Additional	30,877	22,267	8,161	9,188	65,000	55,812
4510 General Equipment - Add'l.	5,157	3,428	3,954	15,880	14,000	(1,880)
4999 Other Materials/Supplies	10,500	19,710	10,333	14,000	15,000	1,000
5102 Tech. Equipment, Add'l	60,187	0	0	0	0	0
5502 Tech. Equip. Repl.	136,164	777,773	309,897	30,000	8,400	(21,600)
Totals	3,423,141	4,831,081	3,863,476	3,753,751 23.50	3,838,464 23.50	84,713 0.00
Positions	21.00	21.50	22.50	23.50	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 68,000+ 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 2020

- Budget increase reflects student growth and the impact of Divisionwide changes to salary and benefits costs;
- Addition of a 1.0 FTE Coordinator for Instructional Support;
- Reorganization of Virtual High School, 1.0 FTE Supervisor to Instructional Technology;

- Addition of a 1.0 FTE Coordinator for Workstation Support;
- Reduction of a 1.0 FTE Supervisor of Information Security Services;
- Nine position titles were upgraded per recommendations from the compensation and classification study;
- Maintenance contract funding of \$801,561 which includes funding for Communications Messaging and Synergy (new student information system);
- \$4,000,000 to be transferred to ITS 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”;
- Upgraded the PWCS bandwidth network from 2G to two-10G networks.
- Deployed over 7,000 Kindles for every second grade student;
- Integrated new technologies and instructional strategies into classrooms, including Substitution, Augmentation, Modification, Redefinition (SAMR), VR/AR, Kindles, Macs, 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;
- 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; and
- Funding for IT Hardware Refresh.

Financial Section

INFORMATION TECHNOLOGY SERVICES

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	131,702	126,275	135,482	149,520	1.00	156,600	1.00	7,080	0.00
1106 Supervisor	806,210	803,933	843,933	933,720	8.00	856,200	7.00	(77,520)	(1.00)
1107 Admin. Coordinator	510,791	436,907	512,769	550,080	5.00	740,640	7.00	190,560	2.00
1145 Technician	3,343,376	3,176,555	3,337,603	3,463,200	45.00	3,728,400	45.00	265,200	0.00
1148 Specialist	3,760,340	3,938,007	4,064,599	4,248,240	62.00	5,014,560	62.00	766,320	0.00
1150 Secretarial/Bookkeeper	146,142	119,000	176,463	212,490	4.00	214,800	4.00	2,310	0.00
1200 Overtime	18,080	51,139	38,324	33,500		34,400		900	
1201 Straight Time	20,733	24,965	18,647	12,000		14,650		2,650	
1300 Temporary Employee	22,955	556	10,067	0		0		0	
1500 Substitute Teacher	0	0	181	0		0		0	
1600 Supplemental Pay	4,871	1,804	5,324	0		1,000		1,000	
2100 Social Security - FICA	640,155	633,059	670,052	734,609		823,235		88,626	
2210 Retirement - VRS	1,255,549	1,205,440	1,408,581	1,613,264		1,808,050		194,786	
2211 Retiree Health Care Credit	89,565	92,524	108,567	0		0		0	
2220 Retirement - PWCS	71,392	70,772	76,131	78,560		88,046		9,485	
2221 Defined Contribution Plan	14,195	27,562	42,288	0		0		0	
2300 Health Insurance - HMP	919,130	886,548	930,875	1,181,276		1,302,482		121,206	
2310 Short/Long Term Disability Premium	2,938	4,633	6,310	0		0		0	
2400 Life Insurance - GLI	103,835	112,426	118,745	125,200		140,317		15,117	
3100 Professional Services	0	109,520	121,528	114,520		5,000		(109,520)	
3104 Engineering Services	18,981	21,600	0	0		0		0	
3105 Contractual Services	0	8,320	14,414	0		0		0	
3107 Data Processing	6,660	0	0	0		0		0	
3401 Travel Reimbursement	13,216	9,628	7,967	7,600		13,800		6,200	
3402 Conference Expenses	10,970	7,105	6,015	4,000		5,000		1,000	
3504 Maint. Service Contract	4,808,637	4,644,411	4,169,043	6,517,879		7,319,440		801,561	
3700 In-Service Expenses	50,356	85,149	189,278	3,500		12,000		8,500	
3902 Printing Services	32,163	28,987	37,415	33,000		34,000		1,000	
3904 Freight/Shipping	118	710	147	300		200		(100)	
3906 Advertising	0	500	0	500		0		(500)	
3999 Other Contract Expenses	40	90,932	4,678	6,000		6,000		0	
4001 Office Supplies	51,155	12,895	25,542	96,798		63,319		(33,479)	
4004 Repair/Maint. Supplies	19,848	3,590	17,413	4,500		23,000		18,500	
4010 Instructional Supplies	0	160	0	0		0		0	
4012 Emp. Training Supplies	5,982	1,101	1,178	500		3,000		2,500	
4019 Food	0	2,379	1,056	1,200		1,200		0	
4020 Printing Supplies	0	39,526	18,230	20,000		12,000		(8,000)	
4310 Tech. Supply Equip.Addl.	3,409,264	3,405,716	1,462,484	66,000		86,500		20,500	
4350 Tech. Supply Equip. Repl.	1,317,441	3,093,100	2,151,450	15,000		20,000		5,000	
4410 Software, Additional	113,501	105,421	593,577	9,000		130,500		121,500	
4510 General Equipment - Add'l.	3,003	4,749	14,995	0		15,000		15,000	
5502 Tech. Equip. Repl.	143,339	817,253	3,217,675	0		0		0	
6900 Reimbursement Account	(24,368)	(7,343)	(5,864)	0		0		0	
Totals	21,842,263	24,197,513	24,553,160	20,235,956	125.00	22,673,339	126.00	2,437,383	1.00
Positions	120.00	118.00	121.00	125.00		126.00			

VIRTUAL HIGH SCHOOL

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	0	0	0	0	0.00	113,160	1.00	113,160	1.00
1300 Temporary Employee	0	0	0	0		7,000		7,000	
1600 Supplemental Pay	0	0	0	0		443,000		443,000	
2100 Social Security - FICA	0	0	0	0		43,082		43,082	
2210 Retirement - VRS	0	0	0	0		19,101		19,101	
2220 Retirement - PWCS	0	0	0	0		930		930	
2300 Health Insurance - HMP	0	0	0	0		13,760		13,760	
2400 Life Insurance - GLI	0	0	0	0		1,482		1,482	
3100 Professional Services	0	0	0	0		3,000		3,000	
3201 Telephone	0	0	0	0		1,100		1,100	
3401 Travel Reimbursement	0	0	0	0		1,000		1,000	
3750 Curriculum Development	0	0	0	0		15,000		15,000	
3932 Processing Fees	0	0	0	0		8,500		8,500	
4010 Instructional Supplies	0	0	0	0		3,000		3,000	
4450 Software Replacement	0	0	0	0		23,975		23,975	
Totals	0	0	0	0	0.00	697,091	1.00	697,091	1.00
Positions	0.00	0.00	0.00	0.00		1.00			

Human Resources

Description

The Office of Human Resources (HR) 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. HR 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 97 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 2020

- Addition of a 1.0 FTE Supervisor of Special Education Recruitment including support cost of funding \$9,994;
- Addition of a 1.0 FTE Human Resource Specialist of Equity and Employment Relations including support cost of \$5,451;
- Addition of a 1.0 FTE Benefits and Leave Specialist;
- Addition of a 1.0 FTE Compensation and Classification Supervisor including support cost of \$5,452;
- Addition of a 1.0 FTE Administrative Coordinator for Recruitment of Administrative Personnel;
- Addition of a 1.0 FTE Administrative Coordinator of HR and Recruitment for Transportation;
- Six position title reclassifications 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 Digital Contracts and Assignments;
- 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;
- Implementation of Division Action Plan to increase the percentage of Highly Qualified Teachers 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 96 percent approval rating on the Divisionwide Customer Satisfaction Survey.
- A more robust recruitment schedule, complete update and revision of PWCS Recruitment web page, and increased presence on all social media platforms.

Critical Unmet Needs

- Ability to offer competitive salary and benefits to recruit and retain a highly qualified and diverse workforce especially in critical shortage areas;
- 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; and
- Ability to digitally integrate many informational technology platforms to improve HR efficiencies and offer employees more self-service options.

Financial Section

HUMAN RESOURCES

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		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	150,976	156,983	161,772	149,520	1.00	156,600	1.00	7,080	0.00
1106	Supervisor	655,210	642,312	681,383	795,480	7.00	1,036,800	9.00	241,320	2.00
1107	Admin. Coordinator	486,615	523,749	454,671	564,000	6.00	765,360	8.00	201,360	2.00
1115	Teacher on Special Assignment	80,860	84,037	86,499	75,120	1.00	74,280	1.00	(840)	0.00
1148	Specialist	607,186	634,239	662,039	832,530	14.00	1,002,960	16.00	170,430	2.00
1150	Secretarial/Bookkeeper	237,818	264,547	256,327	273,900	6.00	324,720	6.00	50,820	0.00
1200	Overtime	3,436	1,539	3,735	3,000		5,500		2,500	
1201	Straight Time	8,060	8,380	10,728	7,500		10,000		2,500	
1300	Temporary Employee	29,941	30,545	42,735	28,000		28,000		0	
1600	Supplemental Pay	32,219	36,000	49,492	0		0		0	
2100	Social Security - FICA	163,022	170,688	170,156	208,773		260,423		51,650	
2210	Retirement - VRS	322,903	327,925	365,643	454,165		567,289		113,125	
2211	Retiree Health Care Credit	23,655	25,410	28,305	0		0		0	
2220	Retirement - PWCS	20,411	20,092	23,097	22,116		27,625		5,509	
2221	Defined Contribution Plan	5,872	7,911	9,917	0		0		0	
2300	Health Insurance - HMP	229,502	260,907	259,173	332,552		408,663		76,112	
2310	Short/Long Term Disability Premium	1,141	1,446	1,598	0		0		0	
2400	Life Insurance - GLI	26,555	29,962	30,146	35,246		44,025		8,779	
2830	Admin. Assoc. Fees	380	2,152	1,774	1,500		2,000		500	
3100	Professional Services	300,527	172,390	165,482	195,515		169,800		(25,715)	
3102	Health Services	53,753	38,424	35,443	76,000		59,000		(17,000)	
3103	Legal Services	0	875	0	0		0		0	
3105	Contractual Services	0	354,445	38,869	0		0		0	
3201	Telephone	2,931	4,482	2,198	3,500		3,500		0	
3401	Travel Reimbursement	14,949	22,398	17,176	5,500		6,600		1,100	
3402	Conference Expenses	2,311	9,480	32,406	14,100		15,000		900	
3450	Field Trips	0	144	119	0		0		0	
3504	Maint. Service Contract	5,668	4,850	8,228	10,100		30,800		20,700	
3700	In-Service Expenses	2,876	3,277	(1,273)	9,700		8,700		(1,000)	
3902	Printing Services	4,506	4,917	9,132	11,000		3,000		(8,000)	
3904	Freight/Shipping	0	259	1,267	350		500		150	
3906	Advertising	9,130	7,150	0	0		0		0	
3916	Personnel - Recruiting	46,758	40,008	62,999	83,000		196,457		113,457	
3917	Employment Services	0	117,765	90,995	163,000		135,000		(28,000)	
3999	Other Contract Expenses	4,853	6,000	68,890	73,000		73,518		518	
4001	Office Supplies	60,372	52,954	39,130	13,335		14,079		744	
4007	Wearing Apparel	0	0	50	0		1,200		1,200	
4008	Reference Materials	(2,471)	1,886	1,769	4,085		2,000		(2,085)	
4012	Emp. Training Supplies	50,000	500	0	800		1,600		800	
4013	Testing Materials	(120)	5,500	(80)	0		3,000		3,000	
4019	Food	6,486	6,476	9,095	8,500		6,500		(2,000)	
4020	Printing Supplies	0	0	5,265	10,000		10,000		0	
4310	Tech. Supply Equip. Addl.	4,540	10,418	14,457	3,500		18,900		15,400	
4350	Tech. Supply Equip. Repl.	0	0	0	7,906		6,000		(1,906)	
4410	Software, Additional	54,587	26,947	45,132	30,000		30,000		0	
4510	General Equipment - Add'l.	648	9,131	2,764	3,600		6,600		3,000	
4550	General Equipment - Repl.	0	0	0	3,000		6,000		3,000	
5102	Tech. Equipment, Add'l	0	9,880	11,426	0		10,000		10,000	
5104	Software - Additional	65,758	67,206	0	219,264		15,000		(204,264)	
5501	Equipment - Replacement	0	0	4,808	0		0		0	
5502	Tech. Equip. Repl.	0	0	8,624	0		0		0	
Totals		3,773,825	4,206,585	3,973,558	4,732,157	35.00	5,547,000	41.00	814,843	6.00
Positions		31.00	33.00	33.00	35.00		41.00			

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 2020

- Addition of a 1.0 FTE Credit Card Processing Program Staffing Coordinator;
- Addition of a 1.0 FTE Finance Training Specialist;
- Addition of a 1.0 FTE Construction Fund Accountant;
- Reclassification of one position title per recommendation from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

Budgeting

- Received meritorious budget award from the Association of School Business Officials (ASBO) for the past five years; and
- Implementation of Budgeting for Results, a zero-based

(ZBB) approach to budgeting. Produced seven reports for the following departments: Supply Services, Accountability, Technology Services, Professional Learning, Student Services, Transportation, and School Food and Nutrition Services. Special Education in progress.

Accounting

- Implementation of several new accounting standards, an ongoing effort by GASB to improve and create accounting reporting standards and generally accepted accounting principles (GAAP);
- Received Excellence in Financial Reporting awards from ASBO and GFOA for each of the past five years;
- Implementation of separation of dental insurance and pharmacy services from health insurance;
- Continued sale of stand-alone VPSA bonds, reducing School Division's debt service costs; and
- Implementation of credit card processing for Virtual High School and Summer School.

Supply Services

- Implementation of new freight management process;
- Continued growth of electronic auction revenues; and
- Continued growth of furniture/equipment redistribution program between schools and offices, resulting in significant cost savings.

Payroll

- Discontinued printing and mailing prenote statements in support of "go green" initiative and to reduce fraud; and
- Implementation and improved efficiencies of Automated Time and Leave System for School Division (KRONOS).

Purchasing

- Received Achievement of Excellence (AEP) award for the past two years;
- Served as lead agency on national cooperative procurements through OMNIA Partners for a facilities solutions contract awarded to Cintas;
- Serves as lead agency on three national cooperative procurements through OMNIA Partners for market basket items, office and school furniture, and facilities solutions; and
- No protests during the 2018–19 school year.

Critical 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;
- Additional Payroll Specialist support;
- Expand Budgeting for Results program to enhance the current budget process Divisionwide; and
- Expand Bookkeeper Staff Reserve to support schools when staff shortages occur.

Financial Section

FINANCIAL SERVICES

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		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1104	Director	160,170	166,625	171,625	149,520 1.00	156,600 1.00	7,080	0.00
1106	Supervisor	507,616	507,975	523,217	470,400 4.00	486,720 4.00	16,320	0.00
1107	Admin. Coordinator	439,933	591,321	575,300	589,080 6.00	594,360 6.00	5,280	0.00
1148	Specialist	1,523,376	1,654,933	1,738,419	1,544,880 29.50	1,994,100 33.50	449,220	4.00
1150	Secretarial/Bookkeeper	146,312	152,063	154,706	221,850 4.00	159,840 3.00	(62,010)	(1.00)
1200	Overtime	1,555	67	4,124	8,720	5,762	(2,958)	
1201	Straight Time	1,205	657	3,139	6,676	4,338	(2,338)	
1300	Temporary Employee	11,097	15,965	11,884	17,592	16,425	(1,167)	
2100	Social Security - FICA	198,567	220,541	227,525	229,631	261,488	31,857	
2210	Retirement - VRS	405,977	436,965	495,138	502,303	572,505	70,202	
2211	Retiree Health Care Credit	29,187	33,846	38,576	0	0	0	
2220	Retirement - PWCS	27,133	26,579	25,177	24,461	27,879	3,419	
2221	Defined Contribution Plan	1,174	10,062	16,697	0	0	0	
2300	Health Insurance - HMP	263,679	265,557	272,214	367,800	412,421	44,621	
2310	Short/Long Term Disability Premium	396	1,415	2,119	0	0	0	
2400	Life Insurance - GLI	32,766	39,945	41,085	38,982	44,430	5,448	
2830	Admin. Assoc. Fees	4,941	4,529	4,625	5,394	7,246	1,852	
3100	Professional Services	29,010	6,500	6,500	21,521	13,301	(8,220)	
3101	Audit	83,215	87,275	97,360	97,395	132,617	35,222	
3103	Legal Services	0	0	0	6,308	0	(6,308)	
3105	Contractual Services	37,000	286,931	41,000	0	56,585	56,585	
3107	Data Processing	24,524	29,389	26,870	34,507	37,138	2,631	
3401	Travel Reimbursement	12,880	2,638	5,824	9,797	11,732	1,935	
3402	Conference Expenses	39,732	29,714	36,566	35,204	49,661	14,457	
3504	Maint. Service Contract	6,281	6,281	6,281	7,721	8,681	960	
3902	Printing Services	25,653	23,314	22,623	29,359	31,268	1,909	
3906	Advertising	2,791	1,706	930	2,154	1,300	(854)	
3950	Indirect Costs	(113,340)	(118,659)	(123,576)	0	0	0	
3999	Other Contract Expenses	0	0	7,663	0	3,695	3,695	
4001	Office Supplies	37,202	36,698	39,813	39,374	55,027	15,653	
4008	Reference Materials	2,586	2,189	1,503	2,618	2,077	(541)	
4019	Food	1,090	1,051	1,102	1,406	369	(1,037)	
4310	Tech. Supply Equip.Addl.	4,304	1,537	6,805	12,862	9,405	(3,457)	
4350	Tech. Supply Equip. Repl.	3,045	0	3,492	0	4,826	4,826	
4410	Software, Additional	35,466	7,601	975	8,137	1,348	(6,789)	
4510	General Equipment - Add'l.	0	1,716	0	2,367	0	(2,367)	
4550	General Equipment - Repl.	0	3,218	0	3,577	0	(3,577)	
Totals		3,986,521	4,538,143	4,487,301	4,491,596 44.50	5,163,145 47.50	671,549	3.00
Positions		38.50	41.50	42.50	44.50	47.50		

Financial Section

SUPPLY SERVICES 042

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	131,200	136,488	140,582	113,640	1.00	115,200	1.00	1,560	0.00
1147	Coordinator	81,186	84,376	86,823	72,480	1.00	80,880	1.00	8,400	0.00
1150	Secretarial/Bookkeeper	263,959	274,334	282,289	215,580	5.00	224,160	5.00	8,580	0.00
1191	Warehouse Personnel	1,254,708	1,302,570	1,312,423	1,180,260	29.00	1,197,720	29.00	17,460	0.00
1200	Overtime	19,315	26,611	26,361	48,600		43,600		(5,000)	
1201	Straight Time	32,613	38,648	42,929	64,000		59,679		(4,321)	
1300	Temporary Employee	18,775	26,824	18,042	68,885		68,885		0	
2100	Social Security - FICA	128,263	134,740	137,094	134,904		136,944		2,040	
2210	Retirement - VRS	185,082	160,374	171,860	138,150		142,321		4,170	
2211	Retiree Health Care Credit	8,258	8,861	9,728	0		0		0	
2220	Retirement - PWCS	12,316	15,757	18,500	13,004		13,300		296	
2221	Defined Contribution Plan	913	1,391	1,957	0		0		0	
2300	Health Insurance - HMP	233,776	265,248	262,854	195,530		196,744		1,214	
2310	Short/Long Term Disability Premium	305	367	471	0		0		0	
2400	Life Insurance - GLI	20,592	23,568	23,835	20,724		21,195		472	
2830	Admin. Assoc. Fees	560	210	233	1,000		1,000		0	
3401	Travel Reimbursement	3,993	0	2,282	3,000		3,000		0	
3402	Conference Expenses	8,420	7,016	7,106	8,000		8,000		0	
3501	Repair/Maint. - Building	44,817	6,164	2,524	0		0		0	
3502	Repair/Maint. - Equipment	19,299	11,960	9,368	31,006		31,719		713	
3504	Maint. Service Contract	5,610	5,150	5,666	0		0		0	
3902	Printing Services	23,867	16,274	12,562	36,923		36,923		0	
3903	Postage	0	(167)	0	0		0		0	
3904	Freight/Shipping	978	1,071	698	4,000		4,000		0	
3912	Rental Space	1,105	660	720	2,000		2,000		0	
3999	Other Contract Expenses	32,262	36,840	37,555	13,000		13,000		0	
4001	Office Supplies	30,854	36,786	53,249	6,808		6,808		0	
4004	Repair/Maint. Supplies	5	6	1,021	0		0		0	
4007	Wearing Apparel	15,659	15,285	17,867	6,088		6,088		0	
4019	Food	939	192	267	0		0		0	
4310	Tech. Supply Equip. Addl.	0	15,960	0	0		0		0	
4350	Tech. Supply Equip. Repl.	2,013	1,894	3,246	0		0		0	
4450	Software Replacement	561	0	0	2,000		2,000		0	
4510	General Equipment - Add'l.	0	11,750	13,774	15,000		15,000		0	
4550	General Equipment - Repl.	14,024	2,334	4,634	0		0		0	
4999	Other Materials/Supplies	802	4,736	3,430	10,000		10,000		0	
5102	Tech. Equipment, Add'l	0	0	0	10,000		10,000		0	
5502	Tech. Equip. Repl.	0	30,500	0	0		0		0	
Totals		2,597,031	2,704,776	2,711,951	2,414,582	36.00	2,450,166	36.00	35,584	0.00
Positions		36.00	36.00	36.00	36.00		36.00			

Financial Section

BENEFITS & RESERVES

038

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1000 Salaries	81,314	(57,061)	(56,033)	0	0.00	0	0.00	0	0.00
1120 Teacher, Classroom	206,292	239,526	246,414	219,360	3.00	73,569	1.00	(145,791)	(2.00)
1180 National Board Certified Teacher Incentive	0	0	2,500	0		0		0	
1910 Salary - ROP	8,320,784	7,701,051	7,405,563	7,660,273		7,648,025		(12,248)	
2100 Social Security - FICA	815,192	771,794	765,744	769,614		757,436		(12,178)	
2210 Retirement - VRS	36,580	40,148	40,277	223,406		198,560		(24,846)	
2211 Retiree Health Care Credit	2,510	3,040	3,036	0		0		0	
2220 Retirement - PWCS	4,842	3,959	3,505	135,624		131,972		(3,653)	
2300 Health Insurance - HMP	12,380	18,921	19,759	27,113		9,032		(18,080)	
2400 Life Insurance - GLI	2,965	3,588	3,233	26,414		24,468		(1,946)	
2810 Separation Leave	1,852,933	1,824,851	2,189,976	1,730,356		1,729,103		(1,253)	
2850 Employee Recognition	448,613	435,194	417,974	426,804		426,222		(582)	
2990 Visiting Int'l Faculty Pmt.	846,800	1,009,195	1,060,510	0		0		0	
2999 Employee Benefits, Other	60,116	58,323	86,528	28,500		28,500		0	
8001 Salary Reserve	0	0	0	8,099,585		20,701,453		12,601,868	
8002 General Reserve	0	0	0	5,944,070		5,642,930		(301,140)	
8005 School Reserve Funds	0	0	0	156,000		156,000		0	
8009 Holdback Alloc Reserve	0	0	0	10,053,889		12,796,861		2,742,972	
8010 Revenue Rescission	0	0	0	2,687,938		2,500,000		(187,938)	
8011 School Parking Fees	0	0	0	150,000		150,000		0	
8013 Grant Funding	0	0	0	249,461		564,515		315,054	
8023 Reading Intervention Grant	0	0	0	2,054,091		1,862,375		(191,716)	
8024 SOL Remediation	0	0	0	110,997		110,846		(151)	
8032 State Mentor Grant	0	0	0	71,975		69,129		(2,846)	
8034 McKinney Vento Grant	0	0	0	25,000		25,000		0	
8035 Class Size Reduction	0	0	0	311,440		311,440		0	
8084 21st Century Grant	0	0	0	540,000		692,549		152,549	
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	
8147 Project Graduation	0	0	0	37,500		37,500		0	
8606 Transfers Out	11,510,221	12,274,095	0	1,800,000		1,800,000		0	
8999 Refunds	(19,601)	34,311	(5,168)	0		0		0	
Totals	24,181,942	24,360,935	12,183,817	44,324,410	3.00	59,232,486	1.00	14,908,076	(2.00)
Positions	2.00	3.00	3.00	3.00		1.00			

Financial Section

FIXED CHARGES

039

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1300 Temporary Employee	6,073	60,533	774	0	0	0
1500 Substitute Teacher	593,876	719,870	593,676	894,025	893,197	(828)
1502 Substitute, Other	17,312	5,277	11,269	66,917	66,435	(482)
1603 Homebound Tutoring	0	0	0	1,190,824	1,189,201	(1,623)
2100 Social Security - FICA	46,717	60,376	46,293	164,610	164,386	(224)
2820 Tuition Assistance	186,828	188,352	200,837	221,084	326,177	105,093
2825 Classified Ed. Reimbursement	3,850	2,100	4,550	0	0	0
3100 Professional Services	3,690	3,300	14,288	1,581,883	1,670,204	88,321
3103 Legal Services	608,597	613,794	281,896	177,645	177,276	(369)
3105 Contractual Services	9,097	580,853	351,155	0	0	0
3108 Settlement Cost	134,235	40,500	23,100	0	0	0
3110 Human Resources	0	0	10,971	0	0	0
3120 Real Property/ Facilities	0	0	62,411	0	0	0
3140 School Board Litigation	0	0	19,408	0	0	0
3150 Special Education	0	0	46,278	0	0	0
3201 Telephone	2,062,157	2,311,221	2,251,160	2,683,619	2,136,573	(547,046)
3202 Electric Service	14,399,628	15,167,783	15,669,682	16,571,691	17,263,709	692,018
3203 Fuel	1,854,130	1,728,548	1,899,761	1,613,200	1,596,152	(17,048)
3204 Water Service	327,405	183	0	0	181	181
3205 Sewer Service	2,091,180	2,627,436	2,627,009	3,115,780	2,967,196	(148,584)
3206 Trash	936,556	1,019,604	1,013,175	1,009,857	980,595	(29,262)
3301 Insurance, General	145,000	164,610	169,568	170,419	170,164	(255)
3302 Liability Insurance	655,000	743,583	765,978	769,822	768,671	(1,151)
3303 Liability, Transportation	655,000	743,583	765,978	769,822	768,671	(1,151)
3304 Fire Insurance	840,000	953,603	982,324	987,254	985,778	(1,476)
3305 Worker's Comp.	390,000	442,744	456,079	458,368	457,683	(685)
3306 Unemployment Comp.	218,868	248,468	255,951	257,235	256,850	(385)
3308 Safety Patrol Insurance	4,000	4,541	4,678	4,701	4,694	(7)
3504 Maint. Service Contract	56,003	206,400	0	0	0	0
3903 Postage	186,766	251,449	278,454	303,956	303,405	(551)
3913 Tuition - Other Divisions	816,147	965,743	1,049,908	1,152,156	1,424,946	272,790
3914 Tuition - Private Schools	263,755	269,030	269,030	274,411	0	(274,411)
3960 Armored Car Service	0	0	1,654	0	250,000	250,000
3961 Credit Card	0	0	0	0	162,634	162,634
4150 Lease Agreement	368,649	379,709	391,100	0	0	0
4310 Tech. Supply Equip.Addl.	338,258	58,983	88,615	0	0	0
4410 Software, Additional	1,164,857	0	0	0	0	0
5503 DP Equipment - Repl.	0	0	0	7,417,000	9,436,000	2,019,000
5510 Vehicle, Repl.	787,201	537,372	846,881	403,216	895,890	492,674
5511 Buses, Repl.	10,964,650	10,911,010	10,847,900	11,099,000	6,113,340	(4,985,660)
8002 General Reserve	0	0	0	1,013,154	1,239,552	226,398
8003 Gen. Insurance Reserve	950,000	1,078,481	1,110,963	1,116,538	1,114,868	(1,670)
8004 Emergency Reserve	139,183	158,006	162,764	163,581	163,336	(245)
8017 Capital Imprvmnt Reserve	15,632,000	15,836,000	0	18,679,000	23,644,000	4,965,000
8018 Cap. Maint. Contingency	0	0	0	830,470	830,470	0
8803 Transfer to Adult Education	0	0	121,537	0	0	0
8807 Transfer to Construction Fund	0	0	17,388,640	0	0	0
8818 Transfer to Facilities Use	0	0	6,936	0	0	0
8820 Transfer to Imaging Center	0	0	102,116	0	0	0
8823 Transfer to Health Insurance Fund	0	0	1,000,000	0	0	0
8828 Transfer to Aquatics Center Fund	0	0	400,000	0	0	0
Totals	57,856,666	59,083,046	62,594,746	75,161,238 0.00	78,422,234 0.00	3,260,996 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 2020

- Added four Scheduling Technicians;
- Added seven positions to support the increased maintenance, refueling, and bus washing capabilities associated with the new Western Transportation Center;
- Added 10 positions to improve our dispatch call taking ability to shorten call wait times and to improve our management of the increasing numbers of field trips;
- 22.19 FTE reduction in bus drivers and bus aides;
- 12 position titles were reclassified per recommendations from the compensation and classification study;
- Increased reserves to cover increasing Straight Time, Overtime, ALC costs, and the cost of substitutes; 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;
- 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 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 043

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	115,608	123,986	128,551	149,520	1.00	156,600	1.00	7,080	0.00
1106 Supervisor	200,572	214,473	230,540	228,120	2.00	228,360	2.00	240	0.00
1107 Admin. Coordinator	455,401	527,747	592,809	764,880	8.00	885,960	9.00	121,080	1.00
1143 Aide, Bus	4,379,736	5,125,903	5,269,403	4,227,120	171.00	4,124,141	165.23	(102,979)	(5.77)
1148 Specialist	486,909	510,309	558,873	566,160	11.00	814,800	14.00	248,640	3.00
1150 Secretarial/Bookkeeper	836,672	855,315	946,189	882,780	19.00	1,287,240	29.00	404,460	10.00
1170 Bus Driver	18,522,097	19,212,546	18,946,151	22,581,996	711.90	22,570,411	695.48	(11,585)	(16.42)
1171 Garage Employees	2,774,587	2,924,243	2,929,584	2,648,940	48.00	3,188,160	53.00	539,220	5.00
1172 Bus Service Attendant	360,791	366,842	363,682	397,170	11.00	480,960	13.00	83,790	2.00
1200 Overtime	378,659	996,583	480,021	253,626		124,000		(129,626)	
1201 Straight Time	829,048	448,172	845,733	722,251		670,259		(51,992)	
1300 Temporary Employee	158,296	142,086	158,022	145,000		305,000		160,000	
1502 Substitute, Other	0	0	0	0		210,000		210,000	
1900 Other Salary / Wages	185,175	142,477	129,015	160,000		160,000		0	
2100 Social Security - FICA	2,110,713	2,248,562	2,250,188	2,580,160		2,693,249		113,089	
2210 Retirement - VRS	2,429,587	1,973,977	2,052,101	2,216,809		2,379,030		162,221	
2211 Retiree Health Care Credit	84,411	90,288	98,286	0		0		0	
2220 Retirement - PWCS	163,158	176,792	186,400	266,712		277,315		10,604	
2221 Defined Contribution Plan	40,036	71,512	93,663	0		0		0	
2300 Health Insurance - HMP	5,630,826	6,107,974	6,137,212	4,010,410		4,102,374		91,964	
2310 Short/Long Term Disability Premium	11,571	17,507	23,007	0		0		0	
2400 Life Insurance - GLI	308,177	355,873	360,130	425,051		441,949		16,898	
3102 Health Services	56,005	82,245	67,504	89,000		89,000		0	
3201 Telephone	73,405	114,003	95,730	80,000		80,000		0	
3401 Travel Reimbursement	11,277	12,691	12,132	13,000		13,000		0	
3402 Conference Expenses	50	0	1,523	5,800		5,800		0	
3502 Repair/Maint. - Equipment	749	285	0	0		0		0	
3504 Maint. Service Contract	188,423	193,146	194,104	200,444		203,415		2,971	
3700 In-Service Expenses	2,260	1,545	5,920	3,000		3,000		0	
3901 Laundry/Dry Cleaning	23,181	21,319	28,139	24,500		24,500		0	
3902 Printing Services	26,216	11,055	12,805	11,500		11,500		0	
3903 Postage	14,400	0	0	0		0		0	
3910 Educational Television	57	60	81	100		100		0	
3911 Rental Equipment	13,137	10,614	8,749	13,200		13,200		0	
3918 Permits and Fees	0	195	65	0		0		0	
3999 Other Contract Expenses	1,508,032	1,636,892	2,366,215	1,595,200		2,059,558		464,358	
4001 Office Supplies	120,172	88,225	105,123	82,487		82,495		8	
4004 Repair/Maint. Supplies	5,508	677	30,782	0		0		0	
4005 Vehicle Fuels	2,489,823	3,129,371	3,981,731	4,302,491		4,382,942		80,451	
4006 Vehicle Supplies	256,332	206,589	262,667	265,000		265,000		0	
4007 Wearing Apparel	0	0	4,740	0		0		0	
4012 Emp. Training Supplies	0	910	1,024	4,000		4,000		0	
4019 Food	9,037	7,680	4,695	0		0		0	
4021 Transportation Year-End Activity	0	7,491	3,009	0		0		0	
4022 Transp. Veh. Supplies	2,018,791	2,139,854	2,059,563	2,036,155		2,036,155		0	
4310 Tech. Supply Equip.Addl.	13,677	16,180	17,792	0		0		0	
4350 Tech. Supply Equip. Repl.	0	0	0	7,653		2,500		(5,153)	
4410 Software, Additional	23,400	53,025	10,756	0		0		0	
4510 General Equipment - Add'l.	23,802	6,296	0	0		0		0	
4550 General Equipment - Repl.	11,782	12,932	45,517	36,000		0		(36,000)	
5101 Equipment - Additional	135,690	0	17,243	0		0		0	
5110 Vehicle, Additional	24,848	437,834	0	0		0		0	
5111 Buses, Additional	0	776,424	1,757,102	460,890		0		(460,890)	
5502 Tech. Equip. Repl.	0	0	7,329	0		0		0	
6900 Reimbursement Account	33,974	(300,155)	(68,499)	0		0		0	
Totals	47,546,057	51,300,550	53,813,102	52,457,125	982.90	54,375,974	981.71	1,918,849	(1.19)
Positions	881.37	910.40	896.26	982.90		981.71			

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 2020

- New uniformed security position to staff the Edward L. Kelly Leadership Center (KLC) kiosk;
- Reclassification of the Workers' Compensation Specialist and Safety Specialist I and II positions;
- Flat to two percent increase expected for insurance and services; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- Implementation of the armed Elementary School Community Safety Officer program;
- 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 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 62 elementary schools since FY 2014;
- 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 Unmet Needs

- Identifying financial and administrative support for security-related infrastructure, electronic crisis management programs, and equipment upgrades;
- Identifying full-time administrative support for workers' compensation processing to move forward with programs supporting continuous improvement; and
- Identifying financial support for an additional security patrol position to continue to support the growing school division.

Financial Section

RISK MANAGEMENT & SECURITY SERVICES

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	123,481	128,456	132,310	134,520	1.00	130,920	1.00	(3,600)	0.00
1107 Admin. Coordinator	92,548	96,280	109,434	100,440	1.00	102,480	1.00	2,040	0.00
1148 Specialist	997,807	1,039,352	1,069,081	1,264,200	28.00	1,358,760	29.00	94,560	1.00
1150 Secretarial/Bookkeeper	171,372	145,329	163,636	176,160	3.00	180,120	3.00	3,960	0.00
1200 Overtime	46,628	37,799	36,531	40,000		43,000		3,000	
1201 Straight Time	3,915	5,013	5,710	6,000		12,500		6,500	
1300 Temporary Employee	47,048	50,286	45,602	80,000		70,000		(10,000)	
2100 Social Security - FICA	108,390	109,272	112,777	137,802		145,181		7,379	
2210 Retirement - VRS	193,078	192,987	221,514	282,794		299,161		16,367	
2211 Retiree Health Care Credit	13,944	14,901	17,140	0		0		0	
2220 Retirement - PWCS	10,183	8,773	6,285	13,771		14,568		797	
2221 Defined Contribution Plan	2,015	3,812	5,901	0		0		0	
2300 Health Insurance - HMP	160,633	174,135	190,525	207,069		215,509		8,440	
2310 Short/Long Term Disability Premium	471	744	1,395	0		0		0	
2400 Life Insurance - GLI	15,654	17,585	18,255	21,947		23,217		1,270	
2830 Admin. Assoc. Fees	250	434	175	1,500		1,500		0	
3100 Professional Services	50,362	59,681	84,265	80,000		80,000		0	
3102 Health Services	0	0	0	0		3,000		3,000	
3401 Travel Reimbursement	1,273	1,209	432	4,000		3,000		(1,000)	
3402 Conference Expenses	7,157	10,652	5,663	7,500		7,500		0	
3502 Repair/Maint. - Equipment	3,313	4,344	0	4,000		2,000		(2,000)	
3504 Maint. Service Contract	0	0	0	0		3,000		3,000	
3700 In-Service Expenses	13,168	2,631	3,647	5,000		3,000		(2,000)	
3902 Printing Services	9,794	28,667	10,878	16,500		10,000		(6,500)	
3903 Postage	0	0	200	0		200		200	
3916 Personnel - Recruiting	0	0	0	0		5,000		5,000	
3917 Employment Services	5,361	5,765	7,085	7,500		6,000		(1,500)	
4001 Office Supplies	23,755	22,454	22,689	214,230		85,279		(128,951)	
4002 Medical Supplies	0	0	0	0		1,500		1,500	
4007 Wearing Apparel	1,331	4,005	2,416	6,000		6,500		500	
4008 Reference Materials	339	464	307	1,200		1,000		(200)	
4012 Emp. Training Supplies	735	199	208	2,000		2,000		0	
4019 Food	2,395	2,164	3,073	3,000		3,000		0	
4310 Tech. Supply Equip.Addl.	124,118	111,041	131,444	13,000		70,000		57,000	
4350 Tech. Supply Equip. Repl.	3,070	0	0	3,500		3,000		(500)	
4450 Software Replacement	0	0	949	1,000		1,000		0	
4510 General Equipment - Add'l.	0	8,179	1,433	1,000		55,000		54,000	
4999 Other Materials/Supplies	4,133	748	823	8,000		5,000		(3,000)	
5110 Vehicle, Additional	0	0	0	30,000		70,000		40,000	
5501 Equipment - Replacement	0	40,073	0	7,000		10,000		3,000	
Totals	2,237,722	2,327,433	2,411,783	2,880,633	33.00	3,032,895	34.00	152,262	1.00
Positions	25.80	25.80	26.80	33.00		34.00			

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 \$34.4M 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 11.2 million square-feet of building space and 2,660 acres of grounds – including snow removal.

Budget Changes for Fiscal Year 2020

- Add 1.0 FTE Facilities Safety Coordinator (Grade 13);
- Add 1.0 FTE School Planner (Grade 15) to allow completion of additional complex planning tasks (including program capacity);
- Add 1.0 FTE Custodial Professional Development Specialist (Grade 9);
- Add 1.0 FTE Custodial Manager and 1.0 FTE Custodian II to service new facilities (Western Bus Transportation Facility, New Dominion);
- Reclassification of four position titles per recommendations from the compensation and classification study;
- Restoration of 7 & 14-year renewal program \$1,945,248;

- Facilities Landscaping Contract \$350,708;
- \$51,000 to support the Administrative Coordinator for Facility Safety Programs; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- Implemented construction Project Management software (Procore);
- Built seven new schools and additions to 13 existing schools, adding capacity for nearly 9,200 students;
- Completed major renewals of 15 schools;
- Completed over \$10.1M 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;
- 206 portable classrooms in use, a reduction from 207 in FY2018;
- Annually relocated an average of 40 portable classrooms to support both the instructional space requirements and the CIP school renewal program;
- Acquired land for an elementary school, a high school, and the Western Transportation Facility, also acquired additional land at Occoquan Elementary School;
- Administered attendance boundaries for seven new schools (5-ES, 1-K-8, 1-HS) and other minor boundary adjustments;
- Implemented Energy Conservation Program, saving the School Division approximately \$34.4M in five years;
- Recognized ten times as a “VSBA Certified Green School Division” and in 2018 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 Unmet Needs

- 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	138,165	143,734	148,044	149,520	1.00	156,600	1.00	7,080	0.00
1106 Supervisor	613,385	638,106	654,947	584,040	5.00	601,920	5.00	17,880	0.00
1107 Admin. Coordinator	1,148,079	1,109,265	1,168,245	1,082,640	11.00	1,301,880	13.00	219,240	2.00
1145 Technician	184,080	191,318	196,869	163,440	3.00	164,880	3.00	1,440	0.00
1148 Specialist	1,255,724	1,435,156	1,539,009	1,686,360	25.00	1,617,960	22.00	(68,400)	(3.00)
1150 Secretarial/Bookkeeper	578,414	608,899	627,869	580,890	12.00	591,000	12.00	10,110	0.00
1160 Maintenance Personnel	9,378,827	9,646,481	9,716,825	9,536,970	170.00	10,116,960	174.00	579,990	4.00
1190 Custodian	875,046	850,220	835,771	825,840	23.00	911,280	25.00	85,440	2.00
1200 Overtime	297,501	121,265	210,611	362,000		378,900		16,900	
1201 Straight Time	73,119	102,548	144,087	83,300		83,300		0	
1300 Temporary Employee	348,565	339,681	342,531	447,000		447,000		0	
2100 Social Security - FICA	1,085,468	1,101,175	1,127,197	1,185,904		1,252,435		66,531	
2210 Retirement - VRS	1,481,073	1,241,135	1,315,548	1,334,498		1,405,783		71,284	
2211 Retiree Health Care Credit	63,250	66,156	71,233	0		0		0	
2220 Retirement - PWCS	148,267	150,622	154,793	120,092		127,101		7,009	
2221 Defined Contribution Plan	10,978	20,835	28,272	0		0		0	
2300 Health Insurance - HMP	1,867,738	2,010,854	2,046,600	1,805,758		1,880,237		74,479	
2310 Short/Long Term Disability Premium	2,851	4,396	5,223	0		0		0	
2400 Life Insurance - GLI	168,532	191,466	194,270	191,387		202,558		11,171	
2820 Tuition Assistance	6,654	19,339	4,527	6,700		6,700		0	
2830 Admin. Assoc. Fees	1,039	110	120	100		100		0	
2840 Conf. Expenses-Admin	0	2,900	0	1,500		1,500		0	
3100 Professional Services	0	1,599	584	150,319		50,000		(100,319)	
3104 Engineering Services	55,579	7,673	12,260	57,700		56,700		(1,000)	
3105 Contractual Services	230	0	190	1,000		1,000		0	
3201 Telephone	144,311	138,030	164,326	164,500		154,500		(10,000)	
3401 Travel Reimbursement	8,485	6,210	3,128	13,100		13,100		0	
3402 Conference Expenses	1,336	14	0	11,100		8,100		(3,000)	
3500 Miscellaneous Projects	24,126	132,574	313,507	2,757,110		4,753,155		1,996,045	
3501 Repair/Maint. - Building	161,137	256,191	136,743	229,300		228,200		(1,100)	
3502 Repair/Maint. - Equipment	129,838	102,380	126,224	206,800		206,800		0	
3504 Maint. Service Contract	105,690	160,739	208,281	155,000		155,000		0	
3700 In-Service Expenses	195	405	0	0		0		0	
3902 Printing Services	32,676	25,838	20,576	48,300		47,300		(1,000)	
3904 Freight/Shipping	224	730	257	300		300		0	
3906 Advertising	0	1,133	0	0		0		0	
3911 Rental Equipment	(420)	1,883	2,866	6,000		46,000		40,000	
3918 Permits and Fees	375	0	0	400		400		0	
4001 Office Supplies	41,518	60,091	48,006	72,464		77,164		4,700	
4003 Custodial Supplies	102,388	434,411	450,877	160,000		140,000		(20,000)	
4004 Repair/Maint. Supplies	3,432,567	3,697,549	2,813,761	3,621,503		3,933,836		312,333	
4007 Wearing Apparel	75,848	90,347	87,040	148,880		197,260		48,380	
4008 Reference Materials	0	325	325	500		500		0	
4012 Emp. Training Supplies	60,792	42,697	62,315	52,100		42,100		(10,000)	
4019 Food	6,763	8,601	9,432	8,100		8,000		(100)	
4310 Tech. Supply Equip. Addl.	9,353	2,550	14,808	13,200		11,000		(2,200)	
4350 Tech. Supply Equip. Repl.	0	290	0	7,000		7,000		0	
4410 Software, Additional	6,412	6,950	3,620	9,000		64,000		55,000	
4450 Software Replacement	53,858	51,231	36,689	60,000		50,000		(10,000)	
4510 General Equipment - Add'l.	202,586	341,559	251,594	239,100		228,400		(10,700)	
4550 General Equipment - Repl.	0	480	0	4,000		4,000		0	
5101 Equipment - Additional	18,500	101,182	111,942	32,667		30,167		(2,500)	
5110 Vehicle, Additional	45,190	0	0	175,000		50,000		(125,000)	
5145 Asbestos Removal	0	0	868	0		0		0	
Totals	24,446,311	25,669,323	25,412,812	28,552,382	250.00	31,812,076	255.00	3,259,694	5.00
Positions	239.00	242.00	241.00	248.00		255.00			

Financial Section

ENERGY CONSERVATION 048

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin. Coordinator	253,732	263,962	271,880	276,480 3.00	289,800 3.00	13,320	0.00
1600	Supplemental Pay	0	4,800	9,800	0	0	0	
2100	Social Security - FICA	18,346	19,262	20,249	21,152	22,171	1,019	
2210	Retirement - VRS	38,212	38,697	44,371	46,670	48,918	2,248	
2211	Retiree Health Care Credit	2,690	2,930	3,344	0	0	0	
2220	Retirement - PWCS	3,743	4,378	4,596	2,273	2,382	109	
2300	Health Insurance - HMP	33,661	35,275	35,817	34,173	35,240	1,067	
2400	Life Insurance - GLI	3,019	3,458	3,562	3,622	3,796	174	
2820	Tuition Assistance	350	5,849	315	200,000	200,000	0	
3105	Contractual Services	1,857,878	2,012,315	1,646,918	77,334	79,046	1,712	
3201	Telephone	2,236	1,319	851	5,000	5,000	0	
3401	Travel Reimbursement	6,321	5,727	6,227	18,000	18,000	0	
3402	Conference Expenses	0	305	718	0	0	0	
4001	Office Supplies	7,889	25,500	35,392	5,000	5,000	0	
4007	Wearing Apparel	909	981	2,003	1,000	1,000	0	
4008	Reference Materials	0	168	176	1,000	1,000	0	
4019	Food	0	0	653	0	0	0	
4310	Tech. Supply Equip.Addl.	3,336	6,134	18,327	11,953	16,953	5,000	
4410	Software, Additional	1,950	2,613	2,945	8,000	8,000	0	
4510	General Equipment - Add'l.	400	6,929	229	6,000	11,833	5,833	
Totals		2,234,671	2,440,602	2,108,371	717,656 3.00	748,139 3.00	30,483	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 2020

- 1.0 FTE Administrative Coordinator for Civics and Economics Education;
- 1.0 FTE Administrative Coordinator for World Languages and International Studies;
- 2.0 FTEs Early Talent Development Teachers to support expansion of Program for Gifted Education;
- 1.0 FTE Gifted Teacher;
- Reduction of a .50 FTE Strings Teacher;
- Reclassification of one position title per recommendation from the compensation and classification study;
- Funds for Summer Orchestra Program Supplement;
- Fund Year 1 technology refresh of the Five-Year CTE Plan;
- Funds for Athletic Trainers contract for all PWCS middle schools; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

Academic Program Leadership

- Updated curricula in all subject areas;
- Introduced Science Instructional Safety Liaisons at all schools;
- Launched annual PWCS Reads event promoting literacy for economically disadvantaged students; 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

- Launched successful water safety program at the PWCS Aquatics Center;
- Updated Divisionwide concussion management; and
- Expanded athletic trainer coverage to more middle and all high schools.

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 Unmet Needs

- Increase support for job embedded professional learning on instructional practices;
- Convert PWCS curriculum units of study to digital learning management system;
- Expand elementary STEAM programs;
- Additional support for advanced learners; and
- Increase collaboration with business and industry partners to promote greater workplace education opportunities.

Financial Section

STUDENT LEARNING

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	142,310	148,044	152,486	149,520 1.00	156,600 1.00	7,080 0.00
1106 Supervisor	1,233,356	1,236,244	1,343,321	1,337,160 11.00	1,486,080 12.00	148,920 1.00
1107 Admin. Coordinator	624,506	827,494	857,225	893,424 9.20	1,118,520 11.20	225,096 2.00
1112 Assistant Principal	0	29,919	0	0 0.00	0 0.00	0 0.00
1115 Teacher on Special Assignment	236,943	258,279	275,403	209,880 3.00	207,480 3.00	(2,400) 0.00
1120 Teacher, Classroom	284,057	229,451	558,791	480,168 6.90	405,252 5.90	(74,916) (1.00)
1148 Specialist	49,801	51,760	53,259	68,520 1.00	80,880 1.00	12,360 0.00
1150 Secretarial/Bookkeeper	710,600	683,667	660,569	721,110 15.50	732,840 15.50	11,730 0.00
1180 National Board Certified Teacher Incentive Bonus	5,000	2,500	0	0	0	0
1200 Overtime	16,041	15,826	13,977	20,820	20,158	(662)
1201 Straight Time	7,433	6,482	8,235	0	1,000	1,000
1300 Temporary Employee	76,373	63,648	110,755	58,817	58,797	(20)
1500 Substitute Teacher	44,087	23,647	16,540	133,219	129,489	(3,730)
1600 Supplemental Pay	245,029	200,694	284,086	331,987	320,629	(11,358)
1602 Extra Curr. Supplement	0	0	0	891	909	18
2100 Social Security - FICA	268,467	276,107	321,024	337,021	360,974	23,953
2210 Retirement - VRS	493,600	511,627	642,410	651,532	706,876	55,344
2211 Retiree Health Care Credit	35,242	38,814	48,578	0	0	0
2220 Retirement - PWCS	44,069	43,219	51,783	31,727	34,422	2,695
2221 Defined Contribution Plan	688	1,005	2,108	0	0	0
2300 Health Insurance - HMP	306,428	312,687	334,257	477,069	509,218	32,149
2310 Short/Long Term Disability Premium	227	277	356	0	0	0
2400 Life Insurance - GLI	39,563	45,809	51,735	50,563	54,858	4,295
2820 Tuition Assistance	25,400	20,646	32,750	39,500	38,718	(782)
2830 Admin. Assoc. Fees	7,471	6,053	3,923	8,624	5,683	(2,941)
2840 Conf. Expenses-Admin	0	139	0	0	0	0
3100 Professional Services	29,941	20,452	30,822	24,600	35,725	11,125
3105 Contractual Services	27,500	49,624	57,865	54,950	46,304	(8,646)
3201 Telephone	5,176	5,761	5,761	5,760	5,760	0
3401 Travel Reimbursement	15,849	19,662	19,039	31,350	30,600	(750)
3402 Conference Expenses	79,640	145,626	159,137	137,368	137,547	179
3450 Field Trips	17,692	19,892	4,802	32,650	26,330	(6,320)
3501 Repair/Maint. - Building	0	1,108	44,059	16,000	0	(16,000)
3502 Repair/Maint. - Equipment	98,684	170,690	144,244	12,204	12,400	196
3504 Maint. Service Contract	35,228	39,854	39,721	41,100	42,498	1,398
3700 In-Service Expenses	9,975	14,998	5,113	0	0	0
3710 Contract Courses	0	4,500	29,870	9,000	5,000	(4,000)
3750 Curriculum Development	0	3,500	1,500	0	0	0
3901 Laundry/Dry Cleaning	1,224	213	0	400	400	0
3902 Printing Services	72,720	86,390	172,128	91,570	75,333	(16,237)
3903 Postage	128	46	14	0	0	0
3905 Extra Curricular Expenses	11,663	9,314	12,752	4,760	4,600	(160)
3906 Advertising	887	897	1,947	500	0	(500)
3912 Rental Space	0	1,131	660	0	4,500	4,500
3913 Tuition - Other Divisions	13,186	32,437	24,006	0	0	0
3921 Tuition- PW	0	0	17,020	18,000	18,000	0
3999 Other Contract Expenses	16,957	29,251	20,893	14,100	378,260	364,160
4001 Office Supplies	41,184	47,505	47,285	41,980	41,518	(462)
4004 Repair/Maint. Supplies	0	11,162	0	0	0	0
4007 Wearing Apparel	505	630	728	400	3,000	2,600
4008 Reference Materials	52,199	60,585	42,940	24,000	10,699	(13,301)
4009 Extra Curricular Supplies	68	1,999	4,806	4,450	750	(3,700)
4010 Instructional Supplies	348,643	365,540	442,551	96,375	61,995	(34,380)
4011 Textbooks	9,013	718	17,827	0	0	0
4012 Emp. Training Supplies	94,320	78,204	44,617	89,763	73,733	(16,030)
4013 Testing Materials	127,504	173,099	191,654	8,000	1,788	(6,212)
4016 Library Books	408	0	0	2,300	2,300	0
4017 Library Periodicals	3,326	3,350	3,424	4,080	3,540	(540)
4018 Library Supplies	1,437	1,656	2,031	2,325	650	(1,675)
4019 Food	48,476	38,180	46,020	43,162	47,124	3,962
4020 Printing Supplies	0	0	0	0	500	500
4310 Tech. Supply Equip.Addl.	69,764	43,486	32,628	41,000	5,200	(35,800)
4350 Tech. Supply Equip. Repl.	39,436	27,069	145,371	14,750	11,200	(3,550)
4410 Software, Additional	80,833	61,362	45,618	20,300	4,800	(15,500)
4450 Software Replacement	550	550	26,182	21,000	41,700	20,700
4510 General Equipment - Add'l.	63,287	127,159	80,274	13,000	13,000	0
4550 General Equipment - Repl.	10,924	25,345	16,362	0	682,519	682,519
5101 Equipment - Additional	34,840	19,909	15,701	0	0	0
Totals	6,359,856	6,776,890	7,820,941	6,922,749 47.60	8,258,657 49.60	1,335,908 2.00
Positions	39.60	39.60	45.60	47.60	49.60	

Financial Section

GIFTED EDUCATION (K-3 PROGRAM)

164		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Positions
1120	Teacher, Classroom	861,724	944,957	1,000,484	984,600	15.00	1,168,560	18.00	183,960 3.00
1180	National Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0		0		0
1300	Temporary Employee	5,741	1,415	11,501	5,000		4,400		(600)
1500	Substitute Teacher	13,788	12,746	13,938	10,000		16,052		6,052
1600	Supplemental Pay	16,941	14,717	11,741	18,000		8,036		(9,964)
2100	Social Security - FICA	66,347	73,156	77,017	77,846		91,574		13,728
2210	Retirement - VRS	118,920	129,940	157,190	166,200		197,253		31,053
2211	Retiree Health Care Credit	8,534	9,879	11,860	0		0		0
2220	Retirement - PWCS	11,777	11,591	13,832	8,093		9,606		1,512
2221	Defined Contribution Plan	528	542	173	0		0		0
2300	Health Insurance - HMP	67,049	83,344	99,078	121,696		142,097		20,400
2310	Short/Long Term Disability Premium	145	178	70	0		0		0
2400	Life Insurance - GLI	9,580	11,659	12,631	12,898		15,308		2,410
2830	Admin. Assoc. Fees	0	50	0	150		100		(50)
3105	Contractual Services	2,500	4,000	14,550	5,000		11,000		6,000
3401	Travel Reimbursement	218	617	324	650		500		(150)
3402	Conference Expenses	1,993	8,953	7,532	8,000		10,133		2,133
3700	In-Service Expenses	2,950	0	0	0		0		0
3710	Contract Courses	7,425	4,500	660	11,000		8,000		(3,000)
3902	Printing Services	4,492	2,386	1,416	2,500		1,850		(650)
4001	Office Supplies	5,184	6,650	12,341	8,000		6,407		(1,593)
4010	Instructional Supplies	26,294	12,213	24,951	15,000		28,900		13,900
4012	Emp. Training Supplies	1,836	2,278	4,003	1,000		1,600		600
4013	Testing Materials	12,001	2,931	22,723	10,000		2,500		(7,500)
4019	Food	3,638	2,085	2,789	3,050		4,500		1,450
4310	Tech. Supply Equip.Addl.	8,337	4,948	14,291	10,000		13,896		3,896
8607	School Transfer	0	0	0	1,227,182		769,589		(457,593)
Totals		1,262,941	1,350,735	1,520,098	2,705,866	15.00	2,511,860	18.00	(194,006) 3.00
Positions		12.60	12.80	13.50	15.00		18.00		

ELEMENTARY STRINGS PROGRAM

163		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Positions
1120	Teacher, Classroom	1,271,080	1,277,742	1,277,417	1,352,184	20.60	1,304,892	20.10	(47,292) (0.50)
1300	Temporary Employee	0	0	1,552	0		0		0
1500	Substitute Teacher	0	4,338	5,150	0		0		0
1600	Supplemental Pay	2,689	3,204	4,454	8,073		7,924		(149)
2100	Social Security - FICA	95,504	96,408	96,615	104,060		100,430		(3,630)
2210	Retirement - VRS	184,429	183,913	200,883	228,249		220,266		(7,983)
2211	Retiree Health Care Credit	13,466	14,189	15,429	0		0		0
2220	Retirement - PWCS	12,716	12,215	13,112	11,115		10,726		(389)
2221	Defined Contribution Plan	2,339	3,478	3,831	0		0		0
2300	Health Insurance - HMP	97,168	92,715	97,597	167,130		158,675		(8,455)
2310	Short/Long Term Disability Premium	548	720	781	0		0		0
2400	Life Insurance - GLI	14,343	16,745	16,432	17,714		17,094		(620)
2830	Admin. Assoc. Fees	512	124	126	2,000		2,000		0
3105	Contractual Services	0	0	5,050	0		0		0
3401	Travel Reimbursement	11,567	14,773	11,459	12,000		13,000		1,000
3402	Conference Expenses	5,138	8,793	3,295	9,500		9,349		(151)
3450	Field Trips	748	423	5,664	24,657		9,000		(15,657)
3502	Repair/Maint. - Equipment	32,315	20,069	16,139	0		0		0
3902	Printing Services	207	40	245	0		0		0
3905	Extra Curricular Expenses	1,700	383	1,294	0		0		0
4001	Office Supplies	0	0	1,090	0		450		450
4004	Repair/Maint. Supplies	0	0	0	0		10,000		10,000
4008	Reference Materials	0	160	0	0		0		0
4010	Instructional Supplies	64,746	13,990	25,658	7,000		53,959		46,959
4012	Emp. Training Supplies	0	0	0	0		300		300
4019	Food	449	2,134	3,659	0		4,150		4,150
4310	Tech. Supply Equip.Addl.	1,311	15,502	2,939	0		0		0
4350	Tech. Supply Equip. Repl.	0	0	0	0		5,000		5,000
4410	Software, Additional	0	0	0	4,000		0		(4,000)
4510	General Equipment - Add'l.	0	19,261	383	0		0		0
4550	General Equipment - Repl.	0	5,000	0	0		0		0
Totals		1,812,975	1,806,318	1,810,256	1,947,681	20.60	1,927,215	20.10	(20,466) (0.50)
Positions		20.30	20.30	20.10	20.60		20.10		

Financial Section

DRIVERS EDUCATION- RANGE 166

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1200 Overtime	0	2,614	2,893	0		0		0	
1201 Straight Time	0	1,518	3,883	0		0		0	
1300 Temporary Employee	20,340	9,823	28,393	20,000		20,000		0	
1500 Substitute Teacher	715	0	0	0		0		0	
1600 Supplemental Pay	252,926	264,611	267,340	210,000		202,025		(7,975)	
2100 Social Security - FICA	20,916	21,631	23,163	17,595		16,984		(611)	
3302 Liability Insurance	0	7,676	8,507	0		9,000		9,000	
3303 Liability, Transportation	8,923	0	0	0		0		0	
3710 Contract Courses	0	1,028	0	0		0		0	
3902 Printing Services	1,572	1,940	1,327	2,000		8,500		6,500	
3906 Advertising	0	0	0	0		3,000		3,000	
4001 Office Supplies	0	0	33	0		0		0	
4004 Repair/Maint. Supplies	39,566	33,871	41,780	43,405		44,500		1,095	
4005 Vehicle Fuels	8,183	9,174	14,655	15,000		18,681		3,681	
4006 Vehicle Supplies	3,283	0	2,259	0		0		0	
4010 Instructional Supplies	738	2,123	0	0		6,500		6,500	
4410 Software, Additional	5,694	6,915	4,510	7,000		45,810		38,810	
4450 Software Replacement	0	0	1,610	0		0		0	
5110 Vehicle, Additional	0	56,658	0	0		0		0	
Totals	362,854	419,580	400,353	315,000	0.00	375,000	0.00	60,000	0.00
Positions	0.00	0.00	0.00	0.00		0.00			

GOVERNOR'S SCHOOL @ INNOVATION PARK 757

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
3919 Tuition - Annual Year Governor's School	295,679	445,120	498,851	439,542		440,886		1,344	0.00
Totals	295,679	445,120	498,851	439,542	0.00	440,886	0.00	1,344	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 97 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 School 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);
 - PowerSchools Online (formerly ERO);
 - LinkedIn.com (formerly known as Lynda.com);
 - Continuous School Improvement for systems and identified schools.
- 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 2020

- Divisionwide Professional Learning Plan;
- 2.80 FTEs Continuous Improvement Coaches;
- 1.00 FTE Secretary II; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- Implemented Divisionwide Professional Learning Plan – 2018–19;
- 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 \$100,000 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 PowerSchools, 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;
- Supported the partnership of the PWCS Professional Development Schools with George Mason University; and
- Potomac Health Foundation Grant.

Critical Unmet Needs

- 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 2.0 FTE secretaries;
- Increase .5 FTE bookkeeper support to 1.0 FTE;
- Administrative Coordinator for Professional Learning 1.0 FTE; and
- Professional Development specialist 2.0 FTEs.

Financial Section

PROFESSIONAL LEARNING

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	151,866	140,368	144,580	134,520 1.00	130,920 1.00	(3,600) 0.00
1106 Supervisor	125,415	130,469	257,533	235,200 2.00	239,040 2.00	3,840 0.00
1107 Admin. Coordinator	128,962	133,271	17,432	0 0.00	256,032 2.80	256,032 2.80
1120 Teacher, Classroom	0	510,321	513,423	576,960 8.00	570,240 8.00	(6,720) 0.00
1150 Secretarial/Bookkeeper	131,276	136,434	140,392	103,530 2.00	148,440 3.00	44,910 1.00
1180 National Board Certified Teacher Incentive Bonus	0	2,500	2,500	0	0	0
1200 Overtime	0	0	4,434	900	9,300	8,400
1201 Straight Time	136	217	3,737	1,100	2,000	900
1300 Temporary Employee	886	10,742	19,302	16,000	5,000	(11,000)
1500 Substitute Teacher	28,838	783	0	0	10,800	10,800
1600 Supplemental Pay	372,326	315,185	359,743	290,150	365,403	75,253
2100 Social Security - FICA	67,957	101,133	108,251	103,914	132,893	28,979
2210 Retirement - VRS	80,929	156,110	174,810	177,275	226,981	49,705
2211 Retiree Health Care Credit	5,696	11,820	13,175	0	0	0
2220 Retirement - PWCS	9,228	10,685	12,194	8,633	11,053	2,420
2300 Health Insurance - HMP	27,411	82,502	73,787	129,806	163,512	33,706
2400 Life Insurance - GLI	6,395	13,949	14,032	13,758	17,615	3,857
2830 Admin. Assoc. Fees	584	0	0	464	495	31
3100 Professional Services	0	0	900	0	5,520	5,520
3105 Contractual Services	21,230	16,500	31,100	0	221,666	221,666
3201 Telephone	1,283	642	1,401	1,800	2,400	600
3401 Travel Reimbursement	2,001	1,159	1,746	5,772	51,269	45,497
3402 Conference Expenses	10,475	40,879	13,627	16,944	46,579	29,635
3450 Field Trips	0	0	3,057	6,000	3,060	(2,940)
3504 Maint. Service Contract	5,940	5,940	8,160	6,000	8,160	2,160
3700 In-Service Expenses	24,640	13,457	10,762	18,549	17,205	(1,344)
3710 Contract Courses	0	40,608	7,919	0	10,000	10,000
3902 Printing Services	13,084	4,977	12,092	9,426	11,639	2,213
3905 Extra Curricular Expenses	0	0	1,905	0	3,300	3,300
3911 Rental Equipment	0	0	0	14,000	0	(14,000)
3912 Rental Space	0	0	4,931	0	400	400
3999 Other Contract Expenses	5,178	17,380	280	280	0	(280)
4001 Office Supplies	3,466	4,084	4,914	16,892	17,193	301
4008 Reference Materials	28,507	37,647	58,664	39,468	18,235	(21,233)
4009 Extra Curricular Supplies	0	0	181	0	0	0
4010 Instructional Supplies	0	49	0	7,600	71,465	63,865
4012 Emp. Training Supplies	44,706	34,324	7,304	1,380	20,135	18,755
4019 Food	28,705	29,960	38,406	24,515	45,325	20,810
4310 Tech. Supply Equip. Addl.	51,142	2,067	11,910	0	10,400	10,400
4350 Tech. Supply Equip. Repl.	0	0	17,294	200	7,269	7,069
4410 Software, Additional	2,950	13,500	2,815	0	0	0
4450 Software Replacement	48,318	60,278	59,606	48,620	64,931	16,311
4510 General Equipment - Add'l.	3,840	227	0	0	0	0
Totals	1,433,367	2,080,168	2,158,300	2,009,656 13.00	2,925,875 16.80	916,219 3.80
Positions	5.00	12.00	11.00	13.00	16.80	

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 278 offerings in 2018-19;
- 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; and
- Recruit dually-certified ESOL teachers.

- Addition of a 1.0 FTE Visions Program teacher;
- Addition of a .80 FTE Administrative Coordinator, Translation & Interpretation Services;
- Reduction of a 1.0 FTE Custodian III;
- Reclassification of one position title per recommendation from the compensation and classification study; and
- Two percent inflation on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- Exceeded VA on-time graduation rate for ELs by nearly 10 percentage points;
- Successfully executed the Settlement Agreement between the United States and PWCS;
- Provided services to 14,834 ELs and monitored 8,431 (Level 6 years 1–4 totals) per fall 2018 Student Record Collection;
- Screened 6,047 students for program eligibility for fiscal year 2017–18;
- Implemented electronic methods in SMS to track EL program services and monitor student progress;
- Provided high quality professional learning for 5,412 educators during fiscal year 2017–18;
- Offered a 45-hour course titled *Teaching English Learners with Sheltered Content Instruction* and provided to schools a train-the-trainer model while simultaneously offering Divisionwide models (both a full year and a three-year version) with face-to-face and hybrid versions (60 percent online format). A GMU approved model was offered for graduate credit three times during fiscal year 2017–18;
- Implemented the state's alternative ELP annual assessments for dually-identified ELs with special needs and support school teams to interpret data;
- Assisted schools to prepare for the annual 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 3-12; 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

- Funding for translation of essential Division communication through our vendors beyond the current workload of on-staff translators.

Budget Changes for Fiscal Year 2020

- Funding for Older EL (age 18–19) tuition for PWCS Adult Education opportunities for students just entering the country without high school credits;

Financial Section

ENGLISH LEARNER PROGRAMS AND SERVICES (EL)

165

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	143,148	139,864	66,202	114,528	0.80	118,176	0.80	3,648	0.00
1106 Supervisor	18,956	19,720	20,312	22,728	0.20	23,040	0.20	312	0.00
1107 Admin. Coordinator	105,753	112,138	116,974	113,232	1.20	184,038	2.00	70,806	0.80
1115 Teacher on Special Assignment	276,516	273,024	226,981	270,432	3.60	267,408	3.60	(3,024)	0.00
1120 Teacher, Classroom	0	0	0	0	0.00	64,920	1.00	64,920	1.00
1148 Specialist	228,994	263,261	252,030	388,080	6.00	433,440	6.00	45,360	0.00
1150 Secretarial/Bookkeeper	247,839	235,253	277,990	327,480	8.00	342,360	8.00	14,880	0.00
1190 Custodian	29,987	31,169	32,070	37,200	1.00	0	0.00	(37,200)	(1.00)
1200 Overtime	4,781	14,702	10,927	16,750		7,000		(9,750)	
1201 Straight Time	17,923	16,505	12,614	0		0		0	
1300 Temporary Employee	70,138	116,865	138,244	108,800		108,200		(600)	
1600 Supplemental Pay	46,600	49,320	66,915	62,227		52,227		(10,000)	
1647 Coordinator Supplement	0	6,700	9,600	0		0		0	
2100 Social Security - FICA	84,934	91,720	88,469	111,802		122,463		10,660	
2210 Retirement - VRS	147,582	148,646	152,311	210,935		241,955		31,020	
2211 Retiree Health Care Credit	10,937	11,658	12,010	0		0		0	
2220 Retirement - PWCS	8,862	9,361	8,549	10,470		11,782		1,313	
2221 Defined Contribution Plan	5,465	6,440	8,178	0		0		0	
2300 Health Insurance - HMP	108,477	108,405	109,592	157,427		174,299		16,872	
2310 Short/Long Term Disability Premium	954	1,085	1,235	0		0		0	
2400 Life Insurance - GLI	12,562	14,070	13,151	16,685		18,777		2,092	
3401 Travel Reimbursement	4,790	4,863	4,267	5,939		3,500		(2,439)	
3402 Conference Expenses	2,189	(480)	2,457	5,600		5,600		0	
3504 Maint. Service Contract	2,518	839	0	5,002		5,002		0	
3999 Other Contract Expenses	142,888	12,083	78,586	194,871		105,594		(89,277)	
4001 Office Supplies	23,155	17,853	20,236	13,792		13,792		0	
4003 Custodial Supplies	1,249	2,820	1,255	1,000		0		(1,000)	
4010 Instructional Supplies	1,537	1,661	2,403	0		0		0	
4012 Emp. Training Supplies	5,426	8,409	2,596	0		0		0	
4013 Testing Materials	0	0	1,280	4,000		4,000		0	
4019 Food	635	319	1,063	500		500		0	
4020 Printing Supplies	222	1,212	2,584	7,500		7,500		0	
4310 Tech. Supply Equip.Addl.	5,790	0	439	7,183		7,183		0	
4510 General Equipment - Add'l.	3,715	3,218	1,523	8,500		8,500		0	
4550 General Equipment - Repl.	0	190	2,460	2,000		2,000		0	
5101 Equipment - Additional	0	341	0	0		0		0	
Totals	1,764,522	1,723,235	1,745,503	2,224,663	20.80	2,333,256	21.60	108,593	0.80
Positions	19.00	18.80	18.80	20.80		21.60			

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
- Goal 3: Family Community and Employee Engagement; and
- Goal 5: Organizational Alignment.

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 to all students that promote student academics, and 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 2020

- Increase .20 FTE Office Assistant;
- Increase 1.0 FTE Administrative Coordinator;
- Increase 3.0 FTEs School Nurses;
- Increase 3.0 FTEs School Social Workers;
- Increase 4.0 FTEs Attendance Officers; and
- Seven position titles were reclassified per recommendations from the compensation and classification study.

Major Accomplishments (Past Five Years)

School Counseling Programs

- Provided post-secondary options at two High School Parent Summits to over 3,000 attendees;
- Created the Middle School Student Success Academy, serving over 600 middle school students;
- Created additional support programs for military families by securing a \$1.5 million grant; and
- Provided R.A.M.P. Academy for counselors who show evidence they deliver a comprehensive, data-driven school counseling program to include 29 nationally recognized programs.

School Health

- Implemented a Diabetes Nurse Specialist assignment to specifically address the complexities of managing 215 Type I Diabetic students in PWCS. This nurse trains school nurses

and staff on students' DMMP's, communicates/collaborates with families and healthcare providers as needed; and

- Received a \$5,000 grant from SPARK to further assist training of school nurses to standardize the Vision Screening Program.

Student Assistance Programs

- Delivered Signs of Suicide (S.O.S.) prevention curriculum to 7,112 seventh-graders and 7,343 ninth-graders during the 2017–18 school year (SY); and
- Attendance officers conducted 243 home visits and held 1,826 truancy intervention meetings with students during the 2017–18 SY to determine barriers to regular attendance and to provide referrals for school and community-based resources for the removal of those barriers.

Healthy Communities-Healthy Youth (HC•HY)

- Oversee the HC•HY Local Hero Awards; and
- Developed and implemented a selection and placement process 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 monitor consistency with PWCS procedures/regulations; and
- Collaborate with AlphaBEST staff to provide high-quality services to all students and families enrolled in the SACC and Next Generation programs.

School Social Work

- 41 school social workers provided 19,551 student contacts, 11,598 parent contacts, and conducted 3,733 socio-cultural assessments for at-risk students. Reported 930 cases to Child Protective Services Intake and made 4,205 community referrals; and
- Secured grant funding to teach 6,000 students Human Trafficking Prevention, resulting in 667 students coming forward and 248 identified student victims along the sexual assault continuum.

Threat Assessment

- Support school threat assessment teams who completed 586 threat assessments during the 2017–18 SY and conducted approximately 200 Level 2 assessments;
- Support approximately 248 students annually, who receive temporary homebound instruction due to serious medical and mental health conditions; and
- Provide case management support to students experiencing serious mental health issues negatively impacting their ability to attend school.

Critical Unmet Needs

- Administrative Coordinators;
- School Counselors;
- School Social Workers;
- Student Assistance and Prevention Program Specialist;
- Homebound Program Specialist;
- School Health Clinic Assistants;
- School Health Substitute Nurses; and
- Substance Abuse and Prevention Specialist.

Financial Section

STUDENT SERVICES

150

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1104 Director	147,051	152,976	157,566	143,160 1.00	147,720 1.00	4,560 0.00
1106 Supervisor	779,978	795,274	802,861	659,112 5.80	718,272 5.80	59,160 0.00
1107 Admin. Coordinator	0	0	49,710	94,920 1.00	189,360 2.00	94,440 1.00
1115 Teacher on Special Assignment	118,483	123,376	127,212	75,120 1.00	74,280 1.00	(840) 0.00
1130 Social Worker	3,965	0	0	0 0.00	0 0.00	0 0.00
1138 Support Professional	0	0	0	75,120 1.00	74,280 1.00	(840) 0.00
1150 Secretarial/Bookkeeper	442,885	464,177	453,971	453,300 9.80	469,680 10.00	16,380 0.20
1200 Overtime	0	0	233	500	0	(500)
1201 Straight Time	31	0	983	0	0	0
1300 Temporary Employee	112,624	32,263	12,779	0	0	0
1500 Substitute Teacher	447	0	0	0	0	0
1600 Supplemental Pay	5,000	6,878	7,221	5,000	0	(5,000)
2100 Social Security - FICA	115,151	109,744	115,039	115,227	128,030	12,803
2210 Retirement - VRS	221,615	222,485	256,819	253,324	282,502	29,179
2211 Retiree Health Care Credit	15,677	16,890	19,427	0	0	0
2220 Retirement - PWCS	15,190	15,930	16,786	12,336	13,757	1,421
2221 Defined Contribution Plan	328	589	934	0	0	0
2300 Health Insurance - HMP	92,074	105,621	122,899	185,491	203,509	18,018
2310 Short/Long Term Disability Premium	118	112	225	0	0	0
2400 Life Insurance - GLI	17,598	19,934	20,690	19,660	21,924	2,264
2830 Admin. Assoc. Fees	295	909	524	1,000	1,000	0
2840 Conf. Expenses-Admin	8,147	8,296	11,014	2,000	0	(2,000)
3100 Professional Services	84,405	77,097	89,537	86,648	86,614	(34)
3105 Contractual Services	9,573	4,000	2,925	0	0	0
3201 Telephone	2,833	2,498	2,905	4,500	4,500	0
3401 Travel Reimbursement	5,684	5,188	5,117	5,000	5,000	0
3402 Conference Expenses	18,123	33,237	8,637	4,500	2,500	(2,000)
3450 Field Trips	18,677	29,440	26,019	21,000	0	(21,000)
3502 Repair/Maint. - Equipment	2,333	747	0	1,000	1,000	0
3700 In-Service Expenses	13,155	13,052	800	8,000	3,000	(5,000)
3902 Printing Services	15,833	11,699	10,723	8,000	6,000	(2,000)
3903 Postage	57	0	0	0	0	0
3905 Extra Curricular Expenses	4,853	11,910	8,883	2,500	0	(2,500)
3910 Educational Television	3,562	0	0	0	0	0
3999 Other Contract Expenses	43,092	50,718	17,962	16,500	21,500	5,000
4001 Office Supplies	11,453	16,661	22,893	9,962	7,190	(2,772)
4008 Reference Materials	119,000	0	8,992	66,643	0	(66,643)
4009 Extra Curricular Supplies	5,188	2,961	5,480	1,500	1,500	0
4010 Instructional Supplies	4,288	15,199	38,323	1,000	0	(1,000)
4012 Emp. Training Supplies	0	90	800	1,000	0	(1,000)
4013 Testing Materials	0	0	351	500	0	(500)
4019 Food	952	1,103	1,546	2,000	2,000	0
4310 Tech. Supply Equip.Addl.	3,585	5,275	46,228	5,000	5,000	0
4350 Tech. Supply Equip. Repl.	16,032	12,959	486	1,000	1,000	0
4410 Software, Additional	5,000	152	877	1,000	1,000	0
4510 General Equipment - Add'l.	0	1,717	9,975	0	0	0
5104 Software - Additional	0	0	0	0	70,000	70,000
5150 Lease/Purchase Agree.	0	3,911	0	0	0	0
Totals	2,484,331	2,375,066	2,486,351	2,342,522 19.60	2,542,118 20.80	199,596 1.20
Positions	17.40	17.50	17.50	19.60	20.80	

Financial Section

NURSE PROGRAM

151

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1107 Admin. Coordinator	0	89,031	97,507	92,160	1.00	92,760	1.00	600	0.00
1131 Licensed School Nurse*	0	5,007,536	5,624,135	6,235,800	95.00	5,862,276	90.30	(373,524)	(4.70)
1134 School Nurse	4,881,303	0	454,578	0	0.00	499,884	7.70	499,884	7.70
1200 Overtime	0	129	239	500		0		(500)	
1201 Straight Time	18,496	18,929	20,114	20,000		30,000		10,000	
1502 Substitute, Other	0	63,637	0	0		0		0	
1600 Supplemental Pay	0	0	2,323	0		0		0	
2100 Social Security - FICA	360,859	382,111	461,312	485,656		496,096		10,440	
2210 Retirement - VRS	689,784	701,947	921,999	1,068,159		1,089,591		21,431	
2211 Retiree Health Care Credit	50,865	55,114	73,017	0		0		0	
2220 Retirement - PWCS	29,554	33,133	38,378	52,016		53,059		1,043	
2221 Defined Contribution Plan	14,012	25,952	46,820	0		0		0	
2300 Health Insurance - HMP	350,649	368,949	379,827	782,136		784,918		2,783	
2310 Short/Long Term Disability Premium	2,777	4,326	6,820	0		0		0	
2400 Life Insurance - GLI	57,105	65,043	77,766	82,896		84,559		1,664	
3401 Travel Reimbursement	0	0	800	0		2,000		2,000	
3402 Conference Expenses	250	550	1,442	2,000		0		(2,000)	
3502 Repair/Maint. - Equipment	3,531	4,367	4,709	23,802		25,000		1,198	
4001 Office Supplies	0	0	1,037	0		4,804		4,804	
4002 Medical Supplies	10,044	66,408	3,067	53,644		39,983		(13,661)	
4310 Tech. Supply Equip.Addl.	0	8,457	0	16,000		3,039		(12,961)	
Totals	6,469,228	6,895,618	8,215,891	8,914,769	96.00	9,067,970	99.00	153,201	3.00

Positions 86.50 88.50 93.50 96.00 99.00

*Nurses were reclassified from a grade 11, 200 day position to a grade 12, 195 day position.

SOCIAL SERVICES

152

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1130 Social Worker	1,636,511	1,819,837	1,895,813	2,602,248	38.20	2,768,304	41.20	166,056	3.00
1138 Support Professional	0	38,110	63,803	140,760	2.00	139,200	2.00	(1,560)	0.00
1144 Attendance Personnel	444,393	493,934	531,434	657,240	12.00	871,320	16.00	214,080	4.00
1200 Overtime	0	1,217	2,742	3,000		2,500		(500)	
1201 Straight Time	15	0	3,980	4,000		4,000		0	
2100 Social Security - FICA	153,193	172,489	181,887	260,655		289,577		28,922	
2210 Retirement - VRS	289,739	318,672	390,027	573,962		637,866		63,903	
2211 Retiree Health Care Credit	20,966	24,501	29,961	0		0		0	
2220 Retirement - PWCS	18,339	19,344	20,438	27,950		31,062		3,112	
2221 Defined Contribution Plan	3,424	4,925	7,508	0		0		0	
2300 Health Insurance - HMP	210,556	254,111	287,304	420,271		459,505		39,234	
2310 Short/Long Term Disability Premium	550	889	1,603	0		0		0	
2400 Life Insurance - GLI	23,537	28,917	31,910	44,543		49,502		4,959	
2830 Admin. Assoc. Fees	99	95	0	0		0		0	
3401 Travel Reimbursement	12,724	16,408	14,079	10,545		11,000		455	
3402 Conference Expenses	0	0	1,590	1,500		503		(997)	
3902 Printing Services	0	0	994	1,500		442		(1,058)	
4001 Office Supplies	690	11,563	117	500		500		0	
4010 Instructional Supplies	2,257	0	25	900		0		(900)	
Totals	2,816,993	3,205,011	3,465,213	4,749,574	52.20	5,265,281	59.20	515,707	7.00

Positions 33.20 37.00 36.70 52.20 59.20

Financial Section

HOMEBOUND PROGRAM 155

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	55,581	14,894	0	0 0.00	0 0.00	0	0.00
1200	Overtime	35,991	21,174	35,937	0	0	0	
1201	Straight Time	9,974	11,736	16,716	0	0	0	
1300	Temporary Employee	0	0	39	0	0	0	
1500	Substitute Teacher	314	192	96	0	0	0	
1600	Supplemental Pay	0	0	30,206	0	0	0	
1603	Homebound Tutoring	938,543	764,219	742,789	0	0	0	
2100	Social Security - FICA	78,551	61,386	61,224	0	0	0	
2210	Retirement - VRS	7,815	1,658	0	0	0	0	
2211	Retiree Health Care Credit	589	126	0	0	0	0	
2220	Retirement - PWCS	212	131	0	0	0	0	
2300	Health Insurance - HMP	6,190	1,890	0	0	0	0	
2400	Life Insurance - GLI	661	148	0	0	0	0	
3107	Data Processing	60,231	0	53,650	0	0	0	
3401	Travel Reimbursement	1,799	1,495	0	0	0	0	
3402	Conference Expenses	948	1,532	8,613	0	0	0	
3450	Field Trips	57,810	30,268	47,271	0	0	0	
3913	Tuition - Other Divisions	0	0	1,096	0	0	0	
4001	Office Supplies	4,316	2,541	8,396	0	0	0	
4010	Instructional Supplies	13,185	145,991	121,727	0	0	0	
4019	Food	208	599	630	0	0	0	
4310	Tech. Supply Equip.Addl.	8,619	4,965	25,010	0	0	0	
4350	Tech. Supply Equip. Repl.	625	27,778	0	0	0	0	
Totals		1,282,162	1,092,723	1,153,397	0 0.00	0 0.00	0	0.00
Positions		1.00	0.00	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 2020

- Supervisor of Strategic and Improvement Planning position added;
- Seven position titles were reclassified per recommendations from the compensation and classification study;
- Funds to expand Naglieri testing to further identify students for gifted services; 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;
- Transition to computer adaptive format for Standards of Learning (SOL) testing;
- 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/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 increased volume and expansion of online formats for English proficiency testing and alternative assessments.

Financial Section

ACCOUNTABILITY

034

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	147,443	153,385	157,987	143,160	1.00	147,720	1.00	4,560	0.00
1106 Supervisor	242,760	252,544	260,121	227,280	2.00	345,600	3.00	118,320	1.00
1107 Admin. Coordinator	415,560	452,627	455,223	477,360	5.00	505,440	5.00	28,080	0.00
1148 Specialist	455,392	473,282	468,888	474,240	7.00	607,800	8.00	133,560	1.00
1150 Secretarial/Bookkeeper	382,951	397,513	409,036	376,590	8.00	381,480	7.00	4,890	(1.00)
1200 Overtime	1,312	1,254	3,255	4,700		5,200		500	
1201 Straight Time	4,577	5,452	5,694	4,200		4,200		0	
1300 Temporary Employee	116,669	100,541	95,030	77,100		55,250		(21,850)	
1500 Substitute Teacher	3,928	864	0	7,000		7,000		0	
2100 Social Security - FICA	126,235	130,582	132,764	137,060		157,567		20,507	
2210 Retirement - VRS	237,766	242,626	273,357	286,729		335,581		48,852	
2211 Retiree Health Care Credit	16,907	18,650	20,905	0		0		0	
2220 Retirement - PWCS	21,094	24,530	25,482	13,963		16,342		2,379	
2221 Defined Contribution Plan	1,854	3,682	4,008	0		0		0	
2300 Health Insurance - HMP	151,761	160,281	151,979	209,951		241,746		31,795	
2310 Short/Long Term Disability Premium	195	347	436	0		0		0	
2400 Life Insurance - GLI	18,981	22,010	22,265	22,252		26,043		3,791	
2830 Admin. Assoc. Fees	0	39	59	0		0		0	
2840 Conf. Expenses-Admin	535	300	0	0		0		0	
3100 Professional Services	101,165	81,079	182,005	127,500		149,500		22,000	
3201 Telephone	1,560	1,240	1,054	1,300		1,320		20	
3401 Travel Reimbursement	3,452	4,481	3,698	6,600		7,600		1,000	
3402 Conference Expenses	1,091	280	455	600		1,000		400	
3504 Maint. Service Contract	35,900	47,282	55,260	71,500		67,000		(4,500)	
3902 Printing Services	23,253	28,466	25,600	36,200		32,000		(4,200)	
3903 Postage	644	466	385	1,400		1,130		(270)	
3909 Accreditation Expenses	76,875	102,081	83,700	92,000		94,000		2,000	
4001 Office Supplies	32,266	27,662	23,342	28,620		31,500		2,880	
4008 Reference Materials	85	85	623	200		463		263	
4013 Testing Materials	660,967	663,349	858,662	749,337		889,358		140,021	
4019 Food	3,838	3,981	594	2,200		2,600		400	
4310 Tech. Supply Equip.Addl.	1,804	27,839	801	8,000		8,000		0	
4410 Software, Additional	35,400	36,150	70,800	39,000		40,000		1,000	
4510 General Equipment - Add'l.	6,491	2,760	6,040	8,000		8,000		0	
4550 General Equipment - Repl.	0	36,674	17,597	0		0		0	
Totals	3,330,709	3,504,383	3,817,104	3,634,041	23.00	4,170,440	24.00	536,399	1.00
Positions	23.00	23.00	22.00	23.00		24.00			

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 2020

- 15% of Part B funds set aside to provide comprehensive, coordinated early intervention services to at-risk children in our schools;
- Agency 140: 1.0 FTE Fiscal Officer;
- Agency 140: 1.0 FTE Assistive Technology Coordinator to meet the needs of students with disabilities;
- Agency 145: 1.0 FTE Occupational Therapist, Program Growth;
- Agency 153: 5.0 FTE 223-day Psychologists, Program Growth;
- Funding for research-based instructional materials to support student needs;

- Funding for training and activities for parent engagement;
- Funding to maintain PWCS Regional School Program;
- Professional development funding for itinerant staff;
- Reclassification of nine position titles per recommendation from the compensation and classification study; and
- Two percent inflation on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- Deployment of Functional Behavior Assessment and Behavior Intervention Plan in the data management system;
- Development of Augmentative and Alternative Communication (AAC) team, to address the needs of students across the Division;
- Provisions of additional research-based materials to students to address academic and social needs;
- Development of Section 504 Procedural Manual, Eligibility Manual, Functional Behavior Assessment, and Behavior Intervention Plan (FBA/BIP) Manual, and 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”;
- Developed and provided two-day training for paraprofessionals who support students with autism to meet the state requirements;
- Expansion of professional learning in multi-sensory reading approaches; and
- Lending library utilizing research-based approaches of over 2,000 items.

Critical Unmet Needs

- Early recruitment and retention of identified national shortage positions such as Speech/Language Pathologists, School Psychologists, and Vision and Hearing teachers;
- One additional Comprehensive Child Specialist, one Educational Diagnostician, two Speech Language Pathologists, 5 School Psychologists, and Hearing and Vision funding, and one specialist to be proportionate with student growth;
- Continue to add teaching assistants with specific training, dedicated to work with students with significant behavioral and medical needs during the school year and summer; and
- Obtain 3.0 FTE dedicated positions for homebound and home-based instructors.

Financial Section

SPECIAL EDUCATION

140

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease)	
								Budget	Positions
1104 Director	147,051	152,727	90,913	143,160	1.00	147,720	1.00	4,560	0.00
1106 Supervisor	232,029	134,140	146,623	218,808	1.80	222,912	1.80	4,104	0.00
1107 Admin. Coordinator	383,293	526,635	625,773	590,574	6.35	745,884	7.35	155,310	1.00
1120 Teacher, Classroom	147,390	326,479	364,193	396,756	5.90	392,388	5.90	(4,368)	0.00
1130 Social Worker	81,099	83,306	50,738	75,120	1.00	74,280	1.00	(840)	0.00
1133 Psychologist	112,574	120,688	122,487	131,280	2.00	129,840	2.00	(1,440)	0.00
1136 Diagnostician	0	48,479	69,603	65,640	1.00	64,920	1.00	(720)	0.00
1138 Support Professional	0	99,622	102,173	98,160	2.00	109,440	2.00	11,280	0.00
1148 Specialist	49,148	49,839	52,548	54,480	1.00	157,920	2.00	103,440	1.00
1150 Secretarial/Bookkeeper	451,662	447,638	431,523	440,882	9.35	447,846	9.35	6,965	0.00
1200 Overtime	3,055	0	100	0		500		500	
1201 Straight Time	758	327	2,216	325		500		175	
1300 Temporary Employee	0	0	8,926	9,000		10,000		1,000	
1500 Substitute Teacher	0	18,567	587	0		0		0	
1600 Supplemental Pay	0	0	1,486	0		10,000		10,000	
2100 Social Security - FICA	115,459	145,725	151,604	170,149		192,332		22,183	
2210 Retirement - VRS	236,462	288,403	331,761	373,868		420,844		46,976	
2211 Retiree Health Care Credit	16,931	22,083	25,403	0		0		0	
2220 Retirement - PWCS	15,244	13,533	13,011	18,206		20,494		2,288	
2221 Defined Contribution Plan	904	3,255	6,607	0		0		0	
2300 Health Insurance - HMP	129,814	157,940	188,188	273,757		303,167		29,411	
2310 Short/Long Term Disability Premium	273	820	1,067	0		0		0	
2400 Life Insurance - GLI	18,954	26,062	27,004	29,015		32,660		3,646	
2830 Admin. Assoc. Fees	442	829	0	2,997		0		(2,997)	
3100 Professional Services	43,629	24,782	323,669	46,353		69,667		23,314	
3401 Travel Reimbursement	32,266	49,002	39,377	17,867		20,000		2,133	
3402 Conference Expenses	0	3,335	4,251	13,335		41,000		27,665	
3700 In-Service Expenses	2,300	0	0	0		0		0	
3902 Printing Services	4,109	18,265	15,539	18,000		10,000		(8,000)	
3904 Freight/Shipping	299	114	36	0		0		0	
3906 Advertising	429	375	0	0		500		500	
3912 Rental Space	0	0	301	0		1,500		1,500	
3913 Tuition - Other Divisions	1,460	23,886	0	23,800		35,000		11,200	
3921 Tuition- PW	(23,071)	(25,688)	(306)	0		0		0	
4001 Office Supplies	8,813	22,504	25,585	22,503		25,000		2,497	
4010 Instructional Supplies	5,153	17,993	48,256	17,696		115,000		97,304	
4012 Emp. Training Supplies	0	0	380	0		0		0	
4013 Testing Materials	0	4,115	10,036	4,000		12,000		8,000	
4019 Food	0	69	1,290	600		1,500		900	
4310 Tech. Supply Equip.Addl.	3,811	4,852	8,444	50,000		205,390		155,390	
4410 Software, Additional	53	0	0	0		0		0	
4510 General Equipment - Add'l.	874	1,520	2,390	0		2,500		2,500	
4550 General Equipment - Repl.	0	0	400	0		0		0	
5504 Software - Repl.	295,000	0	0	0		0		0	
Totals	2,517,668	2,812,222	3,294,183	3,306,330	31.40	4,022,704	33.40	716,374	2.00
Positions	21.40	29.40	29.60	31.40		33.40			

Financial Section

REGIONAL SCHOOL PROGRAM

141

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	107,329	124,847	116,670	139,794 1.15	142,416 1.15	2,622	0.00
1107	Admin. Coordinator	455,000	434,612	447,327	416,826 4.65	469,836 4.65	53,010	0.00
1120	Teacher, Classroom	1,030,984	829,175	994,316	1,056,804 16.10	1,045,212 16.10	(11,592)	0.00
1138	Support Professional	705,577	728,949	762,240	588,960 12.00	656,640 12.00	67,680	0.00
1150	Secretarial/Bookkeeper	28,417	26,068	30,085	27,749 0.65	28,314 0.65	566	0.00
1180	National Board Certified Teacher Incentive Bonus	7,500	5,000	2,500	0	0	0	
1200	Overtime	0	0	23,380	30,000	10,000	(20,000)	
1201	Straight Time	152	0	25,787	25,000	25,000	0	
1300	Temporary Employee	26,688	53,774	167,716	0	0	0	
1900	Other Salary / Wages	139,801	140,733	0	0	0	0	
2100	Social Security - FICA	183,341	172,364	189,544	174,813	181,872	7,060	
2210	Retirement - VRS	339,218	313,532	375,941	376,446	395,400	18,954	
2211	Retiree Health Care Credit	24,709	23,926	28,413	0	0	0	
2220	Retirement - PWCS	16,935	15,716	16,986	18,332	19,255	923	
2221	Defined Contribution Plan	2,696	2,459	1,051	0	0	0	
2300	Health Insurance - HMP	228,505	222,215	238,731	275,644	284,838	9,194	
2310	Short/Long Term Disability Premium	350	307	355	0	0	0	
2400	Life Insurance - GLI	27,739	28,236	30,261	29,215	30,686	1,471	
3100	Professional Services	350,308	176,868	72,247	90,000	111,000	21,000	
3401	Travel Reimbursement	21,509	19,637	12,784	30,000	30,000	0	
3502	Repair/Maint. - Equipment	1,618	2,705	0	2,000	2,000	0	
3920	Tuition - Regional School	(797,028)	(711,446)	(499,545)	376,245	344,371	(31,874)	
4001	Office Supplies	810	3,887	1,376	17,000	17,000	0	
4010	Instructional Supplies	19,249	34,008	1,930	0	0	0	
4310	Tech. Supply Equip.Addl.	372	0	0	0	0	0	
Totals		2,921,779	2,647,571	3,040,095	3,674,827 34.55	3,793,840 34.55	119,013	0.00
Positions		34.55	30.55	33.05	34.55	34.55		

SPEECH PROGRAM

142

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	4,984,214	5,245,666	5,015,700	4,994,472 75.80	4,939,656 75.80	(54,816)	0.00
1300	Temporary Employee	0	0	93,777	0	10,000	10,000	
1500	Substitute Teacher	80,920	124,449	2,450	0	0	0	
1600	Supplemental Pay	0	0	10,471	0	10,000	10,000	
2100	Social Security - FICA	369,940	395,242	376,568	382,077	379,413	(2,663)	
2210	Retirement - VRS	632,473	644,343	697,061	843,067	833,814	(9,253)	
2211	Retiree Health Care Credit	46,391	49,690	54,084	0	0	0	
2220	Retirement - PWCS	36,631	41,450	38,312	41,055	40,604	(451)	
2221	Defined Contribution Plan	10,367	12,204	20,554	0	0	0	
2300	Health Insurance - HMP	383,889	399,021	396,022	617,317	600,662	(16,654)	
2310	Short/Long Term Disability Premium	2,046	2,319	3,592	0	0	0	
2400	Life Insurance - GLI	52,078	58,644	57,604	65,427	64,709	(718)	
3100	Professional Services	35,408	302,832	459,454	75,000	189,382	114,382	
3401	Travel Reimbursement	8,846	14,947	9,440	15,000	10,000	(5,000)	
3902	Printing Services	2,635	0	0	0	0	0	
4001	Office Supplies	571	3,049	2,893	4,000	500	(3,500)	
4010	Instructional Supplies	65,134	106,588	111,415	69,436	65,000	(4,436)	
4013	Testing Materials	53,000	11,393	12,520	0	0	0	
4310	Tech. Supply Equip.Addl.	52,170	24,030	0	0	2,000	2,000	
Totals		6,816,713	7,435,866	7,361,916	7,106,850 75.80	7,145,741 75.80	38,891	0.00
Positions		68.00	65.70	67.70	75.80	75.80		

Financial Section

HEARING IMPAIRED PROGRAM

143

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	21,637	22,509	12,256	24,312 0.20	24,768 0.20	456	0.00
1120	Teacher, Classroom	340,727	413,191	401,310	446,352 6.80	441,456 6.80	(4,896)	0.00
1138	Support Professional	451,546	472,150	495,464	441,720 9.00	492,480 9.00	50,760	0.00
1200	Overtime	0	0	0	30,000	0	(30,000)	
1201	Straight Time	0	0	1,163	10,000	0	(10,000)	
2100	Social Security - FICA	62,020	68,105	68,320	72,858	73,342	484	
2210	Retirement - VRS	109,351	121,307	138,799	154,010	161,829	7,819	
2211	Retiree Health Care Credit	8,239	9,605	10,808	0	0	0	
2220	Retirement - PWCS	9,003	9,453	10,042	7,500	7,881	381	
2221	Defined Contribution Plan	5,021	5,547	4,599	0	0	0	
2300	Health Insurance - HMP	44,351	63,390	58,297	112,771	116,578	3,808	
2310	Short/Long Term Disability Premium	425	521	508	0	0	0	
2400	Life Insurance - GLI	9,250	11,335	11,510	11,952	12,559	607	
3100	Professional Services	10,377	185	0	45,000	0	(45,000)	
3401	Travel Reimbursement	6,000	4,477	2,993	10,000	2,000	(8,000)	
3502	Repair/Maint. - Equipment	435	0	0	0	0	0	
3902	Printing Services	1,793	0	0	0	0	0	
4001	Office Supplies	1,172	0	820	10,000	235	(9,765)	
4010	Instructional Supplies	18,388	6,464	11,778	30,956	3,000	(27,956)	
4310	Tech. Supply Equip.Addl.	1,018	0	0	0	0	0	
Totals		1,100,752	1,208,239	1,228,666	1,407,431 16.00	1,336,128 16.00	(71,303)	0.00
Positions		13.00	14.00	13.40	16.00	16.00		

VISUALLY IMPAIRED PROGRAM

144

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	486,057	649,821	701,202	623,580 9.50	616,740 9.50	(6,840)	0.00
1600	Supplemental Pay	0	4,028	0	0	0	0	
2100	Social Security - FICA	36,333	48,535	53,154	47,704	47,181	(523)	
2210	Retirement - VRS	72,557	93,424	116,033	105,260	104,106	(1,155)	
2211	Retiree Health Care Credit	5,162	7,172	8,745	0	0	0	
2220	Retirement - PWCS	4,754	5,459	5,841	5,126	5,070	(56)	
2221	Defined Contribution Plan	0	1,300	0	0	0	0	
2300	Health Insurance - HMP	40,585	50,835	56,864	77,074	74,996	(2,079)	
2310	Short/Long Term Disability Premium	0	308	15	0	0	0	
2400	Life Insurance - GLI	5,795	8,464	9,314	8,169	8,079	(90)	
3100	Professional Services	2,653	80,510	18,260	0	0	0	
3401	Travel Reimbursement	10,588	8,428	4,425	8,500	8,500	0	
3402	Conference Expenses	0	0	427	0	0	0	
3902	Printing Services	7,454	0	0	0	0	0	
4001	Office Supplies	426	1,449	4,852	1,926	3,000	1,074	
4004	Repair/Maint. Supplies	799	2,775	0	0	750	750	
4010	Instructional Supplies	22,456	12,700	6,212	14,148	7,078	(7,070)	
4310	Tech. Supply Equip.Addl.	0	3,723	3,923	2,213	6,000	3,787	
4450	Software Replacement	1,821	0	0	0	2,000	2,000	
Totals		697,440	978,932	989,267	893,700 9.50	883,499 9.50	(10,201)	0.00
Positions		6.50	6.50	9.50	9.50	9.50		

Financial Section

OCCUPATIONAL & PHYSICAL THERAPY PROGRAMS

145

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin. Coordinator	92,913	96,658	99,558	89,640 1.00	101,040 1.00	11,400	0.00
1120	Teacher, Classroom	1,902,362	2,090,268	2,280,509	2,067,660 31.50	2,109,900 32.50	42,240	1.00
1141	Student Attendant	53,383	148,809	0	0 0.00	0 0.00	0	0.00
1148	Specialist	153,976	153,167	152,248	123,480 3.00	124,560 3.00	1,080	0.00
1201	Straight Time	0	0	308	0	0	0	
1300	Temporary Employee	15,868	41,700	0	0	0	0	
1600	Supplemental Pay	0	0	0	0	1,300	1,300	
2100	Social Security - FICA	161,883	185,157	185,899	174,479	178,766	4,287	
2210	Retirement - VRS	272,670	301,664	373,523	384,996	394,233	9,237	
2211	Retiree Health Care Credit	19,885	23,414	29,147	0	0	0	
2220	Retirement - PWCS	23,147	24,971	25,984	18,748	19,198	450	
2221	Defined Contribution Plan	4,812	7,562	13,211	0	0	0	
2300	Health Insurance - HMP	185,819	200,269	200,264	281,904	283,997	2,093	
2310	Short/Long Term Disability Premium	954	1,411	2,163	0	0	0	
2400	Life Insurance - GLI	22,323	27,632	31,043	29,878	30,595	717	
3100	Professional Services	26,961	177,123	15,353	80,000	152,632	72,632	
3401	Travel Reimbursement	15,784	24,096	43,052	25,000	25,000	0	
3402	Conference Expenses	97	31	230	0	0	0	
3902	Printing Services	1,717	0	0	0	0	0	
4001	Office Supplies	14,967	21,264	5,021	21,000	15,000	(6,000)	
4010	Instructional Supplies	107,190	108,552	283,401	286,324	350,000	63,676	
4013	Testing Materials	11,162	986	0	10,000	11,000	1,000	
4020	Printing Supplies	0	0	527	0	0	0	
4310	Tech. Supply Equip.Addl.	47,763	13,366	50,224	70,000	75,000	5,000	
Totals		3,135,635	3,648,099	3,791,665	3,663,109 35.50	3,872,220 36.50	209,111	1.00
Positions		31.50	33.50	35.50	35.50	36.50		

ADAPTIVE PHYSICAL EDUCATION PROGRAM

146

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom	183,801	182,145	186,858	196,920 3.00	194,760 3.00	(2,160)	0.00
2100	Social Security - FICA	13,533	12,762	13,412	15,065	14,899	(166)	
2210	Retirement - VRS	26,918	24,151	27,619	33,240	32,876	(365)	
2211	Retiree Health Care Credit	1,952	2,022	2,298	0	0	0	
2220	Retirement - PWCS	2,364	1,096	1,080	1,619	1,601	(18)	
2221	Defined Contribution Plan	335	2,551	2,877	0	0	0	
2300	Health Insurance - HMP	17,205	28,169	29,631	24,339	23,683	(656)	
2310	Short/Long Term Disability Premium	92	368	405	0	0	0	
2400	Life Insurance - GLI	2,191	2,386	2,448	2,580	2,551	(28)	
3401	Travel Reimbursement	11,195	2,581	11,341	8,869	12,000	3,131	
4001	Office Supplies	0	0	0	0	17,182	17,182	
Totals		259,586	258,232	277,969	282,632 3.00	299,552 3.00	16,920	0.00
Positions		2.00	3.00	3.00	3.00	3.00		

Financial Section

PRESCHOOL PROGRAMS

147

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	145,392	151,252	155,791	121,560 1.00	123,840 1.00	2,280	0.00
1107	Admin. Coordinator	60,760	67,794	69,828	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	648,955	675,783	627,157	656,400 10.00	649,200 10.00	(7,200)	0.00
1136	Diagnostician	94,160	97,956	99,988	75,120 1.00	74,280 1.00	(840)	0.00
1150	Secretarial/Bookkeeper	95,808	91,466	81,582	81,240 2.00	83,976 2.00	2,736	0.00
1201	Straight Time	3,323	4,548	5,243	0	0	0	
1300	Temporary Employee	19,063	13,538	4,549	0	20,000	20,000	
1600	Supplemental Pay	0	0	3,864	0	10,000	10,000	
2100	Social Security - FICA	75,899	78,080	74,593	78,332	80,535	2,202	
2210	Retirement - VRS	156,926	158,145	163,421	172,844	172,638	(207)	
2211	Retiree Health Care Credit	11,153	12,034	12,478	0	0	0	
2220	Retirement - PWCS	12,703	13,571	10,901	8,417	8,407	(10)	
2221	Defined Contribution Plan	0	795	2,133	0	0	0	
2300	Health Insurance - HMP	113,284	115,346	114,444	126,561	124,365	(2,197)	
2310	Short/Long Term Disability Premium	0	62	331	0	0	0	
2400	Life Insurance - GLI	12,521	14,203	13,289	13,414	13,398	(16)	
3401	Travel Reimbursement	30,485	29,188	32,768	30,000	35,092	5,092	
3902	Printing Services	0	0	0	0	5,000	5,000	
3999	Other Contract Expenses	47,625	49,275	38,203	75,000	45,000	(30,000)	
4001	Office Supplies	466	1,145	11,645	4,301	15,000	10,699	
4010	Instructional Supplies	30,063	21,874	32,891	22,000	25,000	3,000	
4310	Tech. Supply Equip.Addl.	0	0	11,867	27,500	10,000	(17,500)	
Totals		1,558,585	1,596,053	1,566,966	1,582,330 15.00	1,587,170 15.00	4,840	0.00
Enrollment		90	95	92	110	110		
Positions		14.00	14.00	14.00	15.00	15.00		

MOLINARI JUVENILE SHELTER

148

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1106	Supervisor	11,143	11,592	11,940	12,156 0.10	12,384 0.10	228	0.00
1120	Teacher, Classroom	73,488	76,385	78,612	72,120 1.00	71,280 1.00	(840)	0.00
1140	Teacher Assistant	32,259	33,526	34,513	27,592 1.00	27,600 1.00	8	0.00
1500	Substitute Teacher	691	0	1,632	1,000	1,250	250	
1600	Supplemental Pay	0	0	0	0	2,000	2,000	
2100	Social Security - FICA	7,881	8,121	8,455	8,635	8,761	126	
2210	Retirement - VRS	17,603	17,812	20,408	18,883	18,781	(102)	
2211	Retiree Health Care Credit	1,239	1,349	1,538	0	0	0	
2220	Retirement - PWCS	1,303	1,533	1,807	920	915	(5)	
2300	Health Insurance - HMP	23,208	24,329	24,702	13,827	13,530	(297)	
2400	Life Insurance - GLI	1,391	1,592	1,638	1,465	1,458	(8)	
3401	Travel Reimbursement	290	969	106	75	100	25	
4001	Office Supplies	941	2,814	0	2,614	1,000	(1,614)	
4010	Instructional Supplies	5,886	10,323	5,876	4,400	3,000	(1,400)	
4310	Tech. Supply Equip.Addl.	4,935	0	960	724	1,765	1,041	
Totals		182,257	190,345	192,189	164,411 2.10	163,823 2.10	(588)	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106	Supervisor	22,285	11,592	11,940	12,156 0.10	12,384 0.10	228 0.00
1111	Principal	120,358	0	0	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	914,222	189,392	195,690	150,240 2.00	148,560 2.00	(1,680) 0.00
1140	Teacher Assistant	224	0	0	0	0	0
1150	Secretarial/Bookkeeper	43,720	0	0	0	0	0
1180	National Board Certified Teacher Incentive Bonus	2,500	0	0	0	0	0
1201	Straight Time	222	0	0	0	0	0
1300	Temporary Employee	4,977	0	0	0	0	0
1500	Substitute Teacher	12,037	615	0	0	0	0
1600	Supplemental Pay	0	0	1,230	0	0	0
2100	Social Security - FICA	81,929	13,220	15,483	12,424	12,313	(112)
2210	Retirement - VRS	163,675	29,464	33,765	27,412	27,167	(245)
2211	Retiree Health Care Credit	11,695	2,231	2,545	0	0	0
2220	Retirement - PWCS	12,428	3,496	3,688	1,335	1,323	(12)
2221	Defined Contribution Plan	901	0	0	0	0	0
2300	Health Insurance - HMP	101,038	16,526	16,854	20,072	19,571	(501)
2310	Short/Long Term Disability Premium	309	0	0	0	0	0
2400	Life Insurance - GLI	13,128	2,633	2,710	2,127	2,108	(19)
3100	Professional Services	4,203	0	0	0	0	0
3401	Travel Reimbursement	15,605	868	534	2,000	2,000	0
3902	Printing Services	844	0	0	0	0	0
3999	Other Contract Expenses	8,562	0	0	63,082	27,082	(36,000)
4001	Office Supplies	9,754	0	0	0	700	700
4010	Instructional Supplies	64,009	1,911	2,567	4,000	71,145	67,145
4310	Tech. Supply Equip.Addl.	32,864	0	0	0	0	0
4350	Tech. Supply Equip. Repl.	279	0	0	0	0	0
4410	Software, Additional	249	0	0	0	0	0
Totals		1,642,019	271,948	287,006	294,849 2.10	324,353 2.10	29,504 0.00
Positions		15.20	2.10	2.10	2.10	2.10	

PSYCHOLOGY SERVICES

153

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1133	Psychologist	1,867,448	1,915,970	2,006,947	1,969,920 29.00	2,319,600 34.00	349,680 5.00
1300	Temporary Employee	0	39,690	0	0	0	0
2100	Social Security - FICA	138,200	144,472	149,284	150,698	177,450	26,752
2210	Retirement - VRS	272,409	273,503	318,198	332,522	391,549	59,026
2211	Retiree Health Care Credit	19,868	21,203	24,699	0	0	0
2220	Retirement - PWCS	15,179	15,235	16,238	16,193	19,067	2,874
2221	Defined Contribution Plan	3,581	6,527	9,518	0	0	0
2300	Health Insurance - HMP	171,778	176,645	173,024	243,482	282,063	38,581
2310	Short/Long Term Disability Premium	755	1,086	1,887	0	0	0
2400	Life Insurance - GLI	22,305	25,023	26,305	25,806	30,387	4,581
3100	Professional Services	15,028	116,594	24,415	59,000	84,000	25,000
3401	Travel Reimbursement	5,153	5,518	2,648	5,960	3,000	(2,960)
4001	Office Supplies	578	1,256	306	674	0	(674)
4010	Instructional Supplies	4,253	47,732	39,053	1,000	1,000	0
4013	Testing Materials	22,958	0	12,562	47,000	21,959	(25,041)
Totals		2,559,492	2,790,454	2,805,083	2,852,255 29.00	3,330,075 34.00	477,820 5.00
Positions		26.00	25.00	27.00	29.00	34.00	

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 (JDC); Night School; the 16-/17-Year-Old General Educational Development (GED) Program; and Summer School (Grades K–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 2020

- Program Transfer–Virtual High School (VHS) to Information Technology;
- One position title reclassification per recommendation from the compensation and classification study; and
- Inflation of two percent on supplies, materials, and equipment.

Major Accomplishments (Past Five Years)

- As of June 5, 2019, OSMAP held 409 admissions, readmission, long-term suspension, pre-expulsion, reentry, early admission, nontraditional education placement appeals, and processed 200+ criminal reassignment/disposition hearings;
- One hundred percent of students placed on long-term suspension or expulsion received educational services;

- Re-instituting Transition Coordinators into the hearing process, providing students and their families with an array of school/community services;
- CBI provided academic and social emotional support services to 166 students; 27% of students placed in the CBI program as a result of school discipline and 9% due to medical needs;
- CBI continued its efforts with Project Graduation in spring 2019 to assist PWCS with increasing the on-time graduation rate. Project Graduation assisted 83 seniors this school year;
- CBI also services the Division's Night School Program, where 110 students earned credit during the 2018–2019 school year;
- VHS continues to be a viable nontraditional learning experience with a total of 766 students enrolled for the 2018–19 school year. Additionally, five high schools are piloting VHS as a full-time option;
- VHS continues to collaborate with the Italian Embassy to offer Italian for the 2019–20 school year and will continue to partner with the University of Virginia in providing online teaching practicum students an opportunity to work with VHS teachers;
- Continuing to partner with the Office of Special Education in offering restorative practices training to administrators and teachers. A new cohort of four middle schools began in February 2019;
- Continued collaboration with the Office of English Learner (EL) Programs and Services to implement the Visions Program, a program for older EL immigrants to prepare for the National External Diploma Program (NEDP) and other career opportunities;
- PWC JDC awarded five PWCS High School Diplomas and eleven General Education Diplomas®. Additionally, 20 students earned Industry Certifications (OSHA), ten CTE exams for Personal Finance, and five CPR/First Aid Certifications, and two WHYTRY program completers. JDC is also working on providing students the opportunity to obtain Serv Safe and National Retail Federation Industry Certifications; and
- To date, PWCS 16-/17-Year-Old GED Program serviced 38 students with 33 students completing the program.

Critical Unmet Needs

- Funding to support training for continuation of Restorative Practices in schools.

Financial Section

STUDENT MGMT & ALT PROGRAMS (OSMAP)

180

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1104 Director	143,148	163,810	98,435	134,520	1.00	130,920	1.00	(3,600)	0.00
1106 Supervisor	105,031	109,265	112,543	121,560	1.00	123,840	1.00	2,280	0.00
1107 Admin. Coordinator	638,798	664,542	684,479	614,160	6.00	516,120	5.00	(98,040)	(1.00)
1150 Secretarial/Bookkeeper	269,625	243,362	254,894	238,860	5.00	242,280	5.00	3,420	0.00
1200 Overtime	0	0	69	0		0		0	
1201 Straight Time	176	121	1,520	0		0		0	
1300 Temporary Employee	423	0	11,834	0		0		0	
2100 Social Security - FICA	81,363	82,319	86,361	84,846		77,507		(7,340)	
2210 Retirement - VRS	174,184	170,517	186,336	187,216		171,021		(16,195)	
2211 Retiree Health Care Credit	12,260	12,911	14,044	0		0		0	
2220 Retirement - PWCS	19,363	19,431	15,936	9,117		8,328		(789)	
2300 Health Insurance - HMP	99,868	98,337	96,179	137,085		123,200		(13,884)	
2400 Life Insurance - GLI	13,764	15,237	14,957	14,529		13,272		(1,257)	
2830 Admin. Assoc. Fees	0	0	417	1,000		0		(1,000)	
3201 Telephone	3,686	3,839	4,547	4,000		2,000		(2,000)	
3401 Travel Reimbursement	9,959	(276)	5,673	2,200		2,559		359	
3504 Maint. Service Contract	389	0	0	0		0		0	
3902 Printing Services	826	1,040	102	500		200		(300)	
3999 Other Contract Expenses	1,783	9,356	4,736	1,000		1,000		0	
4001 Office Supplies	10,780	20,683	11,381	20,415		25,000		4,585	
4310 Tech. Supply Equip.Addl.	0	0	0	4,337		2,000		(2,337)	
4510 General Equipment - Add'l.	9,848	2,040	2,794	2,000		1,000		(1,000)	
Totals	1,595,274	1,616,534	1,607,238	1,577,345	13.00	1,440,248	12.00	(137,097)	(1.00)
Positions	13.00	13.00	13.00	13.00		12.00			

Financial Section

ALTERNATIVE EDUCATION

161

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1120	Teacher, Classroom*	444,112	505,192	599,761	209,920 0.00	0 0.00	(209,920)	0.00
1200	Overtime	6,730	7,492	7,632	7,000	9,000	2,000	
1201	Straight Time	0	121	0	0	0	0	
1300	Temporary Employee	38,090	52,064	13,580	24,000	15,140	(8,860)	
1500	Substitute Teacher	336	85	96	0	0	0	
1600	Supplemental Pay	68,994	62,752	73,924	48,500	66,000	17,500	
2100	Social Security - FICA	43,390	45,410	43,784	22,141	6,895	(15,246)	
2830	Admin. Assoc. Fees	0	0	0	222	0	(222)	
3201	Telephone	2,815	2,496	2,685	5,000	2,500	(2,500)	
3401	Travel Reimbursement	3,420	10,120	1,353	3,500	1,000	(2,500)	
3402	Conference Expenses	1,575	1,658	12,642	8,219	0	(8,219)	
3902	Printing Services	50	21	0	0	0	0	
3921	Tuition- PW	(450)	0	0	0	0	0	
3932	Processing Fees	0	0	2,321	0	0	0	
3999	Other Contract Expenses	73,855	98,097	61,163	48,671	0	(48,671)	
4001	Office Supplies	4,167	876	533	1,500	0	(1,500)	
4010	Instructional Supplies	39,670	20,090	41,704	57,979	10,617	(47,362)	
4012	Emp. Training Supplies	1,500	0	0	0	0	0	
4013	Testing Materials	2,896	1,086	1,086	1,000	1,000	0	
4410	Software, Additional	80	0	1,398	2,000	0	(2,000)	
6900	Reimbursement Account	(36,891)	(31,806)	(22,896)	0	0	0	
Totals		694,340	775,754	840,768	439,652 0.00	112,152 0.00	(327,500)	0.00

Positions 0.00 0.00 0.00 0.00 0.00

*Teacher, Classroom includes supplemental pay for certified teachers providing instructional duties outside of contractual time.

SUMMER SCHOOL

162

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	67,750	38,792	56,476	133,000 0.00	131,000 0.00	(2,000)	0.00
1115	Teacher on Special Assignment	20,738	12,800	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	970,491	947,867	1,114,027	892,000 0.00	1,892,000 0.00	1,000,000	0.00
1122	Counselor	18,541	5,334	5,334	6,000 0.00	6,000 0.00	0	0.00
1140	Teacher Assistant	107,263	96,250	72,741	73,000 0.00	223,000 0.00	150,000	0.00
1147	Coordinator	1,500	1,500	0	0 0.00	0 0.00	0	0.00
1148	Specialist	0	0	805	0 0.00	0 0.00	0	0.00
1150	Secretarial/Bookkeeper	69,887	76,818	86,110	77,480 1.00	77,960 1.00	480	0.00
1200	Overtime	4,500	10,715	12,537	0	5,000	5,000	
1201	Straight Time	1,410	4,170	5,753	0	5,000	5,000	
1300	Temporary Employee	65,701	61,155	59,678	52,000	52,000	0	
1600	Supplemental Pay	253,441	224,724	134,141	122,000	197,000	75,000	
2100	Social Security - FICA	116,898	107,936	113,551	103,695	198,057	94,362	
2210	Retirement - VRS	8,539	8,639	9,896	9,196	9,277	81	
2211	Retiree Health Care Credit	601	654	746	0	0	0	
2220	Retirement - PWCS	1,134	1,179	1,213	448	452	4	
2300	Health Insurance - HMP	9,476	9,936	10,087	6,734	6,683	(51)	
2400	Life Insurance - GLI	675	772	794	714	720	6	
3401	Travel Reimbursement	72	0	206	200	200	0	
3902	Printing Services	9,738	7,179	2,972	0	0	0	
3932	Processing Fees	0	0	20,228	0	0	0	
3999	Other Contract Expenses	289,187	229,082	225,967	1,160,000	992,537	(167,463)	
4001	Office Supplies	7,579	23,161	18,227	38,000	38,000	0	
4003	Custodial Supplies	2,291	0	1,685	2,500	0	(2,500)	
4010	Instructional Supplies	170,992	93,938	25,781	186,272	223,071	36,799	
4013	Testing Materials	286	0	0	0	0	0	
4019	Food	1,450	11,115	2,127	2,000	2,000	0	
Totals		2,200,140	1,973,714	1,981,080	2,865,238 1.00	4,059,957 1.00	1,194,719	0.00
Positions		1.00	1.00	1.00	1.00	1.00		

Financial Section

ADULT EDUCATION

170

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin. Coordinator	107,288	111,612	114,719	118,409	1.00	124,400	1.00	5,991	0.00
1115	Teacher on Special Assignment	169,833	176,674	184,242	172,492	2.00	149,700	2.00	(22,792)	0.00
1120	Teacher, Classroom*	630,099	640,363	398,834	420,838	0.00	415,320	0.00	(5,518)	0.00
1122	Counselor	0	0	9,280	9,280	0.00	12,800	0.00	3,520	0.00
1138	Support Professional	0	0	1,856	0	0.00	800	0.00	800	0.00
1140	Teacher Assistant	17,140	11,414	5,894	8,400	0.00	4,788	0.00	(3,612)	0.00
1144	Attendance Personnel	0	0	25,842	24,536	0.00	26,096	0.00	1,560	0.00
1145	Technician	0	0	17,525	19,220	0.00	15,592	0.00	(3,628)	0.00
1148	Specialist	0	0	44,528	49,120	0.00	45,600	0.00	(3,520)	0.00
1150	Secretarial/Bookkeeper	102,477	106,505	109,596	112,775	2.00	118,364	2.00	5,589	0.00
1200	Overtime	15,321	12,296	8,157	13,581		7,119		(6,462)	
1201	Straight Time	2,687	1,794	772	0		0		0	
1300	Temporary Employee	145,367	147,033	66,999	29,484		65,850		36,366	
1600	Supplemental Pay	0	0	10,816	9,912		1,600		(8,312)	
2100	Social Security - FICA	90,853	92,150	73,184	75,579		75,581		2	
2210	Retirement - VRS	100,281	101,786	66,716	55,827		53,323		(2,504)	
2211	Retiree Health Care Credit	7,058	7,548	5,028	0		0		0	
2220	Retirement - PWCS	8,827	10,857	6,793	3,320		3,219		(101)	
2300	Health Insurance - HMP	28,047	29,397	13,172	23,214		46,203		22,989	
2400	Life Insurance - GLI	7,924	8,781	5,355	5,290		5,141		(149)	
3100	Professional Services	13,034	13,335	7,400	8,150		9,050		900	
3201	Telephone	1,862	2,031	1,879	1,960		1,720		(240)	
3308	Safety Patrol Insurance	4,818	4,660	3,080	3,400		3,502		102	
3401	Travel Reimbursement	490	361	0	0		0		0	
3402	Conference Expenses	447	380	0	0		0		0	
3504	Maint. Service Contract	12,040	1,360	2,040	3,180		3,180		0	
3902	Printing Services	5,248	2,944	3,479	4,903		10,741		5,838	
3903	Postage	60	49	0	0		0		0	
3905	Extra Curricular Expenses	120	0	0	0		0		0	
3906	Advertising	13,798	4,900	6,300	4,900		11,200		6,300	
3921	Tuition- PW	(9,210)	(18,590)	0	0		0		0	
3999	Other Contract Expenses	12,179	12,164	12,395	13,088		12,950		(138)	
4001	Office Supplies	4,215	5,042	3,774	6,598		16,360		9,762	
4007	Wearing Apparel	171	424	0	0		0		0	
4010	Instructional Supplies	45,034	25,224	38,612	20,681		31,059		10,378	
4011	Textbooks	16,900	15,406	0	0		0		0	
4013	Testing Materials	2,208	5,630	431	0		0		0	
4310	Tech. Supply Equip.Addl.	6,669	681	7,168	247		0		(247)	
4350	Tech. Supply Equip. Repl.	0	250	0	0		0		0	
4450	Software Replacement	25,771	5,685	0	0		0		0	
4510	General Equipment - Add'l.	12,056	6,664	0	0		0		0	
Totals		1,601,109	1,546,812	1,255,865	1,218,384	5.00	1,271,258	5.00	52,874	0.00
Positions		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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	0	11,592	11,940	12,484	0.10	0	0.00	(12,484)	(0.10)
1111 Principal	0	125,208	128,965	132,477	1.00	123,239	1.00	(9,238)	0.00
1120 Teacher, Classroom	0	649,899	698,100	705,528	10.00	704,760	10.00	(768)	0.00
1130 Social Worker	0	67,104	81,918	86,221	1.00	78,419	1.00	(7,802)	0.00
1150 Secretarial/Bookkeeper	0	45,439	46,757	44,394	1.00	45,293	1.00	899	0.00
1200 Overtime	0	102	14	0		0		0	
1201 Straight Time	0	321	225	0		500		500	
1300 Temporary Employee	0	5,597	2,563	5,000		5,000		0	
1500 Substitute Teacher	0	10,000	12,376	5,000		8,000		3,000	
1600 Supplemental Pay	0	0	2,563	0		5,000		5,000	
2100 Social Security - FICA	0	68,955	71,855	75,820		74,221		(1,598)	
2210 Retirement - VRS	0	131,873	155,111	161,771		165,881		4,111	
2211 Retiree Health Care Credit	0	10,095	11,899	11,680		11,680		0	
2220 Retirement - PWCS	0	8,273	9,752	15,976		15,974		(2)	
2221 Defined Contribution Plan	0	1,449	2,769	2,370		2,370		0	
2300 Health Insurance - HMP	0	75,390	85,223	84,613		113,672		29,059	
2310 Short/Long Term Disability Premium	0	383	404	425		450		25	
2400 Life Insurance - GLI	0	11,914	12,673	13,349		12,246		(1,104)	
3100 Professional Services	0	0	0	0		30,000		30,000	
3401 Travel Reimbursement	0	11,696	23,187	2,500		14,000		11,500	
3902 Printing Services	0	405	458	400		500		100	
3999 Other Contract Expenses	0	7,564	48,112	25,171		43,430		18,259	
4010 Instructional Supplies	0	39,298	36,464	30,000		37,787		7,787	
4019 Food	0	0	0	2,000		2,000		0	
4310 Tech. Supply Equip.Addl.	0	41,418	35,817	4,033		26,525		22,492	
Totals	0	1,323,976	1,479,143	1,421,211	13.10	1,520,947	13.00	99,736	(0.10)
Positions	0.00	13.10	13.10	13.10		13.00			

Financial Section

TITLE I, PART A 701

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	153,253	155,357	155,932	170,000	1.20	165,000	1.20	(5,000)	0.00
1107 Admin. Coordinator	97,861	101,806	223,270	224,860	1.80	234,000	1.80	9,140	0.00
1120 Teacher, Classroom	5,499,132	6,326,674	6,872,739	5,838,547	78.60	6,490,000	88.60	651,453	10.00
1140 Teacher Assistant	0	30,075	128,017	65,000	3.50	176,000	8.00	111,000	4.50
1146 Comm. Health Specialist	0	6,356	75,721	42,000	1.00	80,000	2.00	38,000	1.00
1150 Secretarial/Bookkeeper	116,987	137,066	141,128	135,910	3.50	148,000	3.50	12,090	0.00
1180 National Board Certified Teacher Incentive Bonus	15,000	12,500	10,000	20,000		10,000		(10,000)	
1200 Overtime	874	125	253	1,000		1,000		0	
1201 Straight Time	1,991	3,022	6,253	5,000		7,000		2,000	
1300 Temporary Employee	28,088	42,373	34,051	18,000		18,000		0	
1500 Substitute Teacher	32,465	66,304	8,303	30,000		30,000		0	
1600 Supplemental Pay	276,220	357,411	246,210	300,000		200,000		(100,000)	
2100 Social Security - FICA	459,551	526,924	576,242	524,049		578,263		54,214	
2210 Retirement - VRS	826,223	940,536	1,194,519	821,687		1,195,800		374,113	
2211 Retiree Health Care Credit	59,215	72,293	91,390	63,000		90,000		27,000	
2220 Retirement - PWCS	67,011	75,929	82,894	64,950		82,050		17,100	
2221 Defined Contribution Plan	5,017	14,247	17,754	9,000		16,440		7,440	
2300 Health Insurance - HMP	398,361	504,783	655,160	599,643		689,000		89,357	
2310 Short/Long Term Disability Premium	1,254	2,533	3,433	4,800		3,400		(1,400)	
2400 Life Insurance - GLI	66,476	85,318	97,333	86,010		95,400		9,390	
3201 Telephone	642	844	627	900		900		0	
3401 Travel Reimbursement	7,083	14,925	6,072	33,000		18,000		(15,000)	
3402 Conference Expenses	63,324	137,635	51,196	10,000		15,000		5,000	
3450 Field Trips	24,567	52,886	187,710	125,000		199,747		74,747	
3502 Repair/Maint. - Equipment	2,378	4,536	5,525	6,000		5,000		(1,000)	
3700 In-Service Expenses	3,000	0	0	0		0		0	
3902 Printing Services	10,078	18,647	33,009	18,000		25,000		7,000	
3904 Freight/Shipping	0	0	298	0		0		0	
3908 Parent Activity	3,155	339,368	74,640	185,000		90,000		(95,000)	
3950 Indirect Costs	36,740	85,926	117,352	130,000		93,000		(37,000)	
3999 Other Contract Expenses	528	30	0	0		0		0	
4001 Office Supplies	0	0	0	4,000		4,000		0	
4010 Instructional Supplies	285,267	628,247	97,947	78,644		80,000		1,356	
4012 Emp. Training Supplies	73,072	0	0	0		0		0	
4019 Food	0	9,148	11,247	10,000		15,000		5,000	
4022 Transp. Veh. Supplies	0	14,783	0	0		0		0	
4310 Tech. Supply Equip.Addl.	90,649	261,539	17,494	10,000		10,000		0	
4410 Software, Additional	221,971	100,363	46,960	66,000		10,000		(56,000)	
4450 Software Replacement	30,895	53,408	0	0		25,000		25,000	
4510 General Equipment - Add'l.	0	8,400	1,499	0		0		0	
4999 Other Materials/Supplies	258,844	1,923	2,104	0		0		0	
5501 Equipment - Replacement	0	17,885	0	0		0		0	
Totals	9,217,171	11,212,125	11,274,282	9,700,000	89.60	10,900,000	105.10	1,200,000	15.50
Positions	80.05	89.05	108.10	89.60		105.10			

TITLE I, PART D (Included with Detention Home Program prior to FY 17)

727

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1120 Teacher, Classroom	0	117,787	0	0	0.00	73,018	1.00	73,018	1.00
2100 Social Security - FICA	0	8,223	756	0		5,585		5,585	
2210 Retirement - VRS	0	17,268	0	0		2,406		2,406	
2211 Retiree Health Care Credit	0	1,307	0	0		0		0	
2220 Retirement - PWCS	0	1,612	147	0		586		586	
2300 Health Insurance - HMP	0	5,947	546	0		1,734		1,734	
2400 Life Insurance - GLI	0	1,543	0	0		187		187	
3100 Professional Services	0	0	0	96,217		13,871		(82,346)	
3401 Travel Reimbursement	0	0	0	1,000		2,000		1,000	
4010 Instructional Supplies	1,150	23,763	0	3,950		20,210		16,260	
Totals	1,150	177,451	1,449	101,167	0.00	119,597	1.00	18,430	1.00
Positions	0.00	1.00	0.00	0.00		1.00			

Financial Section

TITLE II, PART A

717		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1106	Supervisor	113,175	117,734	121,267	121,267	1.00	139,377	1.00	18,110	0.00
1107	Admin. Coordinator	78,847	82,026	84,485	84,485	1.00	185,503	2.20	101,018	1.20
1115	Teacher on Special Assignment	487,442	601,288	603,829	606,400	7.00	652,039	7.00	45,639	0.00
1120	Teacher, Classroom	0	0	62,147	62,147	1.00	67,084	1.00	4,937	0.00
1150	Secretarial/Bookkeeper	28,352	25,540	26,281	26,281	0.50	21,898	0.50	(4,383)	0.00
1180	National Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0		0		0	
1200	Overtime	0	439	3,206	0		0		0	
1201	Straight Time	0	640	2,116	0		0		0	
1300	Temporary Employee	4,553	0	28,192	30,000		30,000		0	
1500	Substitute Teacher	0	39,771	47,097	0		70,000		70,000	
1600	Supplemental Pay	22,521	15,170	0	0		0		0	
2100	Social Security - FICA	54,147	64,333	70,585	71,190		89,192		18,002	
2210	Retirement - VRS	105,212	121,270	148,126	152,018		179,924		27,906	
2211	Retiree Health Care Credit	7,453	9,182	11,164	0		0		0	
2220	Retirement - PWCS	8,065	9,295	10,621	7,385		8,743		1,358	
2300	Health Insurance - HMP	49,928	67,474	71,577	111,312		129,614		18,302	
2400	Life Insurance - GLI	8,368	10,837	11,890	11,798		13,963		2,166	
2820	Tuition Assistance	12,976	15,692	25,770	0		25,000		25,000	
3105	Contractual Services	0	15,477	7,500	0		10,705		10,705	
3402	Conference Expenses	5,509	4,262	3,429	36,676		27,158		(9,518)	
3700	In-Service Expenses	5,428	4,580	0	0		0		0	
3710	Contract Courses	69,667	66,220	0	0		0		0	
3950	Indirect Costs	7,934	7,120	7,415	0		7,500		7,500	
3999	Other Contract Expenses	7,500	0	0	0		0		0	
4008	Reference Materials	2,754	28,372	4,193	215,074		15,522		(199,552)	
4012	Emp. Training Supplies	18,023	1,559	2,034	0		5,000		5,000	
4450	Software Replacement	0	0	0	0		6,750		6,750	
Totals		1,100,353	1,310,781	1,355,422	1,536,032	10.50	1,684,972	11.70	148,940	1.20
Positions		8.50	9.50	10.50	10.50		11.70			

TITLE III, PART A

720		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	0	9,054	16,197	31,505	0.20	29,544	0.20	(1,961)	0.00
1106	Supervisor	75,825	78,882	81,248	83,442	0.80	92,160	0.80	8,718	0.00
1107	Admin. Coordinator	158,629	149,116	155,799	160,005	1.80	189,889	2.00	29,884	0.20
1115	Teacher on Special Assignment	404,480	475,612	463,743	565,881	6.20	460,536	6.20	(105,345)	0.00
1148	Specialist	15,008	28,103	28,729	29,698	1.00	44,040	1.00	14,342	0.00
1180	National Board Certified Teacher Incentive Bonus	0	0	2,500	0		0		0	
1200	Overtime	124	674	1,316	1,500		3,000		1,500	
1201	Straight Time	3,655	5,126	7,714	1,200		2,400		1,200	
1300	Temporary Employee	68,320	79,196	33,113	16,300		16,300		0	
1500	Substitute Teacher	2,240	1,322	894	21,956		21,956		0	
1600	Supplemental Pay	157,805	120,394	110,700	183,869		243,869		60,000	
2100	Social Security - FICA	65,912	71,542	66,317	83,795		84,318		523	
2210	Retirement - VRS	95,135	107,087	123,515	155,320		137,769		(17,551)	
2211	Retiree Health Care Credit	6,858	8,093	9,342	9,441		365		(9,076)	
2220	Retirement - PWCS	4,436	8,736	8,130	9,260		6,709		(2,551)	
2221	Defined Contribution Plan	162	365	434	446		446		0	
2300	Health Insurance - HMP	54,630	60,443	67,123	105,508		99,246		(6,262)	
2310	Short/Long Term Disability Premium	45	92	95	98		98		0	
2400	Life Insurance - GLI	7,699	9,603	9,949	11,003		10,692		(312)	
3105	Contractual Services	168,754	87,864	48,734	124,087		124,547		460	
3401	Travel Reimbursement	5,230	8,419	6,655	10,000		9,000		(1,000)	
3402	Conference Expenses	15,007	8,219	16,336	20,500		19,500		(1,000)	
3450	Field Trips	1,273	1,523	555	1,000		1,000		0	
3504	Maint. Service Contract	0	0	0	7,127		7,127		0	
3902	Printing Services	0	1,943	565	0		0		0	
3905	Extra Curricular Expenses	338	0	0	0		0		0	
3921	Tuition- PW	7,910	17,430	0	0		0		0	
3999	Other Contract Expenses	349,729	288,904	303,609	18,250		54,000		35,750	
4010	Instructional Supplies	125,303	7,702	31,143	31,733		33,592		1,859	
4012	Emp. Training Supplies	213,292	53,247	63,175	21,981		21,981		0	
4019	Food	5,435	1,759	1,726	1,450		1,450		0	
4020	Printing Supplies	9,916	4,312	2,229	0		0		0	
4310	Tech. Supply Equip.Addl.	21,800	0	2,413	0		0		0	
4410	Software, Additional	0	0	0	15,000		15,000		0	
4510	General Equipment - Add'l.	8,109	8,139	576	0		0		0	
5501	Equipment - Replacement	0	12,209	0	0		0		0	
Totals		2,053,058	1,715,110	1,664,574	1,721,355	10.00	1,730,534	10.20	9,179	0.20
Positions		9.00	9.20	9.20	10.00		10.20			

Financial Section

TITLE VI-B (IDEA)

703

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	401,132	436,653	425,595	431,538	3.55	498,861	3.55	67,323	0.00
1107 Admin. Coordinator	1,076,679	1,064,700	1,038,695	1,075,680	12.00	1,143,748	12.00	68,068	0.00
1120 Teacher, Classroom	2,987,003	2,999,058	3,384,375	3,350,772	50.30	3,743,096	52.30	392,324	2.00
1130 Social Worker	1,515,582	1,591,690	1,594,905	1,375,080	20.40	1,612,056	20.40	236,976	0.00
1133 Psychologist	1,050,879	966,926	1,114,965	1,155,264	17.60	1,258,081	17.60	102,817	0.00
1136 Diagnostician	1,066,435	989,363	1,094,304	900,720	13.00	1,011,520	13.00	110,800	0.00
1138 Support Professional	502,154	528,454	559,258	343,560	7.00	480,018	7.00	136,458	0.00
1140 Teacher Assistant	70,496	70,810	115,283	121,200	5.00	74,530	3.00	(46,670)	(2.00)
1141 Student Attendant	459,847	323,544	530,530	600,000	0.00	600,000	0.00	0	0.00
1146 Home-Sch. Coordinator	8,215	12,277	16,541	19,841	0.67	17,105	0.67	(2,736)	0.00
1148 Specialist	64,414	57,245	65,059	68,520	1.00	80,951	1.00	12,431	0.00
1200 Overtime	24	18	666	30,000		0		(30,000)	
1201 Straight Time	10,799	2,890	22,912	30,600		15,000		(15,600)	
1300 Temporary Employee	45,173	186,157	535,475	760,000		200,000		(560,000)	
1500 Substitute Teacher	170,550	36,083	96	0		0		0	
1600 Supplemental Pay	0	2,440	68,009	0		250,000		250,000	
1900 Other Salary / Wages	293,872	246,134	0	0		0		0	
2100 Social Security - FICA	709,413	692,055	769,364	785,104		821,225		36,121	
2210 Retirement - VRS	1,240,429	1,232,933	1,476,029	1,492,559		1,526,927		34,368	
2211 Retiree Health Care Credit	89,678	94,334	112,513	0		0		0	
2220 Retirement - PWCS	83,854	88,480	95,708	72,683		74,356		1,674	
2221 Defined Contribution Plan	9,181	13,664	17,813	0		0		0	
2300 Health Insurance - HMP	704,368	795,693	863,113	1,092,892		1,099,966		7,074	
2310 Short/Long Term Disability Premium	2,090	1,958	3,411	0		0		0	
2400 Life Insurance - GLI	100,676	111,333	119,831	115,832		118,500		2,667	
3100 Professional Services	520,070	698,248	926,584	665,135		491,344		(173,791)	
3401 Travel Reimbursement	0	0	1,192	0		0		0	
3402 Conference Expenses	0	0	5,000	0		0		0	
3450 Field Trips	192,351	228,210	203,853	230,000		200,000		(30,000)	
3913 Tuition - Other Divisions	55,844	28,978	0	0		0		0	
3950 Indirect Costs	68,666	70,599	71,674	85,000		65,000		(20,000)	
4001 Office Supplies	546	0	0	0		0		0	
4010 Instructional Supplies	33,450	31,071	34,885	111,000		50,000		(61,000)	
4013 Testing Materials	0	14,487	0	29,908		0		(29,908)	
4019 Food	0	0	882	0		0		0	
4310 Tech. Supply Equip.Addl.	0	1,788	0	0		15,000		15,000	
Totals	13,533,871	13,618,270	15,268,519	14,942,888	130.52	15,447,284	130.52	504,396	0.00
Positions	122.02	126.52	124.02	130.52		130.52			

IDEA - PRESCHOOL/CHILD FIND INCENTIVE GRANT

704

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1120 Teacher, Classroom	39,594	42,537	53,353	65,640	1.00	64,920	1.00	(720)	0.00
1136 Diagnostician	0	72,796	0	0	0.00	0	0.00	0	0.00
1140 Teacher Assistant	151,252	148,082	142,149	169,680	7.00	169,680	7.00	0	0.00
1201 Straight Time	0	0	1,253	0		0		0	
2100 Social Security - FICA	13,011	18,640	13,691	18,002		17,948		(55)	
2210 Retirement - VRS	22,996	31,039	26,571	39,722		39,601		(122)	
2211 Retiree Health Care Credit	1,693	2,370	2,071	0		0		0	
2220 Retirement - PWCS	208	0	0	1,934		1,928		(6)	
2221 Defined Contribution Plan	195	264	908	0		0		0	
2300 Health Insurance - HMP	31,309	23,845	19,382	29,086		28,527		(558)	
2310 Short/Long Term Disability Premium	64	67	255	0		0		0	
2400 Life Insurance - GLI	1,900	2,797	2,206	3,083		3,073		(9)	
4010 Instructional Supplies	0	2,078	0	4,502		21,168		16,666	
Totals	262,221	344,515	261,840	331,649	8.00	346,845	8.00	15,196	0.00
Positions	7.50	6.50	6.50	8.00		8.00			

Financial Section

PERKINS VOCATIONAL GRANT 707

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1115 Teacher on Special Assignment	38,086	38,086	38,086	38,086	0.00	41,802	0.00	3,716	0.00
2100 Social Security - FICA	2,914	2,914	2,914	2,914		3,198		284	
3105 Contractual Services	5,261	0	0	0		3,750		3,750	
3402 Conference Expenses	98,037	166,906	67,530	65,000		112,000		47,000	
3906 Advertising	0	0	0	10,000		7,000		(3,000)	
3918 Permits and Fees	0	0	2,200	0		0		0	
3999 Other Contract Expenses	35,750	51,138	64,003	116,121		73,000		(43,121)	
4008 Reference Materials	0	0	2,632	0		0		0	
4010 Instructional Supplies	34,114	11,284	3,091	20,000		0		(20,000)	
4011 Textbooks	0	0	4,622	0		12,000		12,000	
4012 Emp. Training Supplies	5,957	11,069	2,463	1,000		50		(950)	
4013 Testing Materials	0	59,896	26,825	100,000		35,000		(65,000)	
4019 Food	0	0	0	0		3,800		3,800	
4310 Tech. Supply Equip.Addl.	137,430	177,442	101,180	0		106,000		106,000	
4350 Tech. Supply Equip. Repl.	169,182	194,742	267,770	140,000		325,000		185,000	
4410 Software, Additional	6,582	12,172	8,561	0		10,000		10,000	
4450 Software Replacement	6,107	0	23,263	37,000		40,000		3,000	
4510 General Equipment - Add'l.	65,306	44,090	93,323	200,000		160,037		(39,963)	
4550 General Equipment - Repl.	67,363	88,431	95,710	100,000		35,000		(65,000)	
5101 Equipment - Additional	62,587	36,985	71,264	0		0		0	
5104 Software - Additional	14,972	0	0	0		0		0	
Totals	749,650	895,155	875,438	830,121	0.00	967,637	0.00	137,516	0.00
Positions	0.00	0.00	0.00	0.00		0.00			

Financial Section

HEAD START 710

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	82,802	86,139	88,723	94,000	0.64	67,703	0.51	(26,297)	(0.13)
1107 Admin. Coordinator	0	3,642	39,075	40,130	0.33	65,186	0.51	25,056	0.18
1120 Teacher, Classroom	832,095	948,036	977,670	1,016,304	17.00	1,147,298	18.02	130,994	1.02
1138 Support Professional	89,759	93,302	96,241	87,835	1.31	68,205	1.02	(19,630)	(0.29)
1140 Teacher Assistant	302,049	341,163	365,332	360,982	16.44	369,352	16.00	8,370	(0.44)
1146 Comm. Health Specialist	316,222	324,304	330,097	346,442	7.00	273,879	5.50	(72,563)	(1.50)
1148 Specialist	64,216	84,604	96,372	99,015	1.66	86,168	1.04	(12,847)	(0.62)
1150 Secretarial/Bookkeeper	165,109	176,889	183,706	186,997	4.84	218,136	5.56	31,139	0.72
1200 Overtime	2,794	2,615	1,873	0		1,500		1,500	
1201 Straight Time	25,568	20,239	24,515	0		5,000		5,000	
1300 Temporary Employee	4,130	2,331	1,049	5,000		5,000		0	
1500 Substitute Teacher	31,008	46,563	30,084	33,510		35,000		1,490	
1502 Substitute, Other	0	0	0	0		12,000		12,000	
1600 Supplemental Pay	0	0	560	0		3,000		3,000	
2100 Social Security - FICA	139,646	154,124	159,654	173,671		179,961		6,290	
2210 Retirement - VRS	221,518	250,266	313,729	376,226		387,552		11,327	
2211 Retiree Health Care Credit	16,203	19,426	24,516	0		0		0	
2220 Retirement - PWCS	6,923	8,400	9,448	18,056		18,804		747	
2221 Defined Contribution Plan	3,085	6,304	11,565	0		0		0	
2300 Health Insurance - HMP	209,358	228,147	283,031	271,953		275,052		3,099	
2310 Short/Long Term Disability Premium	878	1,200	2,179	0		0		0	
2400 Life Insurance - GLI	18,190	22,926	26,111	29,198		30,077		879	
3100 Professional Services	255,821	238,660	218,582	202,760		230,000		27,240	
3102 Health Services	644	280	1,653	2,500		2,500		0	
3201 Telephone	2,585	4,318	7,164	4,960		3,500		(1,460)	
3301 Insurance, General	0	1,985	3,565	1,985		1,985		0	
3401 Travel Reimbursement	16,961	24,420	20,603	11,923		4,000		(7,923)	
3402 Conference Expenses	4,402	17,401	14,011	15,189		12,500		(2,689)	
3450 Field Trips	5,892	5,661	7,265	7,400		8,100		700	
3700 In-Service Expenses	8,030	9,841	12,070	6,874		20,000		13,126	
3901 Laundry/Dry Cleaning	945	2,606	2,840	2,500		1,000		(1,500)	
3902 Printing Services	5,835	5,727	10,510	8,000		5,000		(3,000)	
3903 Postage	2,339	2,398	2,498	3,700		2,750		(950)	
3908 Parent Activity	14,678	12,968	8,090	7,990		6,000		(1,990)	
3911 Rental Equipment	0	0	2,004	0		8,008		8,008	
3921 Tuition- PW	1,100	1,750	3,700	0		0		0	
3999 Other Contract Expenses	0	0	462	0		0		0	
4001 Office Supplies	26,782	21,774	11,816	12,369		8,489		(3,880)	
4004 Repair/Maint. Supplies	4,370	0	0	0		0		0	
4009 Extra Curricular Supplies	0	49,541	49,499	47,685		5,000		(42,685)	
4010 Instructional Supplies	74,529	85,745	96,985	26,860		22,953		(3,907)	
4012 Emp. Training Supplies	11,441	3,350	31,718	15,214		10,500		(4,714)	
4019 Food	44,976	2,454	7	0		3,000		3,000	
4022 Transp. Veh. Supplies	0	1,848	18,697	0		0		0	
4310 Tech. Supply Equip.Addl.	316	1,667	0	0		5,000		5,000	
4410 Software, Additional	0	295	0	0		0		0	
4510 General Equipment - Add'l.	0	53,488	61,970	0		5,000		5,000	
5501 Equipment - Replacement	0	1,619	0	0		0		0	
Totals	3,013,195	3,370,416	3,651,239	3,517,228	49.22	3,614,157	48.16	96,929	(1.06)
Positions	43.26	44.94	49.20	49.22		48.16			

MEDICAID REIMBURSEMENT PROGRAM 714

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1107 Admin. Coordinator	82,553	85,882	32,237	89,640	1.00	101,040	1.00	11,400	0.00
1148 Specialist	44,571	59,710	61,442	54,480	1.00	66,259	1.00	11,779	0.00
1150 Secretarial/Bookkeeper	23,683	17,978	18,500	18,600	0.50	22,020	0.50	3,420	0.00
1201 Straight Time	0	0	57	0		0		0	
2100 Social Security - FICA	11,205	12,118	7,736	12,447		14,482		2,035	
2210 Retirement - VRS	21,758	23,979	20,294	27,467		31,123		3,656	
2211 Retiree Health Care Credit	1,533	1,816	1,530	0		0		0	
2220 Retirement - PWCS	2,079	2,668	1,389	1,338		1,516		178	
2300 Health Insurance - HMP	13,147	14,907	11,113	20,112		22,421		2,308	
2400 Life Insurance - GLI	1,720	2,143	1,629	2,132		2,415		284	
2830 Admin. Assoc. Fees	8,778	9,095	9,371	10,000		15,400		5,400	
3100 Professional Services	40,415	6,381	5,175	0		0		0	
3401 Travel Reimbursement	6,143	713	2,266	2,000		145		(1,855)	
3402 Conference Expenses	2,000	0	0	2,000		500		(1,500)	
4001 Office Supplies	3,947	1,039	0	4,284		0		(4,284)	
4010 Instructional Supplies	0	0	17,940	0		0		0	
4310 Tech. Supply Equip.Addl.	365	14,973	0	15,000		0		(15,000)	
Totals	263,897	253,402	190,678	259,500	2.50	277,321	2.50	17,821	0.00
Positions	2.50	2.50	1.50	2.50		2.50			

Financial Section

SOL ALGEBRA

754

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1115	Teacher on Special Assignment	446,002	467,945	492,048	501,977 7.00	487,200 7.00	(14,777)	0.00
1500	Substitute Teacher	0	0	351	0	0	0	
1600	Supplemental Pay	0	9,974	1,055	0	0	0	
2100	Social Security - FICA	33,731	35,638	38,241	38,401	37,271	(1,130)	
2210	Retirement - VRS	67,803	68,614	79,787	84,734	82,239	(2,494)	
2211	Retiree Health Care Credit	4,818	5,195	6,101	0	0	0	
2220	Retirement - PWCS	4,881	4,747	3,265	4,116	4,005	(111)	
2221	Defined Contribution Plan	0	0	1,160	0	0	0	
2300	Health Insurance - HMP	24,761	26,219	43,500	60,840	59,244	(1,596)	
2310	Short/Long Term Disability Premium	0	0	228	1,205	0	(1,205)	
2400	Life Insurance - GLI	5,408	6,131	6,498	6,576	6,382	(194)	
3105	Contractual Services	0	2,500	0	0	0	0	
3401	Travel Reimbursement	469	144	0	0	0	0	
3402	Conference Expenses	362	13,034	14,980	6,000	23,340	19,340	
4010	Instructional Supplies	28,076	12,233	11,655	280,495	280,443	(52)	
4012	Emp. Training Supplies	5,086	4,081	8,142	10,000	10,000	0	
4019	Food	0	0	0	0	200	200	
4310	Tech. Supply Equip.Addl.	18,970	0	1,249	1,000	30,000	29,000	
4410	Software, Additional	0	0	11,837	12,000	12,000	0	
Totals		640,365	656,455	720,095	1,007,343 7.00	1,034,324 7.00	26,981	0.00
Positions		6.00	6.00	7.00	7.00	7.00		

DISTANCE LEARNING (Prince William Network)

026

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin. Coordinator	11,684	639	0	0 0.00	0 0.00	0	0.00
1145	Technician	10,870	1,288	19,319	36,240 0.50	40,440 0.50	4,200	0.00
1200	Overtime	0	2,398	5,109	300	0	(300)	
1201	Straight Time	448	409	1,780	100	0	(100)	
1300	Temporary Employee	116,292	135,204	91,627	50,000	37,515	(12,485)	
1600	Supplemental Pay	0	0	492	0	0	0	
2100	Social Security - FICA	10,598	10,523	9,131	6,629	5,949	(680)	
2210	Retirement - VRS	5,387	2,527	2,281	6,117	6,826	709	
2211	Retiree Health Care Credit	423	221	195	0	0	0	
2220	Retirement - PWCS	120	0	0	298	332	35	
2221	Defined Contribution Plan	349	392	316	0	0	0	
2300	Health Insurance - HMP	2,595	4,308	3,481	4,479	4,918	438	
2310	Short/Long Term Disability Premium	92	66	52	0	0	0	
2400	Life Insurance - GLI	475	261	207	475	530	55	
3100	Professional Services	52,621	211,275	99,306	10,627	9,450	(1,177)	
3201	Telephone	0	170	52	50	0	(50)	
3401	Travel Reimbursement	23,429	22,584	21,721	8,522	8,500	(22)	
3402	Conference Expenses	1,855	2,105	1,590	1,800	1,800	0	
3902	Printing Services	5,306	4,470	2,423	2,050	1,000	(1,050)	
3903	Postage	1,035	486	501	200	140	(60)	
3999	Other Contract Expenses	410	0	0	0	0	0	
4001	Office Supplies	423	3,580	901	200	50	(150)	
4310	Tech. Supply Equip.Addl.	4,087	0	0	0	0	0	
4510	General Equipment - Add'l.	2,991	0	0	0	0	0	
4999	Other Materials/Supplies	4,955	4,422	2,950	1,913	1,550	(363)	
Totals		256,447	407,327	263,435	130,000 0.50	119,000 0.50	(11,000)	0.00
Positions		0.18	0.68	0.50	0.50	0.50		

Financial Section

VIRGINIA PRESCHOOL INITIATIVE 756

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	3,881	4,038	4,159	5,200	0.03	65,047	0.49	59,847	0.46
1107 Admin. Coordinator	0	331	3,552	4,200	0.03	62,630	0.49	58,430	0.46
1120 Teacher, Classroom	67,641	118,902	179,503	181,551	3.11	1,242,458	20.98	1,060,907	17.87
1138 Support Professional	2,206	2,411	2,491	2,560	0.04	65,530	0.98	62,970	0.94
1140 Teacher Assistant	47,077	50,487	70,304	79,583	3.00	506,159	21.00	426,576	18.00
1146 Comm. Health Specialist	0	0	22,049	43,104	1.00	207,123	4.50	164,019	3.50
1148 Specialist	0	906	2,687	2,029	0.04	79,864	0.96	77,835	0.92
1150 Secretarial/Bookkeeper	5,269	4,895	5,635	6,071	0.14	63,276	1.44	57,205	1.30
1200 Overtime	149	0	9	0		0		0	
1201 Straight Time	1,338	344	4,393	6,500		0		(6,500)	
1300 Temporary Employee	0	120	6	0		0		0	
1500 Substitute Teacher	1,588	7,467	12,541	15,000		22,000		7,000	
2100 Social Security - FICA	9,504	13,514	21,091	26,454		175,345		148,891	
2210 Retirement - VRS	18,412	25,022	46,652	58,371		386,905		328,534	
2211 Retiree Health Care Credit	1,334	1,991	3,601	0		0		0	
2220 Retirement - PWCS	893	1,106	2,711	2,801		7,458		4,657	
2221 Defined Contribution Plan	258	1,250	1,128	0		0		0	
2300 Health Insurance - HMP	17,330	29,463	42,702	41,911		250,003		208,092	
2310 Short/Long Term Disability Premium	112	317	302	0		0		0	
2400 Life Insurance - GLI	1,497	2,350	3,842	4,530		33,826		29,296	
3102 Health Services	0	0	117	0		0		0	
3201 Telephone	378	1,380	754	1,335		0		(1,335)	
3401 Travel Reimbursement	344	277	844	2,500		5,000		2,500	
3450 Field Trips	513	585	1,220	1,500		0		(1,500)	
3700 In-Service Expenses	0	50	970	64,057		0		(64,057)	
3901 Laundry/Dry Cleaning	0	540	540	1,500		1,000		(500)	
3902 Printing Services	807	622	1,095	2,000		5,000		3,000	
3908 Parent Activity	932	1,164	1,181	2,000		0		(2,000)	
3911 Rental Equipment	0	0	105	0		0		0	
3921 Tuition- PW	0	0	0	0		64,057		64,057	
4001 Office Supplies	145	1,233	1,106	5,000		1,683		(3,317)	
4009 Extra Curricular Supplies	0	9,033	10,413	16,000		2,467		(13,533)	
4010 Instructional Supplies	2,638	26,111	22,524	12,000		20,000		8,000	
4012 Emp. Training Supplies	553	645	1,356	1,115		0		(1,115)	
4019 Food	4,188	76	76	0		0		0	
4022 Transp. Veh. Supplies	0	1,848	2,540	0		0		0	
4310 Tech. Supply Equip.Addl.	0	20,156	0	0		0		0	
4410 Software, Additional	0	180	0	0		0		0	
Totals	188,986	328,811	474,199	588,870	7.39	3,266,829	50.84	2,677,959	43.45
Positions	3.32	4.32	6.92	7.39		50.84			

Financial Section

TITLE II HUMAN TRAFFICKING PREVENTION, ID, & REFERRAL 745

		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Actual Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1300	Temporary Employee	0	51,220	46,200	0	0	0	
2100	Social Security - FICA	0	3,918	3,534	0	0	0	
3105	Contractual Services	0	8,617	0	0	0	0	
3401	Travel Reimbursement	0	1,430	868	0	0	0	
3402	Conference Expenses	0	1,627	0	0	0	0	
3910	Educational Television	0	2,721	0	0	0	0	
4001	Office Supplies	0	0	796	0	0	0	
4010	Instructional Supplies	0	1,860	0	0	0	0	
4310	Tech. Supply Equip.Addl.	0	0	605	0	0	0	
Totals		0	71,393	52,003	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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1104	Director	46,809	81,702	84,154	92,307	1.00	86,679	1.00	(5,628)	0.00
1122	Counselor	0	26,677	12,970	36,659	0.50	95,609	0.60	58,950	0.10
1150	Secretarial/Bookkeeper	12,173	18,073	16,420	23,909	0.50	18,073	0.50	(5,836)	0.00
1201	Straight Time	0	0	47	0		1,000		1,000	
1600	Supplemental Pay	0	0	378	0		10,000		10,000	
1601	Coaching Supplements	0	1,247	270	3,000		3,000		0	
1602	Extra Curr. Supplement	0	54	0	6,000		3,000		(3,000)	
2100	Social Security - FICA	4,393	9,409	9,049	12,383		16,629		4,246	
2210	Retirement - VRS	9,154	14,401	15,736	27,325		25,909		(1,415)	
2211	Retiree Health Care Credit	699	1,108	1,225	1,035		0		(1,035)	
2220	Retirement - PWCS	0	0	0	1,327		1,262		(66)	
2221	Defined Contribution Plan	109	226	513	910		0		(910)	
2300	Health Insurance - HMP	0	0	133	19,619		18,665		(955)	
2310	Short/Long Term Disability Premium	40	60	43	389		0		(389)	
2400	Life Insurance - GLI	785	1,307	1,304	1,926		2,011		84	
3105	Contractual Services	4,375	18,709	8,451	47,525		8,000		(39,525)	
3401	Travel Reimbursement	3,902	5,305	2,735	11,000		3,000		(8,000)	
3402	Conference Expenses	0	0	399	8,000		8,000		0	
3450	Field Trips	0	4,480	4,201	0		0		0	
3700	In-Service Expenses	0	6,590	77	23,500		9,000		(14,500)	
3903	Postage	0	57	0	0		0		0	
3905	Extra Curricular Expenses	157	10,554	16,299	8,646		3,000		(5,646)	
4001	Office Supplies	3,433	3,542	4,440	4,000		4,000		0	
4009	Extra Curricular Supplies	1,666	5,848	4,363	0		3,742		3,742	
4010	Instructional Supplies	0	6,093	42,743	0		3,000		3,000	
4310	Tech. Supply Equip.Addl.	180	55,473	24,385	0		3,522		3,522	
Totals		87,875	270,913	250,334	329,460	2.00	327,100	2.10	(2,360)	0.10
Positions		1.50	2.00	1.90	2.00		2.10			

SCHOOL IMPROVEMENT (Title I - Belmont ES) 743

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1300	Temporary Employee	0	8,387	0	0		0		0	
1600	Supplemental Pay	0	12,265	0	0		0		0	
2100	Social Security - FICA	0	1,547	0	0		0		0	
3999	Other Contract Expenses	139,139	341,706	306,399	0		0		0	
4010	Instructional Supplies	15,886	2,705	2,483	0		0		0	
Totals		155,025	366,610	308,882	0	0.00	0	0.00	0	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

LINKING MILITARY CONNECTED (Grant eliminated - FY 2018) 724

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1150	Secretarial/Bookkeeper	17,460	18,073	1,042	0	0.00	0	0.00	0	0.00
1600	Supplemental Pay	2,299	0	0	0		0		0	
2100	Social Security - FICA	1,565	1,327	81	0		0		0	
2210	Retirement - VRS	1,524	2,424	164	0		0		0	
2211	Retiree Health Care Credit	124	201	14	0		0		0	
2221	Defined Contribution Plan	116	226	17	0		0		0	
2300	Health Insurance - HMP	4,434	6,487	273	0		0		0	
2310	Short/Long Term Disability Premium	41	60	4	0		0		0	
2400	Life Insurance - GLI	139	237	14	0		0		0	
3100	Professional Services	2,799	0	0	0		0		0	
3401	Travel Reimbursement	0	143	35	0		0		0	
3402	Conference Expenses	2,334	2,677	661	0		0		0	
3700	In-Service Expenses	13,248	0	0	0		0		0	
3902	Printing Services	342	0	0	0		0		0	
3903	Postage	0	108	0	0		0		0	
3999	Other Contract Expenses	77,244	105,276	14,048	0		0		0	
4001	Office Supplies	3,078	11,071	2,287	0		0		0	
4009	Extra Curricular Supplies	13,623	0	0	0		0		0	
4010	Instructional Supplies	3,400	22,954	935	0		0		0	
4310	Tech. Supply Equip.Addl.	0	3,911	4,384	0		0		0	
4410	Software, Additional	300	0	0	0		0		0	
Totals		144,069	175,175	23,957	0	0.00	0	0.00	0	0.00
Positions		0.50	0.50	0.00	0.00		0.00			

Financial Section

VIRGINIA PRESCHOOL INITIATIVE PLUS (PRESCHOOL DEVELOPMENT) (FY 2019 was the final year of this program.)

711

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Approved Positions	FY 2020 Approved Budget	Approved Positions	Increase/(Decrease) Budget Positions	
1106 Supervisor	42,695	44,415	45,748	47,029	0.33	0	0.00	(47,029)	(0.33)
1107 Admin. Coordinator	0	7,380	75,782	77,904	0.64	0	0.00	(77,904)	(0.64)
1120 Teacher, Classroom	498,309	732,371	798,900	777,208	13.00	0	0.00	(777,208)	(13.00)
1138 Support Professional	44,485	46,318	47,746	49,083	0.65	0	0.00	(49,083)	(0.65)
1140 Teacher Assistant	165,596	256,264	271,733	281,319	12.00	0	0.00	(281,319)	(12.00)
1146 Comm. Health Specialist	88,828	125,012	120,945	125,249	3.00	0	0.00	(125,249)	(3.00)
1148 Specialist	31,457	53,512	76,120	77,097	1.30	0	0.00	(77,097)	(1.30)
1150 Secretarial/Bookkeeper	75,391	88,143	107,721	116,435	3.02	0	0.00	(116,435)	(3.02)
1200 Overtime	712	1,570	247	0		0		0	
1201 Straight Time	6,154	12,701	12,551	0		0		0	
1300 Temporary Employee	2,992	854	9,468	500		0		(500)	
1500 Substitute Teacher	12,746	35,864	44,086	30,000		0		(30,000)	
2100 Social Security - FICA	65,780	98,392	118,303	121,010		0		(121,010)	
2210 Retirement - VRS	129,792	192,923	235,880	258,773		0		(258,773)	
2211 Retiree Health Care Credit	9,946	15,132	18,419	0		0		0	
2220 Retirement - PWCS	257	1,946	2,911	12,417		0		(12,417)	
2221 Defined Contribution Plan	4,590	6,909	8,513	0		0		0	
2300 Health Insurance - HMP	87,833	145,170	175,811	186,586		0		(186,586)	
2310 Short/Long Term Disability Premium	1,281	1,787	2,192	0		0		0	
2400 Life Insurance - GLI	11,165	17,858	19,618	19,709		0		(19,709)	
3100 Professional Services	4,000	19,711	33,130	20,000		0		(20,000)	
3102 Health Services	0	0	0	2,000		0		(2,000)	
3201 Telephone	1,820	2,817	3,010	1,200		0		(1,200)	
3301 Insurance, General	0	2,639	990	1,250		0		(1,250)	
3401 Travel Reimbursement	7,443	13,309	10,168	10,000		0		(10,000)	
3402 Conference Expenses	1,831	20,435	23,442	15,000		0		(15,000)	
3450 Field Trips	2,082	250,912	366,927	60,000		0		(60,000)	
3501 Repair/Maint. - Building	0	0	4,850	0		0		0	
3700 In-Service Expenses	2,522	5,952	14,336	5,000		0		(5,000)	
3901 Laundry/Dry Cleaning	975	2,145	1,500	6,000		0		(6,000)	
3902 Printing Services	2,592	3,625	4,251	6,000		0		(6,000)	
3903 Postage	339	508	1,526	800		0		(800)	
3908 Parent Activity	6,825	6,998	4,936	5,000		0		(5,000)	
3911 Rental Equipment	0	3,471	6,295	7,000		0		(7,000)	
3921 Tuition- PW	200	1,600	3,822	3,000		0		(3,000)	
3950 Indirect Costs	0	0	0	38,224		0		(38,224)	
3999 Other Contract Expenses	148,645	208,953	198,252	200,000		0		(200,000)	
4001 Office Supplies	5,237	20,112	12,258	15,000		0		(15,000)	
4002 Medical Supplies	129	4,507	686	0		0		0	
4003 Custodial Supplies	57	18	0	0		0		0	
4004 Repair/Maint. Supplies	4,969	0	0	0		0		0	
4009 Extra Curricular Supplies	0	49,256	43,526	65,000		0		(65,000)	
4010 Instructional Supplies	169,380	219,645	111,833	33,231		0		(33,231)	
4012 Emp. Training Supplies	4,374	8,065	16,262	21,000		0		(21,000)	
4016 Library Books	0	7,939	21,133	0		0		0	
4019 Food	34,617	0	6,385	0		0		0	
4022 Transp. Veh. Supplies	16,136	16,043	0	0		0		0	
4310 Tech. Supply Equip.Addl.	100,002	2,926	1,940	0		0		0	
4410 Software, Additional	0	1,200	2,699	0		0		0	
4510 General Equipment - Add'l.	20,382	119,968	11,649	0		0		0	
Totals	1,814,565	2,877,271	3,098,497	2,695,024	33.94	0	0.00	(2,695,024)	(33.94)
Positions	21.65	30.99	32.95	33.94		0.00			

Financial Section

TIPA (Grant eliminated - FY 2016) 726

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	
1120 Teacher, Classroom	1,244,475	0	0	0	0.00	0	0.00	0	0.00
1148 Specialist	14,708	0	0	0	0.00	0	0.00	0	0.00
1150 Secretarial/Bookkeeper	47,849	0	0	0	0.00	0	0.00	0	0.00
2100 Social Security - FICA	96,823	0	0	0		0		0	
2210 Retirement - VRS	9,344	0	0	0		0		0	
2211 Retiree Health Care Credit	658	0	0	0		0		0	
2220 Retirement - PWCS	1,169	0	0	0		0		0	
2300 Health Insurance - HMP	1,541	0	0	0		0		0	
2400 Life Insurance - GLI	738	0	0	0		0		0	
3105 Contractual Services	24,694	0	0	0		0		0	
4001 Office Supplies	1,932	0	0	0		0		0	
Totals	1,443,932	0	0	0	0.00	0	0.00	0	0.00
Positions	3.00	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	
1300 Temporary Employee	11,252	10,580	0	0		0		0	
1500 Substitute Teacher	373	0	0	0		0		0	
1600 Supplemental Pay	17,365	123	0	0		0		0	
2100 Social Security - FICA	2,179	809	12	0		0		0	
2210 Retirement - VRS	0	0	3	0		0		0	
2211 Retiree Health Care Credit	0	0	0	0		0		0	
2400 Life Insurance - GLI	0	0	0	0		0		0	
4010 Instructional Supplies	55,447	101,298	83,912	0		0		0	
Totals	86,615	112,810	83,927	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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1111 Principal	6,908,206	7,122,239	7,121,680	7,415,160	61.00	7,986,120	61.00	570,960	0.00
1112 Assistant Principal	4,536,597	4,497,121	4,735,603	4,930,200	55.00	5,852,160	64.00	921,960	9.00
1115 Teacher, Admin. Assign.	684,097	832,513	875,785	870,120	13.00	336,132	5.10	(533,988)	(7.90)
1120 Teacher, Classroom	152,111,311	157,820,735	161,864,305	176,671,740	2,691.50	177,370,780	2,734.63	699,040	43.13
1121 Librarian	4,148,252	4,256,166	4,407,749	4,039,200	60.00	4,062,600	61.00	23,400	1.00
1122 Counselor	5,423,478	5,541,639	5,752,648	5,881,344	89.60	6,921,770	106.62	1,040,426	17.02
1140 Teacher Assistant	8,960,848	9,306,342	9,685,688	10,647,813	439.28	10,475,558	432.16	(172,254)	(7.12)
1142 Cafeteria Aide	708,919	743,464	765,125	868,614	43.81	866,508	44.30	(2,106)	0.49
1148 Specialist	437,665	517,659	513,176	518,130	15.15	709,044	16.10	190,914	0.95
1150 Secretarial/Clerical	8,373,217	8,682,583	9,014,681	8,600,640	250.50	9,086,544	252.00	485,904	1.50
1180 Natl Board Certified Teacher Incentive	215,000	225,000	200,000	0	0.00	0	0.00	0	0.00
1190 Custodian	6,703,744	6,958,534	7,198,526	7,203,058	207.90	7,668,996	217.20	465,938	9.30
1200 Overtime	193,348	149,357	146,227	147,821		135,271		(12,550)	
1201 Straight Time	286,537	288,129	339,993	196,718		227,369		30,651	
1300 Temporary Employee	2,422,129	2,787,805	2,781,190	845,418		790,222		(55,196)	
1500 Substitute Teacher	3,301,134	3,416,535	3,399,497	2,906,821		3,009,992		103,171	
1502 Substitute, Other	251,899	224,783	276,376	154,098		286,214		132,116	
1600 Supplemental Pay	346,630	403,381	506,011	296,191		373,485		77,294	
1602 Extra Curr. Supplements	138,052	151,190	128,658	100,848		97,853		(2,995)	
1603 Homebound Tutoring	2	0	0	0		0		0	
1647 Coordinator Supplement	27,745	37,750	20,081	0		0		0	
2100 Social Security - FICA	15,079,466	15,613,884	16,077,857	17,770,459		18,072,883		302,424	
2210 Retirement - VRS	27,722,700	28,215,785	32,183,305	37,493,489		38,065,842		572,353	
2211 Retiree Health Care Credit	1,991,859	2,168,790	2,476,001	0		0		0	
2220 Retirement - PWCS	1,423,445	1,490,391	1,547,274	1,864,104		1,894,453		30,349	
2221 Defined Contribution Plan	344,795	670,435	917,848	0		0		0	
2300 Health Insurance - HMP	20,257,610	21,702,574	22,604,575	28,029,672		28,025,112		(4,560)	
2310 Short/Long Term Disability Premium	85,389	129,500	169,009	0		0		0	
2400 Life Insurance - GLI	2,297,901	2,630,491	2,712,771	2,970,773		3,019,148		48,374	
2830 Admin. Assoc. Fees	23,191	24,721	28,882	41,034		45,844		4,810	
2840 Conference Expense Admin	0	250	0	0		0		0	
2850 Employee Recognition	0	0	0	400		500		100	
3100 Professional Services	68,723	108,525	64,788	36,700		49,500		12,800	
3102 Health Services	0	0	987	2,500		2,500		0	
3105 Contractual Services	11,100	5,397	45	5,000		0		(5,000)	
3107 Data Processing	0	0	32,000	0		5,000		5,000	
3141 Engineering Services	0	0	10,762	0		0		0	
3201 Telephone	49,626	52,439	45,139	70,198		55,136		(15,062)	
3401 Travel Reimbursement	67,699	71,457	86,445	81,569		80,983		(586)	
3402 Conference Expenses	165,115	194,506	180,928	155,087		156,000		913	
3450 Field Trips	194,620	197,302	203,907	176,500		196,746		20,246	
3500 Miscellaneous Projects	0	0	248	0		1,000		1,000	
3501 Repair/Maint. - Building	3,691	38,506	24,944	10,400		10,800		400	
3502 Repair/Maint. - Equipment	15,307	41,730	24,255	17,600		22,500		4,900	
3504 Maint. Service Contracts	76,693	79,522	88,725	68,168		66,792		(1,376)	
3700 In-Service Expenses	73,226	34,343	47,758	77,950		45,857		(32,093)	
3901 Laundry/Dry Cleaning	286	1,434	278	300		300		0	
3902 Printing Services	292,714	293,240	306,396	255,456		297,800		42,344	
3903 Postage	32,548	35,887	39,570	51,860		53,372		1,512	
3904 Freight/Shipping	0	120	0	0		0		0	
3905 Extra Curricular Expenses	5,038	3,266	3,071	2,000		1,500		(500)	
3908 Parent Activity Expenses	149	106	0	0		0		0	
3911 Rental Equipment	194,322	255,042	353,882	358,543		373,832		15,289	
3913 Tuition - Other Divisions	6,370	0	0	1,100		1,000		(100)	
3918 Permits & Fees	8,958	21,510	18,636	10,810		17,520		6,710	
3921 Tuition - PW	17,862	29,673	336	0		0		0	
3999 Other Contract Services	138,167	120,050	146,081	44,950		46,200		1,250	
4001 Office Supplies	258,260	360,322	337,296	345,674		304,715		(40,959)	
4002 Medical Supplies	38,329	48,745	42,037	68,000		71,450		3,450	
4003 Custodial Supplies	974,435	1,023,822	1,020,794	928,322		912,291		(16,031)	
4004 Repair/Maint. Supplies	49,122	70,421	44,855	32,800		42,500		9,700	
4007 Wearing Apparel	18,405	26,339	29,649	29,075		34,350		5,275	
4008 Reference Materials	15,025	19,797	34,775	23,100		41,000		17,900	
4009 Extra Curricular Supplies	1,555	20,500	15,595	6,753		15,900		9,147	
4010 Instructional Supplies	5,323,928	4,989,043	5,512,900	4,349,114		4,725,349		376,235	
4011 Textbooks	1,208,389	509,240	731,328	875,745		1,024,567		148,822	
4012 Emp. Training Supplies	32,962	28,887	42,941	40,000		32,700		(7,300)	
4013 Testing Materials	32,866	53,154	66,503	63,957		35,458		(28,499)	
4014 Food, Cafeteria	54,456	67,270	119,592	61,300		64,750		3,450	
4016 Library Books	237,847	203,089	280,587	257,842		219,000		(38,842)	
4017 Library Periodicals	14,574	9,181	10,862	24,600		23,250		(1,350)	
4018 Library Supplies	35,818	27,961	32,649	41,150		38,969		(2,181)	
4019 Food	95,205	108,958	134,287	124,850		152,650		27,800	
4020 Printing Supplies	60,512	205,242	258,859	225,376		262,036		36,660	
4150 Lease Agreement	78,095	122,788	93,442	70,678		120,190		49,512	
4310 Tech. Supp/Equip Add'l	1,877,173	2,363,834	1,908,428	783,485		648,644		(134,841)	
4350 Tech. Supp/Equip Repl	441,794	392,221	698,909	230,948		311,547		80,599	
4410 Software Additional	261,040	217,276	300,262	195,950		240,600		44,650	
4450 Software Replacement	151,750	217,286	269,104	161,400		329,443		168,043	
4510 General Equipment - Add'l.	557,057	937,149	652,468	617,495		518,335		(99,160)	
4550 General Equipment - Repl.	182,413	288,794	364,998	168,898		273,021		104,123	
5101 Equipment - Additional	101,310	178,112	126,799	437,885		20,000		(417,885)	
5103 DP Equipment Add'l	9,013	6,510	0	10,000		20,000		10,000	
5150 Lease/Purchase Agree.	27,877	31,926	34,685	52,000		17,000		(35,000)	
5501 Equipment - Replacement	17,536	59,008	22,160	5,000		25,000		20,000	
5503 DP Equipment - Repl.	12,130	12,001	0	0		0		0	
8002 General Reserve	0	0	0	75,197		65,000		(10,197)	
Totals	288,996,256	300,792,678	313,316,464	332,197,150	3,926.74	337,454,454	3,994.11	5,257,304	67.37

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	145,392	151,252	102,993	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	80,149	83,379	76,303	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,475,094	2,535,163	2,607,580	2,625,600	40.00	2,507,592	38.60	(118,008)	(1.40)
1121	Librarian	74,862	77,819	80,092	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	93,240	96,206	97,446	91,896	1.40	116,856	1.80	24,960	0.40
1140	Teacher Assistant	171,741	204,566	196,098	193,920	8.00	169,680	7.00	(24,240)	(1.00)
1142	Cafeteria Aide	18,258	17,643	17,458	19,798	0.99	19,364	0.99	(434)	0.00
1150	Secretarial / Bookkeeper	148,442	153,618	158,737	144,360	4.00	147,960	4.00	3,600	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	114,660	96,698	101,101	110,700	3.00	113,160	3.00	2,460	0.00
1200	Overtime	535	3,180	2,787	2,000		2,000		0	
1201	Straight Time	304	780	1,264	750		850		100	
1300	Temporary Employee	33,546	41,759	33,365	3,000		2,000		(1,000)	
1502	Substitute, Other	1,095	3,510	2,822	2,000		2,000		0	
1600	Instructional Supplement	0	0	820	2,385		7,385		5,000	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	0		0		0	
2100	Social Security - FICA	245,208	252,878	251,124	268,510		261,106		(7,403)	
2210	Retirement - VRS	474,235	480,709	530,759	569,427		552,145		(17,281)	
2211	Retiree Health Care Credit	33,632	36,659	40,239	0		0		0	
2220	Retirement - PWCS	30,252	31,125	29,400	28,318		27,489		(829)	
2221	Defined Contribution Plan	3,889	6,856	6,764	0		0		0	
2300	Health Insurance - HMP	382,499	414,246	425,980	425,801		406,655		(19,146)	
2310	Short/Long Term Disability Premium	811	1,080	1,078	0		0		0	
2400	Life Insurance - GLI	38,839	44,230	43,926	45,129		43,809		(1,320)	
2830	Admin. Assoc. Fees	770	850	850	1,000		1,000		0	
3401	Travel Reimbursement	1,577	1,519	1,328	4,600		2,500		(2,100)	
3402	Conference Expenses	2,875	7,266	2,347	3,000		4,500		1,500	
3450	Field Trips	1,278	2,085	3,548	1,500		1,500		0	
3700	In-Service Expenses	0	0	0	3,500		1,407		(2,093)	
3902	Printing Services	13,173	3,978	10,631	10,000		8,000		(2,000)	
3903	Postage	1,796	59	44	500		500		0	
3999	Other Contract Services	150	0	95	0		200		200	
4001	Office Supplies	1,201	3,275	2,278	5,000		3,500		(1,500)	
4002	Medical Supplies	1,437	332	463	2,000		2,500		500	
4003	Custodial Supplies	14,566	17,728	24,600	15,000		12,500		(2,500)	
4007	Wearing Apparel	190	0	0	450		300		(150)	
4010	Instructional Supplies	40,085	76,024	74,653	42,213		37,000		(5,213)	
4011	Textbooks	53,498	7,200	7,351	18,649		15,487		(3,162)	
4014	Food, Cafeteria	0	0	160	250		250		0	
4016	Library Books	3,665	3,240	195	3,000		3,000		0	
4017	Library Periodicals	0	0	0	750		750		0	
4018	Library Supplies	880	2,512	1,880	1,000		1,000		0	
4310	Tech. Supp/Equip - Add'l	6,605	79,372	55,813	20,000		20,000		0	
4350	Tech. Supp/Equip - Repl	16,289	1,028	0	0		0		0	
4450	Software - Replacement	1,010	1,018	749	0		1,500		1,500	
5101	Equipment - Additional	13,823	19,560	37,369	0		10,000		10,000	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		4,795,194	5,046,432	5,084,106	4,984,526	60.39	4,831,757	58.39	(152,769)	(2.00)
School Enrollment (K-5)		676	685	688	653		613			
Positions		57.90	60.73	61.40	60.39		58.39			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	108,183	97,081	99,993	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	87,580	91,110	93,843	89,640 1.00	91,440 1.00	1,800 0.00
1115	Teacher on Special Assignment	0	0	39,193	32,820 0.50	32,460 0.50	(360) 0.00
1120	Teacher, Classroom	2,501,693	2,576,709	2,579,687	2,822,520 43.00	3,429,456 52.80	606,936 9.80
1121	Librarian	61,954	65,503	67,407	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	94,287	105,661	108,828	91,896 1.40	142,824 2.20	50,928 0.80
1140	Teacher Assistant	234,534	231,673	259,703	266,640 11.00	242,400 10.00	(24,240) (1.00)
1142	Cafeteria Aide	7,940	8,170	6,730	7,920 0.40	7,824 0.40	(96) 0.00
1150	Secretarial / Bookkeeper	144,781	128,718	126,091	148,320 4.00	151,920 4.00	3,600 0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	97,755	107,673	110,790	104,940 3.00	141,840 4.00	36,900 1.00
1200	Overtime	1,192	529	380	2,800	2,800	0
1201	Straight Time	3,581	2,487	5,269	3,950	3,950	0
1300	Temporary Employee	26,490	42,643	45,820	17,000	28,000	11,000
1500	Substitute Teacher	51,544	54,472	72,895	52,000	53,500	1,500
1502	Substitute, Other	1,800	1,946	3,057	2,600	6,600	4,000
1600	Instructional Supplement	57	1,717	5,726	2,768	2,768	0
1602	Extra-Curr. Supplement	3,116	3,116	3,116	2,337	2,337	0
2100	Social Security - FICA	255,118	259,997	266,140	293,533	347,131	53,598
2210	Retirement - VRS	474,065	468,462	534,353	620,807	732,272	111,465
2211	Retiree Health Care Credit	34,349	36,462	41,445	0	0	0
2220	Retirement - PWCS	21,643	21,848	23,236	30,789	36,413	5,624
2221	Defined Contribution Plan	9,718	16,641	19,542	0	0	0
2300	Health Insurance - HMP	298,254	321,950	390,090	462,963	538,671	75,708
2310	Short/Long Term Disability Premium	2,083	3,094	3,969	0	0	0
2400	Life Insurance - GLI	39,463	44,171	45,332	49,068	58,031	8,963
2830	Admin. Assoc. Fees	674	850	1,275	2,500	2,500	0
3102	Health Services	0	0	987	2,500	2,500	0
3201	Telephone	2,828	1,372	1,400	1,800	1,800	0
3401	Travel Reimbursement	783	879	415	3,200	3,000	(200)
3402	Conference Expenses	5,315	3,779	5,983	5,500	5,500	0
3450	Field Trips	(88)	0	0	0	0	0
3501	Repair/Maint. - Building	0	0	150	500	500	0
3502	Repair/Maint. - Equipment	1,233	1,804	1,613	4,500	4,500	0
3504	Maint. Service Contract	16,148	0	0	250	250	0
3700	In-Service Expenses	12,325	4,612	3,864	6,700	9,500	2,800
3902	Printing Services	391	354	277	700	700	0
3903	Postage	134	407	277	750	750	0
3911	Rental Equipment	0	0	15,653	15,999	18,000	2,001
3918	Permits & Fees	300	9,500	8,520	5,800	9,000	3,200
3999	Other Contract Services	938	766	215	1,000	1,000	0
4001	Office Supplies	1,316	1,337	2,041	3,000	5,000	2,000
4002	Medical Supplies	512	664	0	1,000	1,000	0
4003	Custodial Supplies	13,727	16,531	13,722	17,000	17,000	0
4007	Wearing Apparel	0	0	0	0	2,500	2,500
4008	Reference Materials	0	0	4,077	0	0	0
4009	Extra Curricular Supplies	0	572	150	400	400	0
4010	Instructional Supplies	36,730	40,628	49,795	32,179	119,919	87,740
4011	Textbooks	6,982	2,599	9,826	15,000	15,000	0
4012	Emp. Training Supplies	0	0	80	0	8,000	8,000
4013	Testing Materials	416	0	0	500	500	0
4014	Food, Cafeteria	894	1,556	449	1,500	1,500	0
4016	Library Books	1,027	1,984	4,935	5,000	10,000	5,000
4017	Library Periodicals	0	0	0	500	0	(500)
4018	Library Supplies	934	680	1,090	1,000	1,000	0
4019	Food	2,140	2,344	1,509	1,800	2,500	700
4020	Printing Supplies	3,974	11,010	4,207	6,600	7,025	425
4150	Lease Agreement	0	14,230	1,423	0	0	0
4310	Tech. Supp/Equip - Add'l	49,333	18,182	55,971	10,000	10,000	0
4350	Tech. Supp/Equip - Repl	20,650	510	4,003	20,000	20,000	0
4410	Software - Additional	6,220	4,264	13,609	5,000	15,000	10,000
4450	Software - Replacement	15,090	14,543	8,222	15,500	20,500	5,000
4510	General Equipment - Add'l	639	19,341	30,990	3,500	3,500	0
4550	General Equipment - Repl	37,344	58,385	68,511	44,985	10,000	(34,985)
5501	Equipment - Replacement	0	0	0	0	20,000	20,000
Totals		4,805,088	4,930,517	5,270,375	5,530,354 66.30	6,600,001 76.90	1,069,647 10.60
School Enrollment (K-5)		635	650	660	660	828	
Positions		61.30	62.30	64.80	66.30	76.90	

Financial Section

ASHLAND ELEMENTARY SCHOOL

School: 320
Address: 15300 Bowmans Folly Dr.
 Manassas, VA 20112
Principal: Andrew Jacks
Main Office: 703.583.8774
Grades: K - 5
Specialty:
Programs: Gifted Center



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	99,002	102,993	106,082	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	75,548	78,593	85,882	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	66,739	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,213,649	2,833,638	2,915,460	3,150,720	48.00	3,052,920	47.00	(97,800)	(1.00)
1121	Librarian	55,046	73,575	75,784	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	96,828	112,742	106,706	131,280	2.00	142,824	2.20	11,544	0.20
1140	Teacher Assistant	203,156	206,490	215,075	242,400	10.00	266,640	11.00	24,240	1.00
1142	Cafeteria Aide	22,181	26,300	27,022	27,722	1.41	27,580	1.41	(142)	0.00
1150	Secretarial / Bookkeeper	185,253	191,499	198,345	169,680	5.00	183,600	5.00	13,920	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	140,752	141,585	140,968	133,380	4.00	135,960	4.00	2,580	0.00
1200	Overtime	1,116	578	1,181	0	0	0	0	0	0
1201	Straight Time	5,418	4,881	3,500	0	0	0	0	0	0
1300	Temporary Employee	47,960	49,963	49,491	19,500	0	18,000	0	(1,500)	0
1500	Substitute Teacher	53,170	46,797	53,316	40,000	0	40,000	0	0	0
1502	Substitute, Other	459	0	0	0	0	1,500	0	1,500	0
1600	Instructional Supplement	4,397	1,477	287	0	0	0	0	0	0
1602	Extra-Curr. Supplement	3,116	3,116	2,337	3,424	0	3,424	0	68	0
2100	Social Security - FICA	314,916	281,360	292,828	321,042	0	318,353	0	(2,688)	0
2210	Retirement - VRS	587,882	523,329	593,072	678,524	0	672,322	0	(6,203)	0
2211	Retiree Health Care Credit	42,634	40,194	45,232	0	0	0	0	0	0
2220	Retirement - PWCS	26,545	25,178	30,136	33,751	0	33,463	0	(288)	0
2221	Defined Contribution Plan	10,249	12,526	12,110	0	0	0	0	0	0
2300	Health Insurance - HMP	455,428	445,300	373,424	507,499	0	495,022	0	(12,477)	0
2310	Short/Long Term Disability Premium	2,302	2,306	2,516	0	0	0	0	0	0
2400	Life Insurance - GLI	49,187	48,901	49,689	53,788	0	53,329	0	(459)	0
2830	Admin. Assoc. Fees	1,315	2,137	2,259	1,500	0	2,000	0	500	0
3100	Professional Services	0	16,615	0	0	0	0	0	0	0
3201	Telephone	883	1,402	596	1,100	0	1,100	0	0	0
3401	Travel Reimbursement	379	5,196	6,480	3,000	0	4,500	0	1,500	0
3450	Field Trips	3,908	3,875	3,474	0	0	0	0	0	0
3504	Maint. Service Contract	10	0	10	0	0	0	0	0	0
3903	Postage	1,114	967	1,081	1,300	0	1,500	0	200	0
3911	Rental Equipment	15,359	15,359	14,824	14,290	0	14,290	0	0	0
3921	Tuition - PW	0	2,133	0	0	0	0	0	0	0
3999	Other Contract Services	523	299	227	0	0	1,000	0	1,000	0
4001	Office Supplies	2,057	2,573	4,210	2,000	0	2,500	0	500	0
4002	Medical Supplies	746	901	630	1,000	0	1,500	0	500	0
4003	Custodial Supplies	23,116	21,180	30,955	25,000	0	25,000	0	0	0
4004	Repair/Maint. Supplies	0	3,311	0	0	0	0	0	0	0
4007	Wearing Apparel	0	1,012	3,833	2,000	0	5,000	0	3,000	0
4009	Extra Curricular Supplies	0	154	258	0	0	0	0	0	0
4010	Instructional Supplies	148,019	97,994	139,130	86,797	0	176,628	0	89,831	0
4011	Textbooks	16,800	0	0	0	0	10,000	0	10,000	0
4012	Emp. Training Supplies	0	9,230	0	0	0	0	0	0	0
4014	Food, Cafeteria	0	543	1,868	0	0	0	0	0	0
4016	Library Books	1,643	(4)	146	0	0	0	0	0	0
4019	Food	5,328	3,026	1,916	0	0	0	0	0	0
4020	Printing Supplies	0	20,279	20,698	20,000	0	20,000	0	0	0
4310	Tech. Supp/Equip - Add'l	35,564	87,109	36,781	10,000	0	10,000	0	0	0
4350	Tech. Supp/Equip - Repl	0	7,957	0	0	0	0	0	0	0
4450	Software - Replacement	1,010	1,018	275	0	0	0	0	0	0
4510	General Equipment - Add'l.	1,517	0	0	0	0	0	0	0	0
4550	General Equipment - Repl.	0	20,600	0	0	0	0	0	0	0
5101	Equipment - Additional	23,408	13,057	0	0	0	0	0	0	0
Totals		6,050,632	5,596,242	5,655,096	5,959,217	73.41	6,008,982	73.61	49,765	0.20
School Enrollment (K-5)		969	800	780	779		800			
Positions		79.40	69.40	69.83	73.41		73.61			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	136,689	99,993	102,993	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	77,815	0	0	0 0.00	91,440 1.00	91,440	1.00
1115	Teacher on Special Assignment	0	57,223	57,791	67,320 1.00	0 0.00	(67,320)	(1.00)
1120	Teacher, Classroom	2,570,354	2,404,601	1,979,091	2,231,760 34.00	2,208,960 34.00	(22,800)	0.00
1121	Librarian	61,245	63,652	65,503	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	81,154	77,948	71,736	65,640 1.00	77,904 1.20	12,264	0.20
1140	Teacher Assistant	121,054	101,449	115,052	169,680 7.00	193,920 8.00	24,240	1.00
1142	Cafeteria Aide	15,884	16,335	13,679	13,199 0.66	12,910 0.66	(289)	0.00
1148	Specialist	35,470	39,643	40,753	34,200 1.00	44,040 1.00	9,840	0.00
1150	Secretarial / Bookkeeper	148,953	134,277	142,758	136,920 4.00	142,056 4.00	5,136	0.00
1190	Custodian	124,581	129,479	133,233	104,940 3.00	107,280 3.00	2,340	0.00
1200	Overtime	6,791	1,660	3,047	1,700	1,700	0	
1201	Straight Time	2,888	1,877	3,410	1,300	1,900	600	
1300	Temporary Employee	12,825	15,203	12,272	0	0	0	
1500	Substitute Teacher	42,279	36,962	33,328	30,000	25,000	(5,000)	
1502	Substitute, Other	10,007	9,161	3,383	2,000	2,000	0	
1600	Instructional Supplement	8,543	9,704	4,469	0	0	0	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	3,116	3,116	0	
2100	Social Security - FICA	248,884	232,537	201,414	233,376	237,896	4,520	
2210	Retirement - VRS	468,570	432,758	420,947	494,829	505,340	10,511	
2211	Retiree Health Care Credit	33,283	32,777	31,841	0	0	0	
2220	Retirement - PWCS	34,394	31,031	31,315	24,654	25,179	524	
2221	Defined Contribution Plan	1,458	4,804	6,249	0	0	0	
2300	Health Insurance - HMP	404,866	395,971	373,832	370,718	372,475	1,757	
2310	Short/Long Term Disability Premium	426	983	1,320	0	0	0	
2400	Life Insurance - GLI	38,566	40,016	35,345	39,291	40,127	835	
2830	Admin. Assoc. Fees	474	130	555	560	560	0	
3100	Professional Services	0	22,438	12,014	0	0	0	
3107	Data Processing	0	0	32,000	0	5,000	5,000	
3201	Telephone	966	514	529	1,000	1,000	0	
3402	Conference Expenses	622	3,373	2,243	3,500	3,500	0	
3450	Field Trips	3,520	6,017	3,220	2,500	2,500	0	
3501	Repair/Maint. - Building	0	4,756	1,589	500	500	0	
3504	Maint. Service Contract	1,482	987	886	0	0	0	
3700	In-Service Expenses	1,171	0	125	0	0	0	
3902	Printing Services	5,918	7,251	1,719	6,000	6,000	0	
3903	Postage	1,028	810	1,550	1,000	1,000	0	
3911	Rental Equipment	1,139	1,139	2,398	600	600	0	
3999	Other Contract Services	732	32	104	0	0	0	
4001	Office Supplies	3,732	2,691	2,321	2,500	2,500	0	
4002	Medical Supplies	514	295	648	1,000	1,000	0	
4003	Custodial Supplies	16,827	15,577	10,940	10,000	10,000	0	
4004	Repair/Maint. Supplies	0	335	186	0	0	0	
4007	Wearing Apparel	180	822	0	300	300	0	
4008	Reference Materials	0	0	805	0	0	0	
4009	Extra Curricular Supplies	0	97	0	0	0	0	
4010	Instructional Supplies	36,940	37,522	50,441	26,411	64,826	38,415	
4011	Textbooks	21,073	6,754	12,720	0	15,000	15,000	
4014	Food, Cafeteria	2,229	0	4,371	1,200	2,300	1,100	
4016	Library Books	1,878	1,691	9,534	0	0	0	
4017	Library Periodicals	1,600	505	959	0	0	0	
4018	Library Supplies	340	0	637	0	0	0	
4019	Food	4,453	2,876	3,387	4,500	5,000	500	
4020	Printing Supplies	20,381	20,341	10,156	8,000	4,000	(4,000)	
4310	Tech. Supp/Equip - Add'l	7,441	6,467	45,875	0	0	0	
4350	Tech. Supp/Equip - Repl	15,162	28,551	64,629	0	48,266	48,266	
4410	Software - Additional	3,413	300	1,206	0	0	0	
4450	Software - Replacement	1,100	1,018	1,857	0	0	0	
4510	General Equipment - Add'l	4,764	5,398	14,520	0	0	0	
4550	General Equipment - Repl.	820	4,195	4,965	0	0	0	
5501	Equipment - Replacement	0	12,732	0	0	0	0	
Totals		4,849,994	4,568,772	4,186,963	4,283,095 53.66	4,464,614 54.86	181,519 1.20	
School Enrollment (K-5)		586	540	400	391	386		
Positions		59.87	54.87	48.17	53.66	54.86		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	114,398	142,569	146,846	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	80,149	157,459	162,185	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	1,820,901	1,892,891	1,987,322	2,592,780 39.50	2,858,160 44.00	265,380	4.50
1121	Librarian	55,010	60,117	61,858	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	55,581	56,949	57,776	65,640 1.00	90,888 1.40	25,248	0.40
1140	Teacher Assistant	149,373	182,022	155,255	169,680 7.00	242,400 10.00	72,720	3.00
1142	Cafeteria Aide	11,849	12,193	12,546	7,920 0.40	9,193 0.47	1,273	0.07
1148	Specialist	25,734	25,509	27,391	34,200 1.00	44,040 1.00	9,840	0.00
1150	Secretarial / Bookkeeper	98,084	84,729	93,782	110,160 3.00	142,056 4.00	31,896	1.00
1190	Custodian	87,017	85,655	92,629	104,940 3.00	113,160 3.00	8,220	0.00
1200	Overtime	2,742	691	817	1,000	1,000	0	
1201	Straight Time	4,988	3,787	5,500	3,300	3,300	0	
1300	Temporary Employee	37,145	5,525	11,357	1,000	1,000	0	
1500	Substitute Teacher	52,305	65,281	55,875	30,000	43,500	13,500	
1502	Substitute, Other	3,077	6,129	3,684	1,000	2,000	1,000	
1600	Instructional Supplement	12,048	4,260	6,070	3,500	3,500	0	
1602	Extra-Curr. Supplement	5,047	3,830	3,116	2,000	2,000	0	
2100	Social Security - FICA	187,553	205,378	212,970	260,531	294,154	33,623	
2210	Retirement - VRS	315,172	355,069	402,820	555,020	625,651	70,631	
2211	Retiree Health Care Credit	23,064	27,755	31,981	0	0	0	
2220	Retirement - PWCS	8,322	7,368	7,951	27,585	31,068	3,483	
2221	Defined Contribution Plan	4,613	14,872	24,827	0	0	0	
2300	Health Insurance - HMP	284,791	242,455	259,546	414,791	459,607	44,816	
2310	Short/Long Term Disability Premium	1,527	2,944	4,579	0	0	0	
2400	Life Insurance - GLI	26,717	33,684	35,058	43,962	49,513	5,551	
2840	Conference Expense Admin	0	250	0	0	0	0	
3201	Telephone	564	0	0	200	200	0	
3401	Travel Reimbursement	453	645	249	400	400	0	
3402	Conference Expenses	578	4,395	3,286	1,000	1,000	0	
3450	Field Trips	4,480	2,030	3,172	0	0	0	
3504	Maint. Service Contract	1,089	4,181	5,200	400	400	0	
3902	Printing Services	2,104	868	2,013	2,000	2,000	0	
3903	Postage	99	0	0	300	300	0	
3913	Tuition - Other Divisions	0	0	0	1,000	1,000	0	
3921	Tuition - PW	0	2,484	0	0	0	0	
3999	Other Contract Services	3,703	59	0	0	0	0	
4001	Office Supplies	13,558	10,649	15,602	15,000	15,000	0	
4002	Medical Supplies	637	78	180	200	200	0	
4003	Custodial Supplies	11,892	12,929	12,165	10,000	10,000	0	
4004	Repair/Maint. Supplies	524	0	0	0	0	0	
4010	Instructional Supplies	42,369	102,818	170,747	107,576	131,312	23,736	
4011	Textbooks	4,301	21,142	13,461	5,000	5,000	0	
4014	Food, Cafeteria	0	218	1,709	0	0	0	
4016	Library Books	154	0	0	500	500	0	
4018	Library Supplies	0	0	35	0	0	0	
4019	Food	2,489	518	1,630	500	500	0	
4310	Tech. Supp/Equip - Add'l	4,600	37,906	38,479	5,000	5,000	0	
4350	Tech. Supp/Equip - Repl	2,546	0	4,111	0	0	0	
4450	Software - Replacement	6,281	5,302	2,308	1,000	1,000	0	
4510	General Equipment - Add'l.	0	1,692	3,243	1,000	1,000	0	
4550	General Equipment - Repl.	4,075	2,545	0	0	0	0	
5503	DP Equipment - Repl.	12,130	0	0	0	0	0	
Totals		3,585,829	3,889,829	4,141,330	4,858,606 57.90	5,479,963 66.87	621,357	8.97
School Enrollment (K-5)		448	432	447	457	506		
Positions		47.90	53.90	54.90	57.90	66.87		

Financial Section

BENNETT ELEMENTARY SCHOOL

School: 365
Address: 8800 Old Dominion Dr.
 Manassas, VA 20110
Principal: Michelle Pohzehl
Main Office: 703.361.8261
Grades: K - 5
Specialty:
Programs: Gifted Center



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	108,183	112,543	115,252	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	80,149	69,828	71,923	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,468,150	2,453,277	2,519,457	2,789,700 42.50	2,858,160 44.00	68,460	1.50
1121	Librarian	58,467	60,958	62,917	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	78,971	80,931	90,754	91,896 1.40	129,840 2.00	37,944	0.60
1140	Teacher Assistant	188,191	189,577	240,315	242,400 10.00	242,400 10.00	0	0.00
1142	Cafeteria Aide	11,393	11,804	12,001	10,559 0.53	18,191 0.93	7,631	0.40
1150	Secretarial / Bookkeeper	158,859	178,634	190,611	171,120 5.00	148,320 4.00	(22,800)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	119,930	124,468	127,553	110,700 3.00	141,840 4.00	31,140	1.00
1200	Overtime	3,442	478	5,402	500	0	(500)	
1201	Straight Time	2,540	3,985	7,823	0	0	0	
1300	Temporary Employee	73,998	72,971	72,282	18,845	250	(18,595)	
1500	Substitute Teacher	70,676	87,869	108,629	34,000	6,000	(28,000)	
1502	Substitute, Other	3,420	8,216	60,488	1,500	0	(1,500)	
1602	Extra-Curr. Supplement	3,116	3,116	3,108	3,180	3,244	64	
2100	Social Security - FICA	251,083	253,056	268,698	287,099	293,547	6,448	
2210	Retirement - VRS	472,113	454,866	534,933	609,827	627,558	17,731	
2211	Retiree Health Care Credit	33,455	34,558	40,677	0	0	0	
2220	Retirement - PWCS	24,893	24,530	24,474	30,285	31,314	1,029	
2221	Defined Contribution Plan	4,677	6,009	9,355	0	0	0	
2300	Health Insurance - HMP	355,500	354,579	387,536	455,384	463,238	7,854	
2310	Short/Long Term Disability Premium	1,286	1,357	1,796	0	0	0	
2400	Life Insurance - GLI	38,689	42,092	44,696	48,265	49,904	1,640	
2830	Admin. Assoc. Fees	770	425	0	0	614	614	
3201	Telephone	0	0	0	0	500	500	
3401	Travel Reimbursement	0	700	0	300	0	(300)	
3402	Conference Expenses	2,541	6,646	2,880	3,000	0	(3,000)	
3450	Field Trips	2,545	1,686	1,974	2,000	2,000	0	
3504	Maint. Service Contract	0	0	0	500	500	0	
3700	In-Service Expenses	0	0	13	2,500	0	(2,500)	
3902	Printing Services	9	60	12	250	0	(250)	
3903	Postage	0	0	305	500	500	0	
3999	Other Contract Services	268	65	286	0	500	500	
4001	Office Supplies	3,975	19,120	18,316	11,500	1,000	(10,500)	
4002	Medical Supplies	1,032	938	391	1,000	500	(500)	
4003	Custodial Supplies	10,104	18,065	11,846	8,317	3,000	(5,317)	
4007	Wearing Apparel	172	0	0	0	0	0	
4010	Instructional Supplies	38,775	54,136	52,549	27,654	3,415	(24,239)	
4011	Textbooks	24,165	0	4,086	15,000	15,000	0	
4014	Food, Cafeteria	0	1,057	522	0	0	0	
4016	Library Books	2,868	3,514	599	5,000	1,500	(3,500)	
4017	Library Periodicals	0	406	431	500	300	(200)	
4018	Library Supplies	1,097	213	548	500	500	0	
4019	Food	0	278	492	1,200	0	(1,200)	
4310	Tech. Supp/Equip - Add'l	21,666	62,494	91,015	10,000	4,923	(5,077)	
4350	Tech. Supp/Equip - Repl	6,575	13,397	25,280	10,000	0	(10,000)	
4450	Software - Replacement	1,010	1,018	749	1,000	0	(1,000)	
4510	General Equipment - Add'l	0	11,542	1,693	17,000	0	(17,000)	
4550	General Equipment - Repl.	6,983	38,500	16,534	0	0	0	
5101	Equipment - Additional	22,716	0	0	0	0	0	
Totals		4,760,953	4,863,962	5,233,706	5,301,501 65.43	5,337,518 67.93	36,017	2.50
School Enrollment (K-5)		686	685	668	666	676		
Positions		59.53	58.93	61.93	65.43	67.93		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	118,428	112,543	115,919	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	92,913	96,658	99,558	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,872,647	2,915,948	2,960,832	2,822,520	43.00	2,754,288	42.40	(68,232)	(0.60)
1121	Librarian	54,992	55,112	59,257	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	105,847	110,055	113,296	91,896	1.40	129,840	2.00	37,944	0.60
1140	Teacher Assistant	218,687	226,598	231,177	169,680	7.00	193,920	8.00	24,240	1.00
1142	Cafeteria Aide	14,808	14,248	14,702	17,159	0.86	16,822	0.86	(337)	0.00
1150	Secretarial / Bookkeeper	128,719	141,153	153,731	136,920	4.00	148,320	4.00	11,400	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	86,587	90,014	92,620	99,180	3.00	101,400	3.00	2,220	0.00
1200	Overtime	1,759	366	674	1,500		1,500		0	
1201	Straight Time	1,937	1,133	2,589	500		5,000		4,500	
1300	Temporary Employee	62,776	41,873	42,843	0		0		0	
1500	Substitute Teacher	49,395	52,223	45,445	69,000		69,000		0	
1502	Substitute, Other	705	7,456	10,327	11,500		11,500		0	
1600	Instructional Supplement	4,797	4,510	4,572	9,200		9,200		0	
1602	Extra-Curr. Supplement	2,337	3,116	3,416	0		0		0	
2100	Social Security - FICA	280,369	284,569	291,575	283,630		285,326		1,696	
2210	Retirement - VRS	533,205	528,837	601,466	596,633		599,431		2,798	
2211	Retiree Health Care Credit	38,301	40,353	45,782	0		0		0	
2220	Retirement - PWCS	29,672	29,385	32,004	29,582		29,729		148	
2221	Defined Contribution Plan	5,614	7,339	9,299	0		0		0	
2300	Health Insurance - HMP	374,142	366,962	393,236	444,801		439,794		(5,007)	
2310	Short/Long Term Disability Premium	910	1,256	1,584	0		0		0	
2400	Life Insurance - GLI	43,814	48,569	49,757	47,143		47,379		236	
2830	Admin. Assoc. Fees	815	701	850	1,000		1,000		0	
3100	Professional Services	210	0	0	0		0		0	
3401	Travel Reimbursement	2,810	2,220	2,065	2,000		2,000		0	
3402	Conference Expenses	0	1,082	1,882	3,500		3,500		0	
3450	Field Trips	1,387	3,467	83	0		0		0	
3700	In-Service Expenses	0	0	1,333	0		0		0	
3902	Printing Services	948	4,161	8,626	3,000		3,000		0	
3903	Postage	623	786	2,383	0		0		0	
3911	Rental Equipment	9,773	8,444	205	18,600		18,600		0	
3999	Other Contract Services	184	260	475	0		0		0	
4001	Office Supplies	3,930	4,698	5,888	1,000		1,000		0	
4002	Medical Supplies	595	1,116	1,121	1,000		1,000		0	
4003	Custodial Supplies	13,512	17,053	14,554	25,000		20,000		(5,000)	
4004	Repair/Maint. Supplies	291	196	412	0		0		0	
4007	Wearing Apparel	1,060	225	263	300		300		0	
4008	Reference Materials	27	746	914	0		0		0	
4009	Extra Curricular Supplies	0	578	1,240	0		0		0	
4010	Instructional Supplies	20,303	63,116	46,134	27,995		17,211		(10,784)	
4011	Textbooks	9,367	16,454	0	4,500		40,000		35,500	
4012	Emp. Training Supplies	1,950	0	48	0		0		0	
4013	Testing Materials	0	0	178	0		0		0	
4014	Food, Cafeteria	292	0	1,390	500		500		0	
4016	Library Books	1,958	1,842	2,278	0		0		0	
4018	Library Supplies	0	796	0	0		0		0	
4019	Food	1,799	3,119	3,900	5,000		5,000		0	
4020	Printing Supplies	0	13,444	8,158	4,403		10,000		5,597	
4310	Tech. Supp/Equip - Add'l	576	26,857	2,799	0		0		0	
4350	Tech. Supp/Equip - Repl	0	3,727	4,819	0		0		0	
4410	Software - Additional	11,424	6,640	0	0		0		0	
4450	Software - Replacement	872	1,018	749	0		0		0	
4510	General Equipment - Add'l.	3,436	11,309	1,286	0		0		0	
4550	General Equipment - Repl.	22	21,069	7,133	10,000		0		(10,000)	
5150	Lease/Purchase Agree.	0	4,312	17,191	0		0		0	
Totals		5,214,023	5,404,711	5,519,022	5,217,161	62.26	5,254,520	63.26	37,359	1.00
School Enrollment (K-5)		657	676	663	636		645			
Positions		65.47	64.97	65.97	62.26		63.26			

Financial Section

BUCKLAND MILLS ELEMENTARY SCHOOL

School: 395
Address: 10511 Wharfdale Pl.
 Gainesville, VA 20155
Principal: Kelle Stroud
Main Office: 703.530.1560
Grades: K - 5
Specialty: International Baccalaureate Program
Programs: School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	125,415	130,469	134,383	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	81,639	96,658	99,558	89,640 1.00	91,440 1.00	1,800 0.00	
1115	Teacher on Special Assignment	18,380	19,122	22,167	19,692 0.30	19,476 0.30	(216) 0.00	
1120	Teacher, Classroom	2,460,587	2,518,475	2,560,894	2,671,548 40.70	2,741,304 42.20	69,756 1.50	
1121	Librarian	72,846	75,784	79,819	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	82,263	84,713	85,206	91,896 1.40	90,888 1.40	(1,008) 0.00	
1140	Teacher Assistant	158,066	133,259	126,742	121,200 5.00	169,680 7.00	48,480 2.00	
1142	Cafeteria Aide	6,254	6,301	6,429	7,920 0.40	7,824 0.40	(96) 0.00	
1150	Secretarial / Bookkeeper	123,693	129,832	133,278	139,920 4.00	148,320 4.00	8,400 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	133,283	138,521	142,538	127,620 4.00	130,080 4.00	2,460 0.00	
1200	Overtime	8,340	6,334	5,846	11,350	2,650	(8,700)	
1201	Straight Time	6,768	5,719	8,262	7,100	5,200	(1,900)	
1300	Temporary Employee	45,275	40,534	33,622	5,100	5,000	(100)	
1500	Substitute Teacher	46,004	49,974	52,193	32,250	19,750	(12,500)	
1502	Substitute, Other	1,665	235	0	1,500	3,250	1,750	
1600	Instructional Supplement	0	0	2,909	0	0	0	
1602	Extra-Curr. Supplement	2,750	3,116	3,116	3,500	3,500	0	
2100	Social Security - FICA	247,138	251,092	255,400	269,212	278,145	8,932	
2210	Retirement - VRS	471,380	467,315	533,972	568,491	591,569	23,079	
2211	Retiree Health Care Credit	33,033	35,248	40,213	0	0	0	
2220	Retirement - PWCS	28,393	33,300	39,750	28,362	29,499	1,137	
2221	Defined Contribution Plan	1,325	3,178	4,666	0	0	0	
2300	Health Insurance - HMP	317,178	330,236	354,448	426,469	436,387	9,918	
2310	Short/Long Term Disability Premium	424	684	944	0	0	0	
2400	Life Insurance - GLI	38,341	43,054	44,360	45,200	47,012	1,812	
2830	Admin. Assoc. Fees	160	1,700	50	0	1,000	1,000	
3401	Travel Reimbursement	506	0	103	0	0	0	
3402	Conference Expenses	18,811	24,776	7,489	5,000	5,000	0	
3450	Field Trips	148	0	0	0	0	0	
3504	Maint. Service Contract	150	150	150	350	150	(200)	
3700	In-Service Expenses	2,418	166	1,590	2,000	2,000	0	
3902	Printing Services	784	119	418	1,000	1,000	0	
3903	Postage	493	1,070	1,584	500	500	0	
3911	Rental Equipment	19,598	19,598	19,598	25,000	20,000	(5,000)	
3999	Other Contract Services	190	913	79	1,000	500	(500)	
4001	Office Supplies	840	351	1,208	1,000	1,500	500	
4002	Medical Supplies	331	573	334	500	500	0	
4003	Custodial Supplies	26,972	18,332	20,375	20,000	10,000	(10,000)	
4004	Repair/Maint. Supplies	441	2,396	1,367	0	6,000	6,000	
4007	Wearing Apparel	388	366	440	400	400	0	
4010	Instructional Supplies	104,185	63,479	57,303	31,984	14,475	(17,509)	
4011	Textbooks	6,898	48,375	26,116	15,000	5,000	(10,000)	
4016	Library Books	3,919	2,433	1,227	2,000	1,000	(1,000)	
4017	Library Periodicals	353	325	281	200	200	0	
4018	Library Supplies	107	122	904	500	500	0	
4019	Food	1,474	2,934	3,511	2,500	3,000	500	
4020	Printing Supplies	0	6,880	6,098	6,500	3,500	(3,000)	
4310	Tech. Supp/Equip - Add'l	1,010	75,564	155	5,000	1,000	(4,000)	
4350	Tech. Supp/Equip - Repl	5,446	189	72,204	10,000	3,000	(7,000)	
4410	Software - Additional	5,757	19,741	18,699	5,000	2,000	(3,000)	
4450	Software - Replacement	2,468	1,246	769	0	1,000	1,000	
4510	General Equipment - Add'l.	11,797	25,874	2,726	0	500	500	
4550	General Equipment - Repl.	0	0	3,700	0	0	0	
Totals		4,731,082	4,923,322	5,021,694	4,992,284 58.80	5,102,219 62.30	109,935 3.50	
School Enrollment (K-5)		688	667	651	659	649		
Positions		58.80	57.30	56.80	58.80	62.30		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	114,771	119,398	122,979	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	92,913	67,794	80,751	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,371,684	2,426,431	2,573,149	2,363,040 36.00	2,429,688 37.40	66,648	1.40
1121	Librarian	62,293	64,937	67,018	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	121,907	106,466	110,359	78,768 1.20	90,888 1.40	12,120	0.20
1140	Teacher Assistant	152,901	150,888	143,268	193,920 8.00	169,680 7.00	(24,240)	(1.00)
1142	Cafeteria Aide	8,373	9,162	11,018	13,199 0.66	12,910 0.66	(289)	0.00
1150	Secretarial / Bookkeeper	158,664	164,658	168,529	139,920 4.00	148,320 4.00	8,400	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	105,463	111,415	103,053	133,380 4.00	135,960 4.00	2,580	0.00
1200	Overtime	709	357	728	1,000	500	(500)	
1201	Straight Time	2,990	1,420	1,667	0	0	0	
1300	Temporary Employee	54,136	57,213	70,321	6,000	11,000	5,000	
1500	Substitute Teacher	57,116	45,617	55,711	20,000	40,000	20,000	
1502	Substitute, Other	314	462	2,038	1,500	1,000	(500)	
1600	Instructional Supplement	3,116	0	0	1,500	1,500	0	
1602	Extra-Curr. Supplement	596	1,558	1,558	3,000	3,000	0	
2100	Social Security - FICA	238,928	241,033	255,236	247,382	255,005	7,623	
2210	Retirement - VRS	460,175	453,052	524,565	523,493	536,031	12,538	
2211	Retiree Health Care Credit	32,507	34,368	39,608	0	0	0	
2220	Retirement - PWCS	32,702	35,580	39,728	26,202	26,826	624	
2221	Defined Contribution Plan	1,511	4,799	4,525	0	0	0	
2300	Health Insurance - HMP	375,868	351,936	341,508	393,981	396,841	2,860	
2310	Short/Long Term Disability Premium	396	823	1,087	0	0	0	
2400	Life Insurance - GLI	37,480	41,708	43,254	41,757	42,752	995	
2830	Admin. Assoc. Fees	385	425	425	500	500	0	
3401	Travel Reimbursement	1,098	805	1,017	0	50	50	
3402	Conference Expenses	3,302	3,856	4,761	0	0	0	
3450	Field Trips	0	0	315	500	200	(300)	
3501	Repair/Maint. - Building	0	0	725	0	0	0	
3502	Repair/Maint. - Equipment	250	2,210	696	1,000	1,000	0	
3504	Maint. Service Contract	10	0	0	0	0	0	
3700	In-Service Expenses	485	635	1,346	0	0	0	
3902	Printing Services	720	1,712	3,744	1,000	500	(500)	
3903	Postage	178	453	365	500	300	(200)	
3918	Permits & Fees	0	0	10	0	0	0	
3999	Other Contract Services	835	219	823	500	500	0	
4001	Office Supplies	1,153	2,337	1,913	700	1,000	300	
4002	Medical Supplies	2,950	1,979	1,194	1,000	1,000	0	
4003	Custodial Supplies	27,452	5,842	7,414	5,000	5,000	0	
4004	Repair/Maint. Supplies	643	79	80	0	0	0	
4007	Wearing Apparel	352	588	1,701	400	400	0	
4010	Instructional Supplies	73,210	43,700	79,228	31,557	46,153	14,596	
4011	Textbooks	9,330	8,298	5,521	0	0	0	
4012	Emp. Training Supplies	2,685	9,874	1,482	500	500	0	
4014	Food, Cafeteria	150	45	616	0	0	0	
4016	Library Books	(25)	235	17	500	250	(250)	
4017	Library Periodicals	258	0	0	500	250	(250)	
4018	Library Supplies	877	159	0	300	250	(50)	
4019	Food	2,084	3,530	2,130	0	500	500	
4150	Lease Agreement	10,135	10,076	9,901	13,500	13,500	0	
4310	Tech. Supp/Equip - Add'l	24,816	4,397	17,564	1,000	1,000	0	
4350	Tech. Supp/Equip - Repl	1,114	0	418	0	0	0	
4450	Software - Replacement	1,010	1,018	749	0	550	550	
4510	General Equipment - Add'l.	24,335	1,691	5,815	2,000	1,500	(500)	
5101	Equipment - Additional	0	0	18,133	0	0	0	
8002	General Reserve	0	0	0	3,000	3,000	0	
Totals		4,679,800	4,597,744	4,932,257	4,530,518 56.86	4,668,764 57.46	138,246	0.60
School Enrollment (K-5)		622	562	569	532	517		
Positions		55.43	53.37	56.37	56.86	57.46		

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 2016 Actual	FY 2017 Actual	FY 2017 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	129,177	134,383	138,415	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	93,499	96,072	99,558	89,640 1.00	91,440 1.00	1,800 0.00	
1120	Teacher, Classroom	2,292,756	2,566,057	2,492,199	2,796,264 42.60	3,189,252 50.10	392,988 7.50	
1121	Librarian	74,846	95,236	98,032	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	97,559	86,943	82,485	91,896 1.40	129,840 2.00	37,944 0.60	
1140	Teacher Assistant	111,004	151,743	129,611	121,200 5.00	145,440 6.00	24,240 1.00	
1142	Cafeteria Aide	11,864	9,748	12,343	15,840 0.80	15,648 0.80	(192) 0.00	
1150	Secretarial / Bookkeeper	131,847	131,270	149,335	139,920 4.00	148,320 4.00	8,400 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	118,363	122,136	128,325	133,380 4.00	135,960 4.00	2,580 0.00	
1200	Overtime	2,655	715	1,983	2,000	4,000	2,000	
1201	Straight Time	7,318	4,820	3,316	2,100	4,600	2,500	
1300	Temporary Employee	6,810	29,413	14,767	1,500	5,000	3,500	
1500	Substitute Teacher	84,511	47,116	39,683	42,500	56,000	13,500	
1502	Substitute, Other	2,477	934	627	1,500	3,000	1,500	
1600	Instructional Supplement	8,652	14,084	5,668	3,000	5,000	2,000	
1602	Extra-Curr. Supplement	1,558	1,604	1,558	1,500	3,492	1,992	
2100	Social Security - FICA	236,550	248,718	245,357	277,781	316,290	38,509	
2210	Retirement - VRS	416,620	463,251	503,243	586,562	666,729	80,167	
2211	Retiree Health Care Credit	30,795	35,718	38,749	0	0	0	
2220	Retirement - PWCS	11,594	13,156	15,606	29,273	33,190	3,918	
2221	Defined Contribution Plan	9,173	12,803	15,468	0	0	0	
2300	Health Insurance - HMP	285,462	323,960	363,049	440,162	490,993	50,832	
2310	Short/Long Term Disability Premium	2,188	2,508	2,583	0	0	0	
2400	Life Insurance - GLI	35,685	43,417	42,648	46,651	52,895	6,243	
2830	Admin. Assoc. Fees	316	850	1,877	2,850	500	(2,350)	
3100	Professional Services	0	473	1,228	1,000	1,000	0	
3201	Telephone	1,122	1,526	1,283	1,500	1,500	0	
3401	Travel Reimbursement	2,255	1,863	775	500	700	200	
3402	Conference Expenses	0	1,170	2,803	1,500	2,000	500	
3450	Field Trips	2,589	2,897	825	500	950	450	
3502	Repair/Maint. - Equipment	0	1,345	394	0	0	0	
3700	In-Service Expenses	3,900	0	0	0	0	0	
3902	Printing Services	1,766	1,585	1,048	1,000	1,000	0	
3903	Postage	2,785	776	1,820	1,000	1,000	0	
3911	Rental Equipment	0	24,516	24,579	24,800	24,800	0	
3999	Other Contract Services	0	104	0	0	0	0	
4001	Office Supplies	3,264	11,459	6,724	10,000	10,000	0	
4002	Medical Supplies	203	2,438	329	1,000	1,000	0	
4003	Custodial Supplies	11,732	15,605	16,611	15,586	15,586	0	
4004	Repair/Maint. Supplies	10	169	44	500	2,000	1,500	
4007	Wearing Apparel	0	375	381	400	400	0	
4008	Reference Materials	110	4,515	565	500	500	0	
4009	Extra Curricular Supplies	0	0	855	0	0	0	
4010	Instructional Supplies	168,648	53,783	37,410	51,949	59,438	7,489	
4011	Textbooks	157,040	173	3,565	37,601	45,000	7,399	
4013	Testing Materials	0	258	0	0	0	0	
4014	Food, Cafeteria	2,920	1,424	1,510	0	0	0	
4016	Library Books	629	6,784	3,567	2,227	5,000	2,773	
4018	Library Supplies	2,118	1,117	610	1,000	5,000	4,000	
4019	Food	559	4,215	2,062	1,000	2,000	1,000	
4020	Printing Supplies	2,668	5,126	9,853	23,700	23,700	0	
4310	Tech. Supp/Equip - Add'l	375	0	330	500	1,000	500	
4350	Tech. Supp/Equip - Repl	0	384	897	1,000	2,000	1,000	
4410	Software - Additional	3,495	3,295	0	0	0	0	
4450	Software - Replacement	0	12,378	22,807	11,000	12,000	1,000	
4510	General Equipment - Add'l.	0	30,421	7,654	3,000	3,000	0	
4550	General Equipment - Repl.	0	400	425	1,000	1,000	0	
8002	General Reserve	0	0	0	1,447	0	(1,447)	
Totals		4,576,467	4,832,230	4,782,440	5,209,609 60.80	5,916,684 69.90	707,075 9.10	
School Enrollment (K-5)		660	697	650	650	744		
Positions		58.00	60.60	57.80	60.80	69.90		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	108,183	112,543	115,919	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	0	0	0	0 0.00	91,440 1.00	91,440 1.00	
1115	Teacher on Special Assignment	72,741	75,610	58,493	67,320 1.00	0 0.00	(67,320) (1.00)	
1120	Teacher, Classroom	2,083,170	1,863,884	1,699,307	2,002,020 30.50	1,948,440 30.00	(53,580) (0.50)	
1121	Librarian	54,442	56,375	57,223	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	75,157	78,105	80,386	65,640 1.00	64,920 1.00	(720) 0.00	
1140	Teacher Assistant	122,075	111,257	112,413	134,253 5.54	134,290 5.54	36 0.00	
1142	Cafeteria Aide	9,645	10,935	11,318	13,199 0.66	12,910 0.66	(289) 0.00	
1150	Secretarial / Bookkeeper	118,694	116,713	122,740	136,920 4.00	142,056 4.00	5,136 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	86,280	89,673	90,943	93,492 2.80	95,664 2.80	2,172 0.00	
1200	Overtime	746	1,825	878	0	0	0	
1201	Straight Time	6,504	4,120	10,380	1,500	1,000	(500)	
1300	Temporary Employee	46,100	33,726	36,715	8,000	12,000	4,000	
1500	Substitute Teacher	47,678	47,946	38,187	26,000	32,250	6,250	
1502	Substitute, Other	7,999	2,242	9,459	2,500	2,500	0	
1600	Instructional Supplement	7,729	6,343	6,841	0	0	0	
1602	Extra-Curr. Supplement	3,116	3,116	779	0	0	0	
2100	Social Security - FICA	211,026	192,094	179,879	209,590	209,226	(363)	
2210	Retirement - VRS	381,612	348,750	358,436	443,614	440,980	(2,633)	
2211	Retiree Health Care Credit	27,414	26,541	27,152	0	0	0	
2220	Retirement - PWCS	18,164	17,986	18,336	22,100	21,983	(117)	
2221	Defined Contribution Plan	2,855	4,269	4,385	0	0	0	
2300	Health Insurance - HMP	246,303	239,346	238,592	332,302	325,198	(7,103)	
2310	Short/Long Term Disability Premium	875	981	1,037	0	0	0	
2400	Life Insurance - GLI	31,406	32,053	29,688	35,220	35,034	(186)	
2830	Admin. Assoc. Fees	385	0	484	250	250	0	
3201	Telephone	738	265	796	750	750	0	
3401	Travel Reimbursement	930	460	872	0	0	0	
3402	Conference Expenses	4,917	6,233	1,420	500	500	0	
3450	Field Trips	3,797	1,778	2,353	2,000	3,000	1,000	
3502	Repair/Maint. - Equipment	4,216	9,126	136	0	0	0	
3504	Maint. Service Contract	310	0	160	0	0	0	
3902	Printing Services	1,860	2,420	12,195	5,000	16,400	11,400	
3903	Postage	1,412	630	1,510	562	500	(62)	
3911	Rental Equipment	7,883	1,826	496	5,000	0	(5,000)	
3999	Other Contract Services	0	0	8,605	0	0	0	
4001	Office Supplies	9,630	11,820	2,751	1,000	500	(500)	
4002	Medical Supplies	178	411	498	200	400	200	
4003	Custodial Supplies	11,492	12,518	13,790	5,000	5,000	0	
4004	Repair/Maint. Supplies	0	291	0	0	0	0	
4007	Wearing Apparel	2,741	0	878	0	300	300	
4008	Reference Materials	0	0	1,550	500	500	0	
4010	Instructional Supplies	66,496	47,854	130,656	34,584	22,918	(11,666)	
4011	Textbooks	18,250	8,153	16,053	5,000	3,000	(2,000)	
4013	Testing Materials	3,863	0	0	0	0	0	
4014	Food, Cafeteria	0	0	621	0	0	0	
4016	Library Books	903	1,107	1,534	500	500	0	
4017	Library Periodicals	0	0	130	250	250	0	
4018	Library Supplies	2,917	0	895	250	250	0	
4019	Food	4,159	1,570	1,533	1,000	3,000	2,000	
4020	Printing Supplies	0	0	9,310	8,250	8,750	500	
4310	Tech. Supp/Equip - Add'l	5,440	16,344	30,143	25,000	15,000	(10,000)	
4350	Tech. Supp/Equip - Repl	15,737	16,032	25,885	25,000	10,011	(14,989)	
4450	Software - Replacement	1,010	1,018	749	0	0	0	
4510	General Equipment - Add'l.	1,937	103	9,614	0	0	0	
5501	Equipment - Replacement	1,689	0	0	0	0	0	
Totals		3,952,801	3,623,889	3,592,599	3,903,144 47.50	3,859,190 47.00	(43,954) (0.50)	
School Enrollment (K-5)		507	456	419	401	388		
Positions		52.01	46.51	43.01	47.50	47.00		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	0	119,398	124,879	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	0	0	69,828	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	0	0	2,343,373	2,691,240 41.00	3,052,920 47.00	361,680	6.00
1121	Librarian	0	0	78,056	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	0	0	76,105	91,896 1.40	129,840 2.00	37,944	0.60
1140	Teacher Assistant	0	0	142,233	242,400 10.00	193,920 8.00	(48,480)	(2.00)
1142	Cafeteria Aide	0	0	13,165	15,840 0.80	15,648 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	0	31,115	139,923	139,920 4.00	148,320 4.00	8,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	0	2,363	92,872	104,940 3.00	135,960 4.00	31,020	1.00
1200	Overtime	0	0	681	0	1,300	1,300	
1201	Straight Time	0	0	4,545	2,000	3,200	1,200	
1300	Temporary Employee	0	0	47,992	0	0	0	
1500	Substitute Teacher	0	0	29,152	40,000	36,500	(3,500)	
1502	Substitute, Other	0	0	0	0	4,500	4,500	
1600	Instructional Supplement	0	0	7,245	0	6,500	6,500	
1602	Extra-Curr. Supplement	0	0	1,558	3,180	0	(3,180)	
2100	Social Security - FICA	0	11,835	245,543	276,161	307,345	31,184	
2210	Retirement - VRS	0	22,050	483,760	587,598	651,900	64,302	
2211	Retiree Health Care Credit	0	1,669	36,694	0	0	0	
2220	Retirement - PWCS	0	2,738	22,213	29,172	32,468	3,296	
2221	Defined Contribution Plan	0	65	6,446	0	0	0	
2300	Health Insurance - HMP	0	4,068	287,659	438,646	480,310	41,665	
2310	Short/Long Term Disability Premium	0	18	1,722	0	0	0	
2400	Life Insurance - GLI	0	1,991	40,085	46,491	51,744	5,253	
2830	Admin. Assoc. Fees	0	0	0	800	800	0	
3201	Telephone	0	0	0	1,500	1,500	0	
3402	Conference Expenses	0	0	50	0	0	0	
3450	Field Trips	0	0	2,678	5,000	5,000	0	
3504	Maint. Service Contract	0	71	1,230	1,000	1,000	0	
3902	Printing Services	0	41	6,610	2,500	3,000	500	
3903	Postage	0	0	0	500	500	0	
3911	Rental Equipment	0	0	15,611	19,000	19,000	0	
4001	Office Supplies	0	4,944	714	31,922	8,263	(23,659)	
4002	Medical Supplies	0	0	898	1,500	1,500	0	
4003	Custodial Supplies	0	8,354	12,780	20,000	20,000	0	
4004	Repair/Maint. Supplies	0	0	0	1,000	1,000	0	
4007	Wearing Apparel	0	0	296	500	350	(150)	
4010	Instructional Supplies	0	35,560	214,441	96,184	88,266	(7,918)	
4011	Textbooks	0	0	26,677	40,000	0	(40,000)	
4013	Testing Materials	0	0	0	0	500	500	
4014	Food, Cafeteria	0	0	5,999	0	0	0	
4016	Library Books	0	0	4,227	3,000	3,000	0	
4017	Library Periodicals	0	297	0	500	500	0	
4018	Library Supplies	0	0	1,786	1,000	1,000	0	
4019	Food	0	0	19,343	4,500	6,500	2,000	
4310	Tech. Supp/Equip - Add'l	0	0	4,805	500	500	0	
4450	Software - Replacement	0	0	0	0	500	500	
Totals		0	246,577	4,618,871	5,218,909 63.20	5,704,014 68.80	485,105	5.60
School Enrollment (K-5)		0	0	543	626	679		
Positions		0.00	1.00	60.80	63.20	68.80		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	125,561	130,470	134,269	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	67,122	69,828	71,923	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,195,911	2,228,195	2,211,806	2,364,720	36.00	2,208,960	34.00	(155,760)	(2.00)
1121	Librarian	77,048	53,667	59,824	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	84,808	88,225	90,871	65,640	1.00	77,904	1.20	12,264	0.20
1140	Teacher Assistant	129,567	136,605	132,614	133,320	5.50	121,200	5.00	(12,120)	(0.50)
1142	Cafeteria Aide	4,859	5,000	5,281	5,875	0.30	5,868	0.30	(7)	0.00
1148	Specialist	37,009	38,490	39,761	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	142,335	148,292	152,369	139,920	4.00	148,320	4.00	8,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	7,500	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	100,095	105,379	108,439	104,940	3.00	113,160	3.00	8,220	0.00
1200	Overtime	5,441	8,271	7,947	7,450		7,750		300	
1201	Straight Time	7,823	10,975	16,033	11,800		10,900		(900)	
1300	Temporary Employee	19,906	37,258	36,365	17,500		28,100		10,600	
1500	Substitute Teacher	22,990	30,011	33,961	25,000		30,000		5,000	
1502	Substitute, Other	2,075	2,080	2,586	2,000		2,000		0	
1600	Instructional Supplement	443	6,067	3,636	18,000		15,000		(3,000)	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	0		0		0	
2100	Social Security - FICA	223,826	229,204	227,771	245,480		237,315		(8,164)	
2210	Retirement - VRS	419,784	415,676	459,240	515,409		494,472		(20,937)	
2211	Retiree Health Care Credit	29,824	31,842	35,368	0		0		0	
2220	Retirement - PWCS	29,226	24,902	23,723	25,657		24,681		(976)	
2221	Defined Contribution Plan	2,204	8,970	13,905	0		0		0	
2300	Health Insurance - HMP	302,471	298,692	305,857	385,788		365,109		(20,678)	
2310	Short/Long Term Disability Premium	692	2,103	2,799	0		0		0	
2400	Life Insurance - GLI	34,423	38,686	38,834	40,888		39,333		(1,555)	
2830	Admin. Assoc. Fees	385	484	909	850		500		(350)	
2850	Employee Recognition	0	0	0	400		500		100	
3201	Telephone	1,055	1,159	1,044	1,400		1,200		(200)	
3401	Travel Reimbursement	1,154	1,289	1,299	2,000		1,750		(250)	
3402	Conference Expenses	244	2,766	2,490	1,000		1,300		300	
3450	Field Trips	2,941	8,262	2,955	4,000		8,000		4,000	
3500	Miscellaneous Projects	0	0	248	0		1,000		1,000	
3501	Repair/Maint. - Building	280	549	0	0		1,000		1,000	
3502	Repair/Maint. - Equipment	0	291	1,840	0		0		0	
3504	Maint. Service Contract	150	199	0	500		400		(100)	
3700	In-Service Expenses	0	89	0	500		200		(300)	
3902	Printing Services	4,645	6,339	3,041	2,300		4,400		2,100	
3903	Postage	100	4	699	300		400		100	
3905	Extra Curricular Expenses	3,628	2,032	2,385	2,000		1,500		(500)	
3918	Permits & Fees	0	0	100	0		0		0	
3921	Tuition - PW	338	0	0	0		0		0	
3999	Other Contract Services	2,227	1,422	2,019	250		500		250	
4001	Office Supplies	3,017	3,114	1,961	5,000		5,000		0	
4002	Medical Supplies	1,088	2,231	1,774	3,000		3,000		0	
4003	Custodial Supplies	17,447	26,479	22,124	20,001		15,000		(5,001)	
4004	Repair/Maint. Supplies	0	0	2,062	0		0		0	
4007	Wearing Apparel	404	1,547	4,694	3,800		2,400		(1,400)	
4008	Reference Materials	3,233	2,789	2,221	1,900		2,700		800	
4009	Extra Curricular Supplies	1,168	11,963	4,105	2,500		4,500		2,000	
4010	Instructional Supplies	39,332	60,680	78,653	48,436		79,589		31,153	
4011	Textbooks	0	0	1,980	9,500		8,000		(1,500)	
4013	Testing Materials	699	1,914	2,890	1,000		1,200		200	
4014	Food, Cafeteria	494	223	1,507	400		300		(100)	
4016	Library Books	1,413	4,773	4,068	4,000		5,000		1,000	
4017	Library Periodicals	130	1,255	0	1,000		500		(500)	
4018	Library Supplies	750	1,340	2,912	1,000		1,200		200	
4019	Food	5,156	5,708	4,981	5,500		6,500		1,000	
4020	Printing Supplies	5,219	13,263	15,826	6,750		7,500		750	
4150	Lease Agreement	1,996	8,482	10,306	11,000		11,000		1,000	
4310	Tech. Supp/Equip - Add'l	14,633	89,306	36,362	20,500		60,750		40,250	
4350	Tech. Supp/Equip - Repl	2,278	2,303	4,756	4,000		4,500		500	
4410	Software - Additional	400	21,214	11,849	7,000		15,000		8,000	
4450	Software - Replacement	1,010	1,018	749	950		1,450		500	
4510	General Equipment - Add'l.	49,629	43,952	39,974	25,085		33,000		7,915	
4550	General Equipment - Repl.	3,745	17,225	4,063	6,000		9,000		3,000	
5101	Equipment - Additional	0	0	701	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,243,945	4,505,167	4,502,843	4,630,928	53.80	4,568,812	51.50	(62,116)	(2.30)
School Enrollment (K-5)		440	452	446	446		428			
Positions		52.77	54.77	53.77	53.80		51.50			

Financial Section

DUMFRIES ELEMENTARY SCHOOL

School: 328
Address: 3990 Cameron St.
 Dumfries, VA 22026
Principal: Anita Magrath
Main Office: 703.221.3101
Grades: K - 5
Specialty: International Baccalaureate Program (Consideration)
Programs: Baldrige School, School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	118,215	122,979	126,670	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	80,149	83,379	67,794	89,640 1.00	91,440 1.00	1,800 0.00
1120	Teacher, Classroom	2,231,880	2,160,076	1,988,597	2,166,120 33.00	2,208,960 34.00	42,840 1.00
1121	Librarian	62,839	65,373	67,332	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	65,188	62,149	59,516	65,640 1.00	77,904 1.20	12,264 0.20
1140	Teacher Assistant	124,823	121,274	109,505	96,885 4.00	169,680 7.00	72,795 3.00
1142	Cafeteria Aide	8,182	6,087	7,329	9,241 0.47	18,386 0.94	9,146 0.47
1150	Secretarial / Bookkeeper	129,565	118,764	132,774	136,920 4.00	171,072 5.00	34,152 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	92,186	95,674	95,506	104,940 3.00	107,280 3.00	2,340 0.00
1200	Overtime	3,152	481	963	3,000	2,000	(1,000)
1201	Straight Time	5,672	5,798	2,257	7,000	7,500	500
1300	Temporary Employee	38,754	36,270	27,277	16,000	22,000	6,000
1500	Substitute Teacher	34,704	36,392	24,518	41,500	26,000	(15,500)
1502	Substitute, Other	524	78	4,232	6,000	16,500	10,500
1600	Instructional Supplement	8,658	407	2,891	2,000	1,500	(500)
1602	Extra-Curr. Supplement	2,337	2,727	1,558	2,000	0	(2,000)
2100	Social Security - FICA	223,895	215,969	200,255	224,586	238,507	13,921
2210	Retirement - VRS	371,611	379,821	389,631	469,456	498,712	29,256
2211	Retiree Health Care Credit	26,771	29,315	29,938	0	0	0
2220	Retirement - PWCS	14,765	15,138	14,131	23,419	24,856	1,437
2221	Defined Contribution Plan	5,683	10,752	11,041	0	0	0
2300	Health Insurance - HMP	219,775	245,094	255,492	352,139	367,701	15,561
2310	Short/Long Term Disability Premium	1,748	2,601	2,402	0	0	0
2400	Life Insurance - GLI	30,922	35,594	32,921	37,322	39,612	2,290
2830	Admin. Assoc. Fees	770	425	574	500	1,500	1,000
3100	Professional Services	545	104	1,647	1,500	5,000	3,500
3201	Telephone	1,119	778	1,355	1,200	2,000	800
3401	Travel Reimbursement	936	623	714	1,000	1,000	0
3402	Conference Expenses	196	1,841	349	1,700	3,500	1,800
3450	Field Trips	1,584	1,305	869	1,500	3,000	1,500
3504	Maint. Service Contract	0	143	110	1,000	0	(1,000)
3700	In-Service Expenses	0	0	0	500	0	(500)
3902	Printing Services	7,211	10,470	905	3,000	2,000	(1,000)
3903	Postage	0	627	182	1,000	1,000	0
3921	Tuition - PW	1,456	0	0	0	0	0
4001	Office Supplies	5,245	5,349	31,217	27,124	45,608	18,484
4002	Medical Supplies	339	525	749	1,000	500	(500)
4003	Custodial Supplies	13,876	14,237	13,899	10,000	15,000	5,000
4004	Repair/Maint. Supplies	2,384	655	0	0	0	0
4009	Extra Curricular Supplies	0	71	1,687	2,353	2,000	(353)
4010	Instructional Supplies	49,747	77,467	57,828	90,286	93,100	2,814
4011	Textbooks	2,265	197	5,840	5,824	5,000	(824)
4013	Testing Materials	94	0	0	0	0	0
4014	Food, Cafeteria	2,203	0	551	5,000	5,000	0
4016	Library Books	4,841	(6,721)	3,805	2,500	5,000	2,500
4017	Library Periodicals	2,326	0	0	0	0	0
4018	Library Supplies	1,050	36	343	500	500	0
4019	Food	2,744	2,324	4,053	4,300	5,500	1,200
4310	Tech. Supp/Equip - Add'l	32,522	61,522	32,425	8,000	8,000	0
4350	Tech. Supp/Equip - Repl	0	0	1,195	0	2,000	2,000
4410	Software - Additional	7,432	(152)	3,533	1,000	2,000	1,000
4450	Software - Replacement	1,010	1,018	883	0	0	0
4510	General Equipment - Add'l.	22,830	4,117	425	3,500	0	(3,500)
4550	General Equipment - Repl.	10,717	0	5,094	1,000	2,000	1,000
Totals		4,079,939	4,031,653	3,827,262	4,217,975 48.47	4,497,339 54.14	279,364 5.67
School Enrollment (K-5)		530	513	439	438	420	
Positions		53.74	51.28	47.34	48.47	54.14	

Financial Section

ELLIS ELEMENTARY SCHOOL

School: 327
Address: 10400 Kim Graham Ln.
 Manassas, VA 20109
Principal: Connie Balkcom
Main Office: 703.365.0287
Grades: K - 5
Specialty: International Baccalaureate Program
Programs: Gifted Center, Baldrige School



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	105,031	109,265	138,415	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	80,383	108,790	112,053	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	0	0	117,894	78,768	1.20	19,476	0.30	(59,292)	(0.90)
1120	Teacher, Classroom	2,553,416	2,547,955	2,496,709	2,842,212	43.30	2,721,828	41.90	(120,384)	(1.40)
1121	Librarian	89,591	73,641	80,396	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	93,060	98,377	70,176	78,768	1.20	90,888	1.40	12,120	0.20
1140	Teacher Assistant	147,947	118,302	127,428	121,200	5.00	96,960	4.00	(24,240)	(1.00)
1142	Cafeteria Aide	13,535	12,968	8,880	13,199	0.66	7,824	0.40	(5,375)	(0.26)
1148	Specialist	33,032	34,330	35,326	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	156,171	158,892	171,679	136,920	4.00	148,320	4.00	11,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	104,370	107,481	112,136	99,180	3.00	101,400	3.00	2,220	0.00
1200	Overtime	1,605	433	456	0		2,000		2,000	
1201	Straight Time	8,593	7,329	6,718	0		3,500		3,500	
1300	Temporary Employee	78,528	50,233	29,627	20,000		20,000		0	
1500	Substitute Teacher	87,486	61,491	51,374	50,000		75,000		25,000	
1502	Substitute, Other	3,284	1,330	6,285	4,000		1,000		(3,000)	
1600	Instructional Supplement	(1,305)	7,305	7,541	20,000		5,000		(15,000)	
1602	Extra-Curr. Supplement	1,558	1,558	885	2,385		0		(2,385)	
2100	Social Security - FICA	256,617	254,425	262,642	289,121		277,404		(11,716)	
2210	Retirement - VRS	435,383	432,573	498,165	608,626		581,731		(26,895)	
2211	Retiree Health Care Credit	32,155	33,789	39,007	0		0		0	
2220	Retirement - PWCS	14,807	17,105	15,330	30,165		28,868		(1,298)	
2221	Defined Contribution Plan	11,254	17,444	23,424	0		0		0	
2300	Health Insurance - HMP	360,747	392,943	388,243	453,583		427,043		(26,540)	
2310	Short/Long Term Disability Premium	2,885	3,269	4,150	0		0		0	
2400	Life Insurance - GLI	37,059	40,985	42,755	48,074		46,005		(2,068)	
2830	Admin. Assoc. Fees	0	0	552	600		600		0	
3100	Professional Services	18,348	4,023	(58)	0		0		0	
3105	Contractual Services	0	0	0	5,000		0		(5,000)	
3201	Telephone	0	0	443	600		600		0	
3401	Travel Reimbursement	0	265	287	300		0		(300)	
3402	Conference Expenses	4,397	1,718	19,251	16,500		5,000		(11,500)	
3450	Field Trips	4,737	4,578	2,117	5,000		5,000		0	
3502	Repair/Maint. - Equipment	0	0	0	0		500		500	
3902	Printing Services	7,511	5,713	1,100	4,000		3,500		(500)	
3903	Postage	0	27	1,161	1,700		1,000		(700)	
3905	Extra Curricular Expenses	0	323	0	0		0		0	
3913	Tuition - Other Divisions	1,300	0	0	0		0		0	
3918	Permits and Fees	8,110	12,010	9,996	5,000		8,520		3,520	
3921	Tuition - PW	806	0	0	0		0		0	
3999	Other Contract Services	0	0	970	3,000		0		(3,000)	
4001	Office Supplies	320	313	8,409	6,000		6,000		0	
4002	Medical Supplies	9	508	2,008	1,000		500		(500)	
4003	Custodial Supplies	19,582	12,532	25,417	14,000		14,000		0	
4004	Repair/Maint. Supplies	0	4,998	2,276	0		0		0	
4010	Instructional Supplies	107,543	68,222	99,803	56,336		90,375		34,039	
4011	Textbooks	8,435	0	12,135	8,000		33,000		25,000	
4014	Food, Cafeteria	1,654	2,808	367	0		0		0	
4016	Library Books	0	500	7,250	24,115		1,000		(23,115)	
4017	Library Periodicals	0	0	218	1,000		300		(700)	
4018	Library Supplies	0	0	305	2,000		300		(1,700)	
4019	Food	335	655	2,792	8,000		7,000		(1,000)	
4020	Printing Supplies	0	0	12,302	15,000		10,138		(4,862)	
4150	Lease Agreement	0	11,536	14,094	15,200		16,000		800	
4310	Tech. Supp/Equip - Add'l	48,287	15,913	5,778	15,800		1,800		(14,000)	
4350	Tech. Supp/Equip - Repl	13,783	0	36,128	3,000		5,000		2,000	
4410	Software - Additional	2,981	3,294	28,455	20,000		5,000		(15,000)	
4450	Software - Replacement	1,010	3,768	3,247	475		21,500		21,025	
4510	General Equipment - Add'l.	12,170	830	7,235	7,000		14,000		7,000	
4550	General Equipment - Repl.	20,683	0	8,884	0		0		0	
5101	Equipment - Additional	4,585	0	0	0		0		0	
5501	Equipment - Replacement	0	0	5,946	0		0		0	
Totals		4,998,778	4,851,747	5,169,062	5,447,547	62.36	5,237,881	59.00	(209,666)	(3.36)
School Enrollment (K-5)		620	588	565	571		542			
Positions		65.37	63.17	63.83	62.36		59.00			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	115,228	106,082	109,265	121,560 1.00	130,920 1.00	9,360 0.00
1112 Assistant Principal	95,701	0	0	0 0.00	91,440 1.00	91,440 1.00
1115 Teacher on Special Assignment	0	71,353	75,405	67,320 1.00	0 0.00	(67,320) (1.00)
1120 Teacher, Classroom	1,888,124	1,683,930	1,870,012	2,100,480 32.00	1,948,440 30.00	(152,040) (2.00)
1121 Librarian	75,033	78,056	80,396	67,320 1.00	66,600 1.00	(720) 0.00
1122 Counselor	61,292	52,552	53,353	65,640 1.00	64,920 1.00	(720) 0.00
1140 Teacher Assistant	45,765	55,401	96,522	96,960 4.00	96,960 4.00	0 0.00
1142 Cafeteria Aide	14,374	8,028	8,170	7,920 0.40	7,824 0.40	(96) 0.00
1150 Secretarial / Bookkeeper	141,725	145,990	149,781	136,920 4.00	142,056 4.00	5,136 0.00
1190 Custodian	96,336	93,884	100,782	104,940 3.00	107,280 3.00	2,340 0.00
1200 Overtime	1,066	196	1,365	1,500	1,500	0
1201 Straight Time	8,201	2,166	3,184	4,000	4,000	0
1300 Temporary Employee	4,295	11,229	29,813	0	0	0
1500 Substitute Teacher	28,497	28,963	26,157	44,000	42,100	(1,900)
1502 Substitute, Other	3,019	684	1,332	0	0	0
1600 Instructional Supplement	0	177	1,343	0	0	0
1602 Extra-Curr. Supplement	3,116	2,337	779	2,400	3,244	844
2100 Social Security - FICA	185,490	168,296	192,419	215,804	207,107	(8,697)
2210 Retirement - VRS	325,403	304,758	387,719	454,621	435,372	(19,249)
2211 Retiree Health Care Credit	23,667	23,637	30,222	0	0	0
2220 Retirement - PWCS	16,364	16,456	18,254	22,697	21,772	(925)
2221 Defined Contribution Plan	5,555	10,647	16,886	0	0	0
2300 Health Insurance - HMP	245,903	243,074	243,750	341,277	322,072	(19,205)
2310 Short/Long Term Disability Premium	1,418	1,813	2,650	0	0	0
2400 Life Insurance - GLI	27,458	28,841	33,272	36,171	34,697	(1,474)
2830 Admin. Assoc. Fees	0	425	515	1,000	614	(386)
3100 Professional Services	980	(59)	482	1,000	2,000	1,000
3201 Telephone	0	597	1,035	1,200	600	(600)
3401 Travel Reimbursement	0	0	0	0	2,351	2,351
3402 Conference Expenses	5,450	6,283	1,790	3,000	6,000	3,000
3450 Field Trips	1,510	775	953	3,000	3,000	0
3504 Maint. Service Contract	205	150	0	0	0	0
3902 Printing Services	4,011	5,459	1,644	2,000	1,100	(900)
3903 Postage	347	924	524	500	500	0
3908 Parent Activity Expenses	149	106	0	0	0	0
3911 Rental Equipment	0	0	0	4,070	4,070	0
3913 Tuition - Other Divisions	1,248	0	0	0	0	0
3921 Tuition - PW	4,576	0	0	0	0	0
3999 Other Contract Services	2,705	0	0	0	0	0
4001 Office Supplies	3,790	5,051	4,626	4,000	3,000	(1,000)
4002 Medical Supplies	90	877	499	1,000	1,000	0
4003 Custodial Supplies	9,449	14,234	12,533	15,000	15,000	0
4004 Repair/Maint. Supplies	0	2,217	623	500	500	0
4007 Wearing Apparel	206	526	942	375	2,300	1,925
4008 Reference Materials	1,188	1,458	1,717	2,500	2,500	0
4010 Instructional Supplies	57,055	116,587	103,698	161,959	8,383	(153,576)
4011 Textbooks	30,188	2,887	30,376	35,000	30,000	(5,000)
4014 Food, Cafeteria	0	1,715	432	2,000	2,000	0
4016 Library Books	6,036	3,475	5,612	0	0	0
4017 Library Periodicals	486	390	666	0	0	0
4019 Food	2,873	1,062	1,742	2,500	1,500	(1,000)
4020 Printing Supplies	7,681	7,927	12,713	6,000	3,500	(2,500)
4310 Tech. Supp/Equip - Add'l	11,943	46,758	59,105	2,000	2,000	0
4350 Tech. Supp/Equip - Repl	745	0	5,845	0	0	0
4410 Software - Additional	360	0	0	0	0	0
4450 Software - Replacement	1,010	1,018	749	600	600	0
4510 General Equipment - Add'l.	4,929	7,507	2,172	0	2,000	2,000
4550 General Equipment - Repl.	1,669	2,805	11,415	3,000	2,000	(1,000)
Totals	3,573,910	3,369,704	3,795,240	4,143,733 47.40	3,824,821 45.40	(318,912) (2.00)
School Enrollment (K-5)	484	401	422	425	367	
Positions	47.00	41.90	47.90	47.40	45.40	

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:
Programs: Gifted Program, School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	118,215	122,979	126,670	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	95,701	99,558	102,544	89,640 1.00	91,440 1.00	1,800 0.00
1115	Teacher on Special Assignment	0	0	71,388	67,320 1.00	0 0.00	(67,320) (1.00)
1120	Teacher, Classroom	2,450,331	2,592,356	2,352,725	2,756,880 42.00	2,637,432 40.60	(119,448) (1.40)
1121	Librarian	88,047	94,462	97,427	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	74,682	79,526	63,739	65,640 1.00	90,888 1.40	25,248 0.40
1140	Teacher Assistant	97,687	142,628	121,838	121,200 5.00	121,200 5.00	0 0.00
1142	Cafeteria Aide	12,176	12,303	12,664	11,880 0.60	11,736 0.60	(144) 0.00
1148	Specialist	38,108	39,603	40,753	34,200 1.00	44,040 1.00	9,840 0.00
1150	Secretarial / Bookkeeper	143,770	156,746	161,016	136,920 4.00	113,040 3.00	(23,880) (1.00)
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	104,943	108,728	98,283	99,252 2.80	101,544 2.80	2,292 0.00
1200	Overtime	2,648	1,797	1,973	1,500	1,500	0
1201	Straight Time	3,316	6,543	3,441	1,000	1,000	0
1300	Temporary Employee	11,288	28,430	28,599	0	0	0
1500	Substitute Teacher	41,388	49,980	48,119	51,000	53,000	2,000
1502	Substitute, Other	9,687	3,393	4,495	3,500	7,500	4,000
1600	Instructional Supplement	8,098	11,530	3,754	0	0	0
1602	Extra-Curr. Supplement	3,116	3,116	3,116	2,337	3,244	907
2100	Social Security - FICA	246,644	263,216	246,245	277,783	265,844	(11,939)
2210	Retirement - VRS	446,141	473,620	493,322	590,078	562,343	(27,736)
2211	Retiree Health Care Credit	32,244	37,100	38,708	0	0	0
2220	Retirement - PWCS	17,865	19,789	18,293	29,263	27,924	(1,339)
2221	Defined Contribution Plan	5,087	19,053	22,931	0	0	0
2300	Health Insurance - HMP	245,897	294,826	328,303	440,007	413,088	(26,920)
2310	Short/Long Term Disability Premium	1,214	3,455	4,061	0	0	0
2400	Life Insurance - GLI	37,022	44,572	42,006	46,635	44,502	(2,133)
2830	Admin. Assoc. Fees	624	1,328	1,069	1,000	1,000	0
3100	Professional Services	0	2,000	0	0	0	0
3105	Contractual Services	0	399	45	0	0	0
3201	Telephone	1,241	631	105	0	0	0
3401	Travel Reimbursement	0	132	19	1,000	1,000	0
3402	Conference Expenses	0	2,765	1,006	1,300	1,000	(300)
3450	Field Trips	1,917	4,197	513	2,500	2,500	0
3501	Repair/Maint. - Building	538	0	478	0	0	0
3502	Repair/Maint. - Equipment	7,347	8,214	10,690	5,000	5,000	0
3700	In-Service Expenses	3,700	0	7,400	8,000	0	(8,000)
3902	Printing Services	25,759	1,875	4,780	1,000	1,400	400
3903	Postage	1,186	120	826	1,000	1,000	0
3904	Freight/Shipping	0	120	0	0	0	0
3921	Tuition - PW	0	1,404	0	0	0	0
3999	Other Contract Services	553	145	40	500	100	(400)
4001	Office Supplies	2,175	3,630	1,746	1,500	3,000	1,500
4002	Medical Supplies	1,245	749	191	1,000	1,000	0
4003	Custodial Supplies	12,166	11,188	11,286	1,000	10,000	9,000
4004	Repair/Maint. Supplies	83	1,393	524	0	0	0
4007	Wearing Apparel	1,221	6,654	1,553	1,300	1,300	0
4009	Extra Curricular Supplies	0	368	248	0	0	0
4010	Instructional Supplies	70,691	80,228	40,934	54,500	77,399	22,899
4011	Textbooks	21,550	23,859	957	28,556	50,000	21,444
4012	Emp. Training Supplies	0	0	1,950	0	0	0
4013	Testing Materials	0	209	171	0	0	0
4014	Food, Cafeteria	1,774	1,645	673	0	0	0
4016	Library Books	9,354	4,465	446	5,000	5,000	0
4018	Library Supplies	424	37	454	500	500	0
4019	Food	1,171	540	619	100	300	200
4020	Printing Supplies	0	13,858	17,347	20,000	15,000	(5,000)
4310	Tech. Supp/Equip - Add'l	64,492	2,904	230	5,000	5,000	0
4350	Tech. Supp/Equip - Repl	0	1,591	835	0	0	0
4410	Software - Additional	9,554	14,869	4,299	5,000	0	(5,000)
4450	Software - Replacement	16,191	21,717	18,310	12,500	23,050	10,550
4510	General Equipment - Add'l.	15,045	17,241	1,522	3,300	4,000	700
4550	General Equipment - Repl.	11,780	842	1,022	10,800	6,500	(4,300)
5101	Equipment - Additional	0	22,452	0	0	0	0
Totals		4,622,096	4,968,077	4,671,201	5,186,271 60.40	5,003,833 57.40	(182,438) (3.00)
School Enrollment (K-5)		574	592	505	538	493	
Positions		56.60	62.10	57.90	60.40	57.40	

Financial Section

FITZGERALD ELEMENTARY SCHOOL

School: 337
Address: 15500 Benita Fitzgerald Dr.
 Woodbridge, VA 22191
Principal: Kimberly Gudinas
Main Office: 703.583.4195
Grades: K - 5
Specialty:
Programs: Gifted Center



	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	105,031	109,265	112,543	121,560 1.00	130,920 1.00	9,360 0.00
1112 Assistant Principal	71,210	78,593	80,951	89,640 1.00	182,880 2.00	93,240 1.00
1115 Teacher on Special Assignment	0	67,320	92,522	67,320 1.00	0 0.00	(67,320) (1.00)
1120 Teacher, Classroom	3,215,560	3,457,558	3,327,943	3,807,120 58.00	3,831,960 59.00	24,840 1.00
1121 Librarian	63,160	20,285	57,954	67,320 1.00	66,600 1.00	(720) 0.00
1122 Counselor	127,382	131,739	134,892	131,280 2.00	144,122 2.22	12,842 0.22
1140 Teacher Assistant	159,356	168,119	183,020	160,357 6.62	160,469 6.62	112 0.00
1142 Cafeteria Aide	24,257	27,557	28,502	31,547 1.59	31,100 1.59	(447) 0.00
1148 Specialist	31,197	33,065	33,406	34,200 1.00	44,040 1.00	9,840 0.00
1150 Secretarial / Bookkeeper	166,933	176,267	163,829	166,680 5.00	177,336 5.00	10,656 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	141,698	144,222	187,855	139,140 4.00	141,840 4.00	2,700 0.00
1200 Overtime	972	417	1,030	750	1,000	250
1201 Straight Time	1,173	3,017	2,139	1,950	2,300	350
1300 Temporary Employee	21,694	30,077	68,196	0	5,000	5,000
1500 Substitute Teacher	69,345	72,385	73,354	95,550	30,750	(64,800)
1502 Substitute, Other	8,754	5,066	7,807	6,739	6,000	(739)
1600 Instructional Supplement	7,316	2,188	4,684	0	0	0
1602 Extra-Curr. Supplement	0	1,558	779	0	0	0
2100 Social Security - FICA	309,500	326,512	331,766	376,468	379,159	2,691
2210 Retirement - VRS	562,755	585,002	648,761	792,449	808,284	15,834
2211 Retiree Health Care Credit	41,150	45,548	50,512	0	0	0
2220 Retirement - PWCS	19,989	22,631	24,924	39,329	40,115	785
2221 Defined Contribution Plan	14,077	21,760	28,163	0	0	0
2300 Health Insurance - HMP	451,784	511,460	476,227	591,378	593,428	2,050
2310 Short/Long Term Disability Premium	3,076	4,243	4,810	0	0	0
2400 Life Insurance - GLI	47,534	55,285	55,819	62,678	63,930	1,252
2830 Admin. Assoc. Fees	513	425	850	850	1,000	150
3105 Contractual Services	3,700	0	0	0	0	0
3201 Telephone	677	1,738	1,866	2,000	2,000	0
3401 Travel Reimbursement	2,175	1,920	2,312	2,100	1,300	(800)
3402 Conference Expenses	1,950	616	91	2,500	2,500	0
3450 Field Trips	3,707	4,996	6,608	3,500	500	(3,000)
3501 Repair/Maint. - Building	298	0	0	0	0	0
3504 Maint. Service Contract	4,100	4,686	4,306	4,696	2,884	(1,812)
3902 Printing Services	0	0	527	0	2,000	2,000
3903 Postage	711	1,188	140	1,048	1,000	(48)
3921 Tuition - PW	1,300	9,045	0	0	0	0
3999 Other Contract Services	671	283	1,123	500	500	0
4001 Office Supplies	2,262	4,995	6,778	4,000	9,000	5,000
4002 Medical Supplies	896	1,132	853	1,250	1,250	0
4003 Custodial Supplies	20,610	32,505	18,353	22,000	22,000	0
4004 Repair/Maint. Supplies	441	0	0	0	0	0
4007 Wearing Apparel	356	907	468	500	400	(100)
4008 Reference Materials	1,777	0	0	1,500	500	(1,000)
4010 Instructional Supplies	73,013	62,708	39,326	125,383	201,664	76,281
4011 Textbooks	18,234	9,026	2,820	10,000	10,000	0
4012 Emp. Training Supplies	0	250	0	0	0	0
4013 Testing Materials	18,886	2,600	5,960	6,000	0	(6,000)
4014 Food, Cafeteria	5,432	6,245	3,663	6,000	6,000	0
4016 Library Books	7,710	19,208	20,135	25,000	5,000	(20,000)
4017 Library Periodicals	0	0	1,058	1,100	1,500	400
4018 Library Supplies	704	3,167	3,781	4,000	1,000	(3,000)
4019 Food	275	527	448	750	1,000	250
4310 Tech. Supp/Equip - Add'l	30,882	16,843	17,226	15,000	5,000	(10,000)
4350 Tech. Supp/Equip - Repl	98,526	79,029	1,696	15,000	5,000	(10,000)
4410 Software - Additional	750	0	0	0	0	0
4450 Software - Replacement	1,160	1,168	749	1,100	6,500	5,400
4510 General Equipment - Add'l.	1,875	2,525	0	7,684	8,000	316
4550 General Equipment - Repl.	1,148	634	214	12,050	5,000	(7,050)
5101 Equipment - Additional	0	30,225	0	0	0	0
5501 Equipment - Replacement	9,911	0	0	0	0	0
Totals	5,984,553	6,404,731	6,328,738	7,058,968 82.21	7,143,731 83.43	84,763 1.22
School Enrollment (K-5)	837	872	810	828	831	
Positions	77.77	78.85	81.18	82.21	83.43	

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	145,392	151,252	102,993	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	92,913	96,658	69,828	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,993,483	3,159,337	3,120,485	3,052,260	46.50	3,033,444	46.70	(18,816)	0.20
1121	Librarian	86,464	89,887	92,522	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	126,991	132,048	135,192	131,280	2.00	129,840	2.00	(1,440)	0.00
1140	Teacher Assistant	215,691	249,588	274,705	315,120	13.00	266,640	11.00	(48,480)	(2.00)
1142	Cafeteria Aide	20,104	24,145	16,926	15,840	0.80	15,648	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	123,656	139,262	134,219	110,160	3.00	142,056	4.00	31,896	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	138,025	143,447	142,692	133,380	4.00	135,960	4.00	2,580	0.00
1200	Overtime	4,856	1,430	226	1,000		1,200		200	
1201	Straight Time	3,823	5,566	2,333	900		4,250		3,350	
1300	Temporary Employee	71,601	89,060	65,572	20,500		10,000		(10,500)	
1500	Substitute Teacher	61,076	72,825	46,297	45,500		48,450		2,950	
1502	Substitute, Other	8,433	9,376	1,907	2,000		11,600		9,600	
1600	Instructional Supplement	1,722	1,896	5,081	4,250		4,200		(50)	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	3,600		3,600		0	
2100	Social Security - FICA	294,418	313,033	303,145	314,745		313,332		(1,413)	
2210	Retirement - VRS	543,652	577,655	638,933	664,132		659,830		(4,303)	
2211	Retiree Health Care Credit	38,312	43,611	48,274	0		0		0	
2220	Retirement - PWCS	33,449	36,280	35,839	33,050		32,854		(196)	
2221	Defined Contribution Plan	757	3,463	6,632	0		0		0	
2300	Health Insurance - HMP	409,804	486,097	488,785	496,961		486,023		(10,938)	
2310	Short/Long Term Disability Premium	267	676	974	0		0		0	
2400	Life Insurance - GLI	44,311	52,974	52,934	52,671		52,359		(312)	
2830	Admin. Assoc. Fees	0	0	0	1,000		1,000		0	
3100	Professional Services	0	0	0	200		0		(200)	
3401	Travel Reimbursement	2,821	2,123	6,345	5,000		800		(4,200)	
3402	Conference Expenses	1,836	150	(73)	2,000		0		(2,000)	
3450	Field Trips	1,721	1,471	438	0		0		0	
3501	Repair/Maint. - Building	232	484	783	500		0		(500)	
3502	Repair/Maint. - Equipment	0	2,330	0	2,500		0		(2,500)	
3700	In-Service Expenses	0	0	0	1,000		0		(1,000)	
3902	Printing Services	8,613	19,035	30,422	20,000		25,000		5,000	
3903	Postage	398	597	1,243	2,000		0		(2,000)	
4001	Office Supplies	4,355	1,715	7,732	5,400		0		(5,400)	
4002	Medical Supplies	241	1,145	1,858	1,000		0		(1,000)	
4003	Custodial Supplies	20,578	22,230	18,891	20,000		20,000		0	
4004	Repair/Maint. Supplies	172	0	0	0		0		0	
4008	Reference Materials	0	0	1,145	1,000		0		(1,000)	
4010	Instructional Supplies	90,200	88,643	85,607	34,325		326,951		292,626	
4011	Textbooks	28,403	4,905	41,644	15,000		0		(15,000)	
4012	Emp. Training Supplies	0	0	699	1,000		0		(1,000)	
4013	Testing Materials	0	25,585	25,448	8,000		0		(8,000)	
4014	Food, Cafeteria	0	0	1,273	2,000		0		(2,000)	
4016	Library Books	2,302	3	0	1,000		0		(1,000)	
4018	Library Supplies	371	0	178	0		0		0	
4019	Food	27	0	178	2,000		0		(2,000)	
4310	Tech. Supp/Equip - Add'l	29,457	16,993	26,018	10,000		0		(10,000)	
4350	Tech. Supp/Equip - Repl	0	5,884	0	10,000		0		(10,000)	
4410	Software - Additional	0	0	0	1,000		0		(1,000)	
4450	Software - Replacement	8,360	1,208	275	1,000		0		(1,000)	
4510	General Equipment - Add'l.	10,235	4,140	35,589	7,000		2,000		(5,000)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		5,677,637	6,086,320	6,080,302	5,834,795	72.30	6,020,998	71.50	186,203	(0.80)
School Enrollment (K-5)		745	760	760	757		749			
Positions		69.00	72.00	71.30	72.30		71.50			

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	121,761	112,543	115,919	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	78,179	78,593	80,951	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,577,189	2,562,955	2,631,247	2,789,700	42.50	3,085,380	47.50	295,680	5.00
1121	Librarian	91,605	73,641	80,396	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	87,135	91,803	94,054	105,024	1.60	129,840	2.00	24,816	0.40
1140	Teacher Assistant	147,603	130,754	158,027	184,597	7.62	169,680	7.00	(14,917)	(0.62)
1142	Cafeteria Aide	9,406	10,988	11,231	13,199	0.66	12,910	0.66	(289)	0.00
1150	Secretarial / Bookkeeper	135,635	137,527	120,916	136,920	4.00	142,056	4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	10,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	133,543	133,739	136,167	133,380	4.00	135,960	4.00	2,580	0.00
1200	Overtime	1,974	86	192	1,500		1,500		0	
1201	Straight Time	575	2,073	2,248	0		0		0	
1300	Temporary Employee	47,090	36,664	42,141	22,500		18,500		(4,000)	
1500	Substitute Teacher	53,375	49,587	60,878	40,500		32,500		(8,000)	
1502	Substitute, Other	2,318	7,471	1,327	1,000		1,000		0	
1600	Instructional Supplement	(2,175)	5,228	13,786	5,000		5,500		500	
1602	Extra-Curr. Supplement	1,558	1,558	1,558	0		0		0	
1603	Homebound Tutoring	2	0	0	0		0		0	
2100	Social Security - FICA	257,365	249,631	256,661	283,956		307,819		23,863	
2210	Retirement - VRS	478,710	466,993	529,119	597,865		652,230		54,365	
2211	Retiree Health Care Credit	33,987	35,585	40,301	0		0		0	
2220	Retirement - PWCS	15,291	17,731	20,628	29,823		32,484		2,661	
2221	Defined Contribution Plan	4,107	7,867	10,471	0		0		0	
2300	Health Insurance - HMP	367,315	395,705	401,752	448,438		480,548		32,110	
2310	Short/Long Term Disability Premium	1,078	1,464	2,212	0		0		0	
2400	Life Insurance - GLI	39,413	43,424	44,390	47,528		51,769		4,241	
2830	Admin. Assoc. Fees	59	366	791	850		850		0	
3100	Professional Services	446	516	1,050	0		0		0	
3201	Telephone	1,087	6,013	2,253	1,500		1,500		0	
3401	Travel Reimbursement	1,706	1,499	697	959		1,100		141	
3402	Conference Expenses	236	1,204	4,025	600		1,000		400	
3450	Field Trips	1,000	(2,154)	50	1,000		1,000		0	
3902	Printing Services	8,021	8,662	14,431	10,000		8,500		(1,500)	
3903	Postage	1,138	1,397	1,492	1,200		1,200		0	
3911	Rental Equipment	24,575	25,395	24,578	25,000		25,000		0	
4001	Office Supplies	2,828	2,961	2,717	2,000		2,000		0	
4002	Medical Supplies	464	551	753	500		500		0	
4003	Custodial Supplies	15,000	16,854	16,326	12,000		12,000		0	
4007	Wearing Apparel	569	360	296	400		400		0	
4010	Instructional Supplies	40,716	50,413	39,695	33,700		25,000		(8,700)	
4011	Textbooks	17,873	26,987	2,842	20,000		5,000		(15,000)	
4012	Emp. Training Supplies	0	0	9,736	2,000		2,000		0	
4014	Food, Cafeteria	0	1,037	907	0		0		0	
4016	Library Books	840	619	0	0		0		0	
4017	Library Periodicals	0	0	47	0		0		0	
4019	Food	2,509	3,465	2,518	2,500		2,500		0	
4020	Printing Supplies	0	4,955	3,669	0		0		0	
4310	Tech. Supp/Equip - Add'l	39,249	3,728	77,356	25,040		8,142		(16,898)	
4350	Tech. Supp/Equip - Repl	0	0	7,098	0		0		0	
4410	Software - Additional	16,579	17,312	15,808	15,000		10,000		(5,000)	
4450	Software - Replacement	1,010	1,768	374	750		550		(200)	
4510	General Equipment - Add'l.	20,074	6,509	5,463	3,500		3,500		0	
Totals		4,892,520	4,844,026	5,101,541	5,277,950	63.38	5,660,379	68.16	382,429	4.78
School Enrollment (K-5)		764	759	779	771		797			
Positions		61.88	60.88	62.38	63.38		68.16			

Financial Section

HAYMARKET ELEMENTARY SCHOOL

School: 308
Address: 15500 Learning Lane
 Haymarket, VA 20169
Principal: Scott Baldwin
Main Office: 703.468.2800
Grades: K-5
Specialty:
Programs: Baldrige School, Robotics



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	129,177	134,383	138,415	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	82,770	71,923	74,080	89,640 1.00	91,440 1.00	1,800 0.00
1115	Teacher on Special Assignment	0	0	0	0 0.00	66,600 1.00	66,600 1.00
1120	Teacher, Classroom	2,315,420	2,588,730	2,947,474	3,321,384 50.60	3,442,440 53.00	121,056 2.40
1121	Librarian	66,666	69,353	71,434	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	108,041	112,363	126,802	118,152 1.80	155,808 2.40	37,656 0.60
1140	Teacher Assistant	136,879	186,291	206,679	242,400 10.00	242,400 10.00	0 0.00
1142	Cafeteria Aide	10,415	13,019	13,908	15,840 0.80	15,648 0.80	(192) 0.00
1150	Secretarial / Bookkeeper	118,698	123,792	126,991	136,920 4.00	142,056 4.00	5,136 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	105,383	102,078	125,114	127,620 4.00	135,960 4.00	8,340 0.00
1200	Overtime	3,236	451	942	3,000	5,000	2,000
1201	Straight Time	2,549	6,257	9,659	0	2,500	2,500
1300	Temporary Employee	34,148	61,654	66,564	4,000	3,000	(1,000)
1500	Substitute Teacher	45,400	64,359	78,101	74,000	64,500	(9,500)
1502	Substitute, Other	3,600	1,435	0	0	0	0
1602	Extra-Curr. Supplement	(492)	1,745	(2,837)	0	0	0
2100	Social Security - FICA	233,413	259,223	294,499	330,620	349,213	18,593
2210	Retirement - VRS	420,553	464,199	584,078	699,243	740,402	41,159
2211	Retiree Health Care Credit	30,616	35,828	45,083	0	0	0
2220	Retirement - PWCS	16,875	17,801	21,202	34,729	36,778	2,049
2221	Defined Contribution Plan	6,006	12,625	18,539	0	0	0
2300	Health Insurance - HMP	297,626	330,957	368,437	522,209	544,066	21,856
2310	Short/Long Term Disability Premium	1,792	2,854	3,729	0	0	0
2400	Life Insurance - GLI	35,354	43,337	49,353	55,347	58,612	3,265
2830	Admin. Assoc. Fees	444	0	0	500	700	200
3401	Travel Reimbursement	575	1,499	857	1,500	1,000	(500)
3402	Conference Expenses	2,363	4,054	615	5,600	5,000	(600)
3450	Field Trips	1,111	1,740	2,781	2,000	3,000	1,000
3504	Maint. Service Contract	11,945	15,764	16,389	4,500	12,500	8,000
3902	Printing Services	1,190	1,809	1,798	4,000	5,000	1,000
3903	Postage	0	30	11	500	500	0
3999	Other Contract Services	473	1,216	38	0	0	0
4001	Office Supplies	28,768	16,143	26,160	5,000	5,000	0
4002	Medical Supplies	1,225	887	1,392	500	500	0
4003	Custodial Supplies	14,888	20,336	16,805	6,000	6,000	0
4007	Wearing Apparel	200	0	0	0	0	0
4010	Instructional Supplies	87,959	176,085	137,380	61,996	114,089	52,093
4011	Textbooks	15,831	0	15,383	3,000	10,000	7,000
4014	Food, Cafeteria	951	908	2,520	0	0	0
4016	Library Books	3,840	11,152	23,054	5,000	5,000	0
4018	Library Supplies	499	0	0	500	0	(500)
4019	Food	1,316	2,059	1,573	0	4,000	4,000
4310	Tech. Supp/Equip - Add'l	0	12,173	28,665	0	0	0
4410	Software - Additional	1,202	4,781	6,475	3,000	10,000	7,000
4450	Software - Replacement	460	1,910	474	0	500	500
4510	General Equipment - Add'l.	11,557	93,510	89,587	5,000	2,000	(3,000)
4550	General Equipment - Repl.	0	5,580	0	0	108,722	108,722
5150	Lease/Purchase Agree.	0	0	1,090	5,000	7,000	2,000
Totals		4,393,422	5,078,794	5,743,793	6,077,581 74.20	6,594,454 78.20	516,873 4.00
School Enrollment (K-5)		686	770	825	818	909	
Positions		58.57	63.60	71.20	74.20	78.20	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	118,215	122,979	126,670	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	77,815	80,951	83,379	89,640 1.00	91,440 1.00	1,800 0.00	
1120	Teacher, Classroom	2,083,941	2,221,712	2,762,268	3,216,360 49.00	3,247,680 50.00	31,320 1.00	
1121	Librarian	64,725	67,332	50,306	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	47,361	66,329	113,395	131,280 2.00	142,824 2.20	11,544 0.20	
1140	Teacher Assistant	111,312	95,560	142,565	145,440 6.00	121,200 5.00	(24,240) (1.00)	
1142	Cafeteria Aide	10,844	14,040	20,388	23,760 1.20	23,472 1.20	(288) 0.00	
1150	Secretarial / Bookkeeper	127,927	134,865	138,537	136,920 4.00	142,056 4.00	5,136 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	121,325	107,019	123,135	133,380 4.00	147,720 4.00	14,340 0.00	
1200	Overtime	4,496	4,110	4,821	4,250	2,750	(1,500)	
1201	Straight Time	7,360	4,609	8,474	5,850	5,850	0	
1300	Temporary Employee	37,204	85,141	67,779	11,318	42,471	31,153	
1500	Substitute Teacher	43,083	52,231	66,407	44,000	61,000	17,000	
1502	Substitute, Other	5,572	1,332	2,116	3,000	2,500	(500)	
1600	Instructional Supplement	1,478	0	0	500	14,000	13,500	
1602	Extra-Curr. Supplement	2,337	2,337	2,072	2,385	3,000	615	
2100	Social Security - FICA	212,545	227,946	277,051	316,478	324,780	8,302	
2210	Retirement - VRS	388,961	399,791	536,758	667,708	674,335	6,628	
2211	Retiree Health Care Credit	27,811	31,077	41,701	0	0	0	
2220	Retirement - PWCS	23,422	22,848	20,917	33,224	33,623	399	
2221	Defined Contribution Plan	6,350	14,307	21,533	0	0	0	
2300	Health Insurance - HMP	280,079	283,356	376,256	499,579	497,398	(2,181)	
2310	Short/Long Term Disability Premium	1,640	2,867	4,183	0	0	0	
2400	Life Insurance - GLI	32,365	37,744	45,936	52,949	53,585	636	
2830	Admin. Assoc. Fees	604	346	310	400	700	300	
3100	Professional Services	23,394	22,040	23,788	13,000	14,000	1,000	
3105	Contractual Services	0	4,998	0	0	0	0	
3201	Telephone	686	768	671	850	900	50	
3401	Travel Reimbursement	0	16	0	50	50	0	
3402	Conference Expenses	3,231	5,442	2,478	500	500	0	
3450	Field Trips	2,103	2,605	4,448	500	3,500	3,000	
3501	Repair/Maint. - Building	0	0	(612)	0	0	0	
3504	Maint. Service Contract	1,205	1,132	803	1,454	1,076	(378)	
3902	Printing Services	15,129	19,067	18,070	5,656	25,800	20,144	
3903	Postage	503	553	1,364	900	1,200	300	
3999	Other Contract Services	12,885	1,564	196	300	1,000	700	
4001	Office Supplies	3,333	2,366	2,230	1,250	2,000	750	
4002	Medical Supplies	605	1,389	1,088	800	1,200	400	
4003	Custodial Supplies	10,625	13,894	17,532	14,000	16,000	2,000	
4007	Wearing Apparel	96	1,274	1,428	1,400	1,400	0	
4008	Reference Materials	341	0	0	0	0	0	
4010	Instructional Supplies	52,022	36,842	87,660	5,601	20,384	14,783	
4011	Textbooks	56,273	24,465	1,268	1,000	5,844	4,844	
4012	Emp. Training Supplies	1,400	0	0	0	1,000	1,000	
4014	Food, Cafeteria	0	114	1,931	250	1,000	750	
4016	Library Books	0	0	3,498	500	500	0	
4018	Library Supplies	295	272	1,284	300	1,200	900	
4019	Food	1,874	1,255	1,830	1,000	1,000	0	
4020	Printing Supplies	12,042	13,488	14,315	8,000	11,000	3,000	
4150	Lease Agreement	1,323	10,128	10,977	10,978	15,690	4,712	
4310	Tech. Supp/Equip - Add'l	36,216	47,381	8,542	500	5,000	4,500	
4350	Tech. Supp/Equip - Repl	3,313	2,327	7,797	500	500	0	
4410	Software - Additional	1,652	1,627	3,286	1,000	1,000	0	
4450	Software - Replacement	1,010	1,018	749	750	1,068	318	
4510	General Equipment - Add'l.	12,716	1,809	(41)	0	0	0	
4550	General Equipment - Repl.	13,911	15,724	106,053	0	0	0	
Totals		4,111,954	4,319,388	5,367,089	5,778,339 69.20	5,963,716 69.40	185,377 0.20	
School Enrollment (K-5)		596	628	813	831	843		
Positions		49.47	52.00	66.20	69.20	69.40		

Financial Section

JENKINS ELEMENTARY SCHOOL

School: 319
Address: 4060 Prince William Parkway
 Woodbridge, VA 22192
Principal: Marlene Coleman
Main Office: 571.343.5580
Grades: K - 5
Specialty:
Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	0	0	0	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	0	0	0	0 0.00	91,440 1.00	91,440 1.00	
1120	Teacher, Classroom	0	0	0	0 0.00	2,858,160 44.00	2,858,160 44.00	
1121	Librarian	0	0	0	0 0.00	66,600 1.00	66,600 1.00	
1122	Counselor	0	0	0	0 0.00	103,872 1.60	103,872 1.60	
1140	Teacher Assistant	0	0	0	0 0.00	133,320 5.50	133,320 5.50	
1142	Cafeteria Aide	0	0	0	0 0.00	18,386 0.94	18,386 0.94	
1150	Secretarial / Bookkeeper	0	0	0	19,080 0.50	142,056 4.00	122,976 3.50	
1190	Custodian	0	0	0	0 0.00	135,960 4.00	135,960 4.00	
1200	Overtime	0	0	0	0	1,000	1,000	
1201	Straight Time	0	0	0	0	1,500	1,500	
1500	Substitute Teacher	0	0	0	0	51,800	51,800	
1600	Instructional Supplement	0	0	0	0	3,492	3,492	
2100	Social Security - FICA	0	0	0	10,759	285,997	275,238	
2210	Retirement - VRS	0	0	0	23,740	603,354	579,614	
2220	Retirement - PWCS	0	0	0	1,156	30,104	28,948	
2300	Health Insurance - HMP	0	0	0	17,383	445,339	427,956	
2400	Life Insurance - GLI	0	0	0	1,842	47,976	46,134	
2830	Admin. Assoc. Fees	0	0	0	0	1,000	1,000	
3201	Telephone	0	0	0	0	1,000	1,000	
3401	Travel Reimbursement	0	0	0	0	2,000	2,000	
3402	Conference Expenses	0	0	0	0	2,000	2,000	
3450	Field Trips	0	0	0	0	4,000	4,000	
3504	Maint. Service Contract	0	0	0	0	17,000	17,000	
3902	Printing Services	0	0	0	0	5,000	5,000	
4001	Office Supplies	0	0	0	0	1,000	1,000	
4002	Medical Supplies	0	0	0	0	1,000	1,000	
4003	Custodial Supplies	0	0	0	0	50,000	50,000	
4007	Wearing Apparel	0	0	0	0	400	400	
4010	Instructional Supplies	0	0	0	247,480	56,770	(190,710)	
4011	Textbooks	0	0	0	0	25,000	25,000	
4012	Emp. Training Supplies	0	0	0	0	5,000	5,000	
4016	Library Books	0	0	0	0	2,000	2,000	
4017	Library Periodicals	0	0	0	0	600	600	
4018	Library Supplies	0	0	0	0	500	500	
4019	Food	0	0	0	0	5,000	5,000	
4310	Tech. Supp/Equip - Add'l	0	0	0	0	5,000	5,000	
4410	Software - Additional	0	0	0	0	20,000	20,000	
4450	Software - Replacement	0	0	0	0	2,000	2,000	
4510	General Equipment - Add'l.	0	0	0	0	5,000	5,000	
Totals		0	0	0	443,000 1.50	5,362,547 63.04	4,919,547 61.54	
School Enrollment (K-5)		0	0	0	0	557		
Positions		0.00	0.00	0.00	1.50	63.04		

Financial Section

KERRYDALE ELEMENTARY SCHOOL

School: 307
Address: 13199 Kerrydale Rd.
 Woodbridge, VA 22193
Principal: Alyse Zeffiro
Main Office: 703.590.1262
Grades: K - 5
Specialty:
Programs: Baldrige School



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	99,002	102,993	106,082	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	104,575	78,593	80,951	0 0.00	91,440 1.00	91,440	1.00
1115	Teacher on Special Assignment	0	0	71,434	67,320 1.00	0 0.00	(67,320)	(1.00)
1120	Teacher, Classroom	2,441,301	2,461,909	2,186,974	2,363,040 36.00	2,045,820 31.50	(317,220)	(4.50)
1121	Librarian	77,616	80,878	83,437	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	52,824	53,341	69,648	65,640 1.00	64,920 1.00	(720)	0.00
1140	Teacher Assistant	140,573	125,276	152,911	121,200 5.00	145,440 6.00	24,240	1.00
1142	Cafeteria Aide	13,520	14,072	13,255	14,519 0.73	12,910 0.66	(1,610)	(0.07)
1150	Secretarial / Bookkeeper	135,863	144,518	144,782	136,920 4.00	142,056 4.00	5,136	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	106,781	110,966	96,307	104,940 3.00	92,940 2.50	(12,000)	(0.50)
1200	Overtime	1,514	576	2,894	1,500	300	(1,200)	
1201	Straight Time	559	731	1,352	700	500	(200)	
1300	Temporary Employee	26,719	26,407	26,521	18,000	7,500	(10,500)	
1500	Substitute Teacher	45,421	55,592	62,768	60,000	51,000	(9,000)	
1502	Substitute, Other	0	0	0	0	500	500	
1600	Instructional Supplement	3,674	654	1,171	1,000	0	(1,000)	
1602	Extra-Curr. Supplement	2,727	2,727	1,558	0	0	0	
2100	Social Security - FICA	233,708	235,368	225,383	240,490	218,243	(22,247)	
2210	Retirement - VRS	443,732	432,272	456,110	503,033	459,138	(43,895)	
2211	Retiree Health Care Credit	31,738	33,298	34,912	0	0	0	
2220	Retirement - PWCS	23,816	23,826	28,522	25,054	22,853	(2,202)	
2221	Defined Contribution Plan	6,902	11,480	10,566	0	0	0	
2300	Health Insurance - HMP	360,672	394,659	368,989	376,725	338,064	(38,661)	
2310	Short/Long Term Disability Premium	2,135	2,589	2,220	0	0	0	
2400	Life Insurance - GLI	36,612	40,463	38,224	39,928	36,420	(3,508)	
2830	Admin. Assoc. Fees	1,049	45	425	1,200	500	(700)	
3100	Professional Services	3,700	0	0	0	0	0	
3201	Telephone	1,154	834	772	1,700	0	(1,700)	
3401	Travel Reimbursement	896	943	1,747	1,700	900	(800)	
3402	Conference Expenses	0	2,265	757	500	500	0	
3450	Field Trips	5,248	1,996	1,580	5,000	0	(5,000)	
3501	Repair/Maint. - Building	0	28,263	2,663	1,000	500	(500)	
3902	Printing Services	689	717	578	1,000	500	(500)	
3921	Tuition - PW	0	1,404	0	0	0	0	
3999	Other Contract Services	677	78	563	500	0	(500)	
4001	Office Supplies	2,605	9,945	10,858	13,080	4,067	(9,013)	
4002	Medical Supplies	458	935	601	1,000	500	(500)	
4003	Custodial Supplies	12,116	11,110	13,843	10,000	7,209	(2,791)	
4007	Wearing Apparel	0	196	281	300	200	(100)	
4008	Reference Materials	0	0	139	200	300	100	
4010	Instructional Supplies	63,541	53,314	55,373	32,738	4,650	(28,088)	
4011	Textbooks	27,016	395	0	36,575	5,000	(31,575)	
4013	Testing Materials	0	0	121	0	0	0	
4014	Food, Cafeteria	1,127	1,808	0	500	200	(300)	
4016	Library Books	1,460	0	6,376	5,000	250	(4,750)	
4019	Food	0	2,676	924	1,500	550	(950)	
4020	Printing Supplies	7,097	5,526	7,872	5,000	250	(4,750)	
4310	Tech. Supp/Equip - Add'l	3,809	4,787	3,291	5,000	1,500	(3,500)	
4350	Tech. Supp/Equip - Repl	3,768	652	297	1,000	663	(337)	
4450	Software - Replacement	1,280	13,203	14,862	10,500	2,700	(7,800)	
4510	General Equipment - Add'l.	999	18,839	1,041	3,500	700	(2,800)	
4550	General Equipment - Repl.	0	0	0	5,000	500	(4,500)	
Totals		4,530,668	4,595,618	4,394,433	4,472,382 52.73	3,959,702 48.66	(512,680)	(4.07)
School Enrollment (K-5)		508	511	469	447	350		
Positions		57.73	55.73	53.73	52.73	48.66		

Financial Section

KILBY ELEMENTARY SCHOOL

School: 344
Address: 1800 Horner Rd.
 Woodbridge, VA 22191
Principal: Karen Najjum
Main Office: 703.494.6677
Grades: K - 5
Specialty:
Programs: School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	129,177	134,383	138,415	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	73,346	76,303	78,593	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	0	0	0	67,320 1.00	0 0.00	(67,320)	(1.00)
1120	Teacher, Classroom	2,084,573	2,163,186	3,164,176	3,793,992 57.80	3,377,520 52.00	(416,472)	(5.80)
1121	Librarian	98,143	75,043	77,819	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	55,924	58,328	89,349	105,024 1.60	103,872 1.60	(1,152)	0.00
1140	Teacher Assistant	141,316	150,719	230,751	290,880 12.00	242,400 10.00	(48,480)	(2.00)
1142	Cafeteria Aide	4,144	5,037	11,123	13,199 0.66	9,193 0.47	(4,005)	(0.19)
1148	Specialist	0	0	27,119	34,200 1.00	44,040 1.00	9,840	0.00
1150	Secretarial / Bookkeeper	140,621	154,125	138,300	136,920 4.00	142,056 4.00	5,136	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	92,331	95,979	130,643	133,380 4.00	135,960 4.00	2,580	0.00
1200	Overtime	2,731	9,836	5,122	5,000	1,700	(3,300)	
1201	Straight Time	6,350	18,857	10,642	11,500	8,800	(2,700)	
1300	Temporary Employee	24,735	55,677	45,682	27,000	3,000	(24,000)	
1500	Substitute Teacher	44,721	27,575	41,555	54,800	20,000	(34,800)	
1502	Substitute, Other	1,514	15,474	1,082	1,500	10,800	9,300	
1600	Instructional Supplement	57,178	57,718	87,174	2,000	500	(1,500)	
1602	Extra-Curr. Supplement	1,558	1,558	1,558	1,500	1,500	0	
1647	Coordinator Supplement	27,745	37,750	20,081	0	0	0	
2100	Social Security - FICA	218,854	227,704	317,457	379,190	335,093	(44,098)	
2210	Retirement - VRS	385,104	377,963	599,279	802,467	716,869	(85,598)	
2211	Retiree Health Care Credit	27,669	29,118	46,807	0	0	0	
2220	Retirement - PWCS	21,783	22,009	24,444	39,786	35,632	(4,154)	
2221	Defined Contribution Plan	4,876	9,448	25,564	0	0	0	
2300	Health Insurance - HMP	236,800	260,023	358,700	598,253	527,112	(71,140)	
2310	Short/Long Term Disability Premium	1,421	1,923	5,382	0	0	0	
2400	Life Insurance - GLI	31,781	35,196	50,992	63,407	56,786	(6,621)	
2830	Admin. Assoc. Fees	859	89	514	1,000	850	(150)	
3100	Professional Services	0	0	685	0	0	0	
3201	Telephone	0	0	0	0	300	300	
3401	Travel Reimbursement	4,622	3,756	2,429	5,350	3,400	(1,950)	
3402	Conference Expenses	4,202	1,495	1,392	1,750	200	(1,550)	
3450	Field Trips	3,671	9,935	6,810	10,000	0	(10,000)	
3501	Repair/Maint. - Building	0	0	173	600	500	(100)	
3502	Repair/Maint. - Equipment	450	0	10	600	0	(600)	
3700	In-Service Expenses	0	0	0	1,000	1,000	0	
3902	Printing Services	5,291	15,425	20,647	21,800	200	(21,600)	
3903	Postage	597	582	567	800	800	0	
3911	Rental Equipment	0	0	1,045	0	0	0	
3999	Other Contract Services	65,825	42,304	50,892	1,000	600	(400)	
4001	Office Supplies	4,655	3,299	3,115	4,500	3,000	(1,500)	
4002	Medical Supplies	751	1,080	934	2,000	1,600	(400)	
4003	Custodial Supplies	10,039	17,105	14,526	15,000	10,000	(5,000)	
4004	Repair/Maint. Supplies	116	44	703	600	500	(100)	
4007	Wearing Apparel	1,282	109	172	1,000	1,000	0	
4008	Reference Materials	0	60	0	0	0	0	
4009	Extra Curricular Supplies	0	24	310	0	0	0	
4010	Instructional Supplies	123,028	121,901	139,693	115,384	15,672	(99,712)	
4011	Textbooks	20,640	0	82,861	75,000	20,000	(55,000)	
4012	Emp. Training Supplies	0	2,503	7,118	3,500	3,000	(500)	
4013	Testing Materials	0	178	72	0	0	0	
4014	Food, Cafeteria	3,368	2,587	6,738	3,500	2,000	(1,500)	
4016	Library Books	17,142	4,746	7,962	8,000	4,000	(4,000)	
4017	Library Periodicals	0	134	0	0	1,400	1,400	
4018	Library Supplies	556	784	848	1,500	500	(1,000)	
4019	Food	897	3,206	4,765	4,500	2,500	(2,000)	
4020	Printing Supplies	0	0	7,278	7,000	10,000	3,000	
4310	Tech. Supp/Equip - Add'l	25,123	25,255	1,599	20,000	5,000	(15,000)	
4350	Tech. Supp/Equip - Repl	2,452	1,052	1,372	6,000	5,000	(1,000)	
4410	Software - Additional	14,658	10,575	33,838	31,000	15,000	(16,000)	
4450	Software - Replacement	1,010	1,018	18,826	6,300	3,100	(3,200)	
4510	General Equipment - Add'l	6,298	13,109	17,419	11,600	3,500	(8,100)	
4550	General Equipment - Repl.	3,128	1,071	687	3,500	1,000	(2,500)	
5150	Lease/Purchase Agreee.	5,110	9,184	16,405	17,000	10,000	(7,000)	
Totals		4,242,665	4,396,041	6,180,213	7,220,622 85.06	6,187,415 76.07	(1,033,207)	(8.99)
School Enrollment (K-5)		412	436	709	727	577		
Positions		52.42	53.48	78.07	85.06	76.07		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	111,428	115,919	119,398	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	85,031	0	0	0 0.00	91,440 1.00	91,440	1.00
1115	Teacher on Special Assignment	0	69,367	58,081	67,320 1.00	0 0.00	(67,320)	(1.00)
1120	Teacher, Classroom	1,983,703	1,593,461	1,636,256	1,805,100 27.50	1,980,900 30.50	175,800	3.00
1121	Librarian	62,293	64,937	67,018	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	68,958	71,736	73,889	65,640 1.00	77,904 1.20	12,264	0.20
1140	Teacher Assistant	72,360	75,161	76,927	96,960 4.00	96,960 4.00	0	0.00
1142	Cafeteria Aide	9,654	6,616	6,808	6,599 0.33	6,455 0.33	(145)	0.00
1150	Secretarial / Bookkeeper	143,548	134,480	138,640	136,920 4.00	142,056 4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0 0.00	0 0.00	0	0.00
1190	Custodian	102,245	105,805	108,845	110,700 3.00	113,160 3.00	2,460	0.00
1200	Overtime	1,711	1,247	861	750	1,000	250	
1201	Straight Time	1,250	1,166	3,210	1,700	3,750	2,050	
1300	Temporary Employee	19,551	21,569	25,931	0	0	0	
1500	Substitute Teacher	46,047	41,539	39,750	30,000	28,500	(1,500)	
1502	Substitute, Other	7,053	1,724	4,049	2,000	2,500	500	
1600	Instructional Supplement	4,961	4,155	7,064	14,100	8,500	(5,600)	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	3,424	3,492	68	
2100	Social Security - FICA	201,259	167,703	172,784	193,552	210,691	17,139	
2210	Retirement - VRS	367,163	309,143	348,196	405,104	443,393	38,289	
2211	Retiree Health Care Credit	26,409	23,724	26,901	0	0	0	
2220	Retirement - PWCS	18,712	18,243	18,807	20,316	22,193	1,878	
2221	Defined Contribution Plan	4,914	7,979	12,619	0	0	0	
2300	Health Insurance - HMP	264,804	250,636	271,089	305,480	328,313	22,833	
2310	Short/Long Term Disability Premium	1,032	1,394	2,095	0	0	0	
2400	Life Insurance - GLI	30,607	29,110	29,821	32,377	35,369	2,992	
2830	Admin. Assoc. Fees	(149)	0	(149)	564	614	50	
3401	Travel Reimbursement	2,810	4,086	1,596	4,000	3,800	(200)	
3402	Conference Expenses	1,549	828	1,410	3,500	1,000	(2,500)	
3450	Field Trips	4,771	4,769	2,207	1,500	2,050	550	
3504	Maint. Service Contract	230	3,707	3,939	5,000	500	(4,500)	
3700	In-Service Expenses	4,648	1,850	1,350	4,000	2,000	(2,000)	
3901	Laundry/Dry Cleaning	286	198	278	300	300	0	
3902	Printing Services	707	1,603	1,374	2,000	2,000	0	
3903	Postage	1,235	124	7	1,000	1,200	200	
3921	Tuition - PW	1,274	2,079	0	0	0	0	
3999	Other Contract Services	1,089	655	297	2,000	1,000	(1,000)	
4001	Office Supplies	295	919	1,502	1,500	1,500	0	
4002	Medical Supplies	572	748	426	650	500	(150)	
4003	Custodial Supplies	11,699	4,009	7,646	8,000	8,000	0	
4004	Repair/Maint. Supplies	4,688	0	0	0	0	0	
4008	Reference Materials	36	0	0	0	0	0	
4010	Instructional Supplies	121,238	97,419	108,959	72,258	60,059	(12,199)	
4011	Textbooks	13,537	0	4,008	38,953	15,000	(23,953)	
4013	Testing Materials	495	0	0	0	0	0	
4014	Food, Cafeteria	0	147	1,174	0	0	0	
4016	Library Books	10,883	4,992	8,454	9,000	8,000	(1,000)	
4017	Library Periodicals	326	0	383	500	500	0	
4018	Library Supplies	255	395	315	500	669	169	
4019	Food	2,665	1,017	1,270	2,500	2,500	0	
4310	Tech. Supp/Equip - Add'l	20,260	0	0	0	0	0	
4350	Tech. Supp/Equip - Repl	1,742	4,694	13,122	13,227	5,000	(8,227)	
4410	Software - Additional	4,248	0	0	0	0	0	
4450	Software - Replacement	6,435	1,018	749	1,500	650	(850)	
4510	General Equipment - Add'l.	0	0	751	0	300	300	
5101	Equipment - Additional	0	0	19,945	11,085	5,000	(6,085)	
5501	Equipment - Replacement	5,667	0	1,478	0	0	0	
Totals		3,863,799	3,255,190	3,434,646	3,670,459 42.83	3,916,238 46.03	245,779	3.20
School Enrollment (K-5)		509	410	400	389	450		
Positions		48.57	41.33	41.33	42.83	46.03		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	108,183	112,543	115,919	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	77,815	80,951	85,882	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,268,595	2,075,531	2,086,470	2,395,860	36.50	2,825,700	44.50	429,840	8.00
1121	Librarian	58,523	60,106	61,858	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	89,173	92,867	80,011	78,768	1.20	116,856	1.80	38,088	0.60
1140	Teacher Assistant	110,628	108,278	124,779	121,200	5.00	193,920	8.00	72,720	3.00
1142	Cafeteria Aide	16,741	15,257	11,864	15,840	0.80	15,648	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	171,050	179,820	184,881	136,920	4.00	142,056	4.00	5,136	0.00
1190	Custodian	89,703	99,904	104,673	99,180	3.00	101,400	3.00	2,220	0.00
1200	Overtime	4,278	1,203	2,361	1,500		4,750		3,250	
1201	Straight Time	5,162	3,226	8,329	5,100		11,800		6,700	
1300	Temporary Employee	0	32,741	527	0		0		0	
1500	Substitute Teacher	66,985	72,615	90,317	31,500		39,000		7,500	
1502	Substitute, Other	5,308	9,315	20,355	8,400		7,900		(500)	
1602	Extra-Curr. Supplement	1,948	3,116	3,116	3,180		3,244		64	
2100	Social Security - FICA	225,932	216,009	220,703	242,962		286,971		44,008	
2210	Retirement - VRS	420,191	391,003	436,782	514,213		608,237		94,023	
2211	Retiree Health Care Credit	30,329	30,037	33,642	0		0		0	
2220	Retirement - PWCS	22,929	22,305	20,942	25,568		30,158		4,590	
2221	Defined Contribution Plan	4,683	9,376	13,327	0		0		0	
2300	Health Insurance - HMP	317,804	288,354	276,587	384,451		446,137		61,686	
2310	Short/Long Term Disability Premium	1,461	2,079	2,666	0		0		0	
2400	Life Insurance - GLI	34,857	36,526	36,953	40,747		48,062		7,316	
3201	Telephone	9	0	0	0		0		0	
3401	Travel Reimbursement	508	35	0	1,500		881		(619)	
3402	Conference Expenses	675	4,473	3,957	3,500		2,500		(1,000)	
3450	Field Trips	2,004	3,893	5,848	3,000		2,000		(1,000)	
3501	Repair/Maint. - Building	0	790	0	0		0		0	
3700	In-Service Expenses	0	0	0	500		1,000		500	
3902	Printing Services	587	1,312	2,002	2,000		1,200		(800)	
3903	Postage	(14)	1,285	1,610	2,000		1,522		(478)	
3921	Tuition - PW	0	972	0	0		0		0	
3999	Other Contract Services	0	2,921	1,705	1,500		1,000		(500)	
4001	Office Supplies	10,401	4,970	2,198	1,927		5,000		3,073	
4002	Medical Supplies	629	813	669	1,000		2,000		1,000	
4003	Custodial Supplies	15,615	13,190	15,243	15,000		24,000		9,000	
4007	Wearing Apparel	424	287	200	300		300		0	
4010	Instructional Supplies	72,919	58,971	84,714	70,653		160,019		89,366	
4011	Textbooks	38,305	0	6,870	21,000		33,500		12,500	
4014	Food, Cafeteria	14	2	129	0		0		0	
4016	Library Books	0	5,696	3,375	1,500		10,000		8,500	
4017	Library Periodicals	206	103	0	500		1,000		500	
4018	Library Supplies	250	95	205	1,000		2,000		1,000	
4019	Food	1,858	1,896	1,176	1,000		1,000		0	
4310	Tech. Supp/Equip - Add'l	4,929	16,239	48,142	13,000		23,000		10,000	
4350	Tech. Supp/Equip - Repl	0	0	19,988	5,000		25,000		20,000	
4410	Software - Additional	0	0	60	5,000		25,000		20,000	
4450	Software - Replacement	1,010	1,018	5,382	1,000		46,000		45,000	
4510	General Equipment - Add'l.	4,174	0	0	1,000		80,000		79,000	
4550	General Equipment - Repl.	11,447	17,391	14,939	7,000		0		(7,000)	
5103	DP Equipment - Additional	0	0	0	10,000		20,000		10,000	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,298,228	4,079,513	4,241,358	4,558,789	53.50	5,643,721	65.10	1,084,932	11.60
School Enrollment (K-5)		605	589	588	589		670			
Positions		54.70	51.70	52.50	53.50		65.10			

Financial Section

LEESYLVANIA ELEMENTARY SCHOOL

School: 383
Address: 15800 Neabscro 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 2016	FY 2017	FY 2018	FY 2019 Approved	FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	114,771	112,543	117,819	121,560	1.00	130,920	1.00
1112	Assistant Principal	92,913	65,760	67,794	89,640	1.00	91,440	1.00
1115	Teacher on Special Assignment	71,025	7,957	0	0	0.00	0	0.00
1120	Teacher, Classroom	3,302,655	3,375,550	3,375,722	3,610,200	55.00	3,507,360	54.00
1121	Librarian	78,732	82,080	84,714	67,320	1.00	66,600	1.00
1122	Counselor	125,340	133,966	137,782	131,280	2.00	129,840	2.00
1140	Teacher Assistant	282,674	286,546	302,056	315,120	13.00	290,880	12.00
1142	Cafeteria Aide	15,590	14,192	15,654	18,481	0.94	18,386	0.94
1150	Secretarial / Bookkeeper	158,578	152,186	155,483	139,920	4.00	148,320	4.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	0	0	0.00	0	0.00
1190	Custodian	143,707	136,424	139,676	139,140	4.00	147,720	4.00
1200	Overtime	1,693	417	811	1,500		1,500	
1201	Straight Time	2,394	3,338	1,724	3,500		3,500	
1300	Temporary Employee	80,060	81,230	63,144	35,000		18,500	
1500	Substitute Teacher	54,009	63,104	83,701	70,000		69,000	
1502	Substitute, Other	2,663	0	0	2,500		15,500	
1600	Instructional Supplement	3,916	4,690	9,242	10,000		5,500	
1602	Extra-Curr. Supplement	3,116	4,132	3,568	3,116		3,116	
2100	Social Security - FICA	334,832	331,312	331,860	364,008		355,579	
2210	Retirement - VRS	629,290	616,931	683,772	763,679		745,677	
2211	Retiree Health Care Credit	44,736	46,866	52,257	0		0	
2220	Retirement - PWCS	28,045	28,283	27,837	37,928		37,097	
2221	Defined Contribution Plan	2,632	6,922	14,586	0		0	
2300	Health Insurance - HMP	399,046	450,581	495,957	570,312		548,790	
2310	Short/Long Term Disability Premium	806	1,591	2,638	0		0	
2400	Life Insurance - GLI	51,593	56,742	57,159	60,445		59,121	
2830	Admin. Assoc. Fees	0	0	0	1,000		1,000	
3201	Telephone	1,400	1,655	738	1,000		1,000	
3401	Travel Reimbursement	3,293	1,005	152	850		750	
3402	Conference Expenses	170	0	226	2,000		2,000	
3450	Field Trips	4,854	3,105	3,127	5,000		3,000	
3501	Repair/Maint. - Building	0	1,176	610	1,000		1,000	
3502	Repair/Maint. - Equipment	75	3,280	0	0		0	
3700	In-Service Expenses	0	0	0	1,000		1,000	
3902	Printing Services	8,714	12,091	11,183	15,750		10,750	
3903	Postage	3	210	192	500		500	
3911	Rental Equipment	15,185	13,506	10,980	16,800		15,800	
3918	Permits & Fees	548	0	0	0		0	
3999	Other Contract Services	3,140	3,669	2,425	0		0	
4001	Office Supplies	628	2,356	580	2,500		2,500	
4002	Medical Supplies	749	634	426	1,500		1,500	
4003	Custodial Supplies	17,862	19,581	17,734	20,000		20,000	
4004	Repair/Maint. Supplies	2,493	2,791	0	1,000		1,500	
4008	Reference Materials	0	0	765	1,000		1,000	
4009	Extra Curricular Supplies	0	336	1,217	0		0	
4010	Instructional Supplies	96,391	95,502	85,297	87,548		148,658	
4011	Textbooks	12,806	0	0	4,500		33,000	
4013	Testing Materials	172	0	0	0		0	
4014	Food, Cafeteria	3,156	4,005	8,394	3,000		3,000	
4016	Library Books	2,919	922	3,025	3,000		3,000	
4017	Library Periodicals	0	34	0	150		150	
4018	Library Supplies	0	0	75	500		500	
4019	Food	0	3,396	1,554	4,500		4,500	
4020	Printing Supplies	0	0	2,658	5,000		5,000	
4310	Tech. Supp/Equip - Add'l	0	95,387	4,891	6,000		6,000	
4350	Tech. Supp/Equip - Repl	250	57,850	62,098	1,000		1,000	
4410	Software - Additional	1,000	0	0	0		0	
4450	Software - Replacement	1,010	1,018	275	500		500	
4510	General Equipment - Add'l.	10,478	4,740	2,428	3,500		3,500	
4550	General Equipment - Repl.	0	739	0	0		0	
5101	Equipment - Additional	0	26,346	0	0		0	
8002	General Reserve	0	0	0	3,000		3,000	
Totals		6,217,111	6,421,176	6,446,005	6,747,749	81.94	6,669,455	79.94
							(78,294)	(2.00)
School Enrollment (K-5)		783	771	779	776		731	
Positions		79.93	80.93	81.93	81.94		79.94	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	111,428	115,919	119,398	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	98,571	102,544	105,621	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,520,805	2,763,198	2,832,745	3,091,644 47.10	2,994,492 46.10	(97,152)	(1.00)
1121	Librarian	81,185	81,568	65,373	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	115,186	119,664	64,679	78,768 1.20	90,888 1.40	12,120	0.20
1140	Teacher Assistant	114,912	137,136	119,743	121,200 5.00	121,200 5.00	0	0.00
1142	Cafeteria Aide	12,268	12,689	11,522	13,199 0.66	12,910 0.66	(289)	0.00
1148	Specialist	0	16,709	25,389	22,230 0.65	26,424 0.60	4,194	(0.05)
1150	Secretarial / Bookkeeper	126,648	127,761	137,780	136,920 4.00	142,056 4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	10,000	0 0.00	0 0.00	0	0.00
1190	Custodian	93,249	97,513	100,340	110,700 3.00	113,160 3.00	2,460	0.00
1200	Overtime	2,505	984	1,791	1,000	0	(1,000)	
1201	Straight Time	2,480	3,828	6,157	0	0	0	
1300	Temporary Employee	56,948	53,904	50,870	12,500	12,500	0	
1500	Substitute Teacher	37,896	57,279	36,343	46,000	43,500	(2,500)	
1502	Substitute, Other	7,976	13,539	11,777	7,000	4,000	(3,000)	
1600	Instructional Supplement	1,081	1,235	5,397	5,000	5,000	0	
1602	Extra-Curr. Supplement	2,337	2,337	2,337	2,000	0	(2,000)	
2100	Social Security - FICA	249,253	271,534	270,878	300,391	294,915	(5,476)	
2210	Retirement - VRS	467,149	497,067	544,654	636,100	625,231	(10,869)	
2211	Retiree Health Care Credit	33,680	38,567	42,368	0	0	0	
2220	Retirement - PWCS	20,839	23,770	25,100	31,565	31,048	(516)	
2221	Defined Contribution Plan	7,414	15,779	21,100	0	0	0	
2300	Health Insurance - HMP	330,838	387,359	387,342	474,622	459,305	(15,317)	
2310	Short/Long Term Disability Premium	1,915	3,153	3,580	0	0	0	
2400	Life Insurance - GLI	38,683	46,539	46,205	50,304	49,481	(823)	
2830	Admin. Assoc. Fees	0	0	850	850	850	0	
3100	Professional Services	1,308	0	255	0	0	0	
3201	Telephone	281	238	134	0	0	0	
3401	Travel Reimbursement	15	12	112	0	0	0	
3402	Conference Expenses	7,527	4,163	851	2,000	2,500	500	
3450	Field Trips	4,401	6,313	4,790	3,500	5,000	1,500	
3502	Repair/Maint. - Equipment	0	324	0	0	0	0	
3700	In-Service Expenses	250	0	0	1,000	0	(1,000)	
3902	Printing Services	3,284	4,479	4,193	5,000	5,000	0	
3903	Postage	856	822	747	1,000	1,000	0	
3999	Other Contract Services	2,444	3,057	4,066	3,000	3,000	0	
4001	Office Supplies	5,883	1,891	3,485	3,200	3,500	300	
4002	Medical Supplies	1,138	1,185	1,246	1,500	1,500	0	
4003	Custodial Supplies	14,421	15,153	16,484	14,000	15,000	1,000	
4004	Repair/Maint. Supplies	0	925	0	0	0	0	
4009	Extra Curricular Supplies	0	1,897	1,637	1,500	1,500	0	
4010	Instructional Supplies	96,742	77,985	98,236	103,188	36,490	(66,698)	
4011	Textbooks	42,041	4,282	6,985	10,000	10,000	0	
4012	Emp. Training Supplies	0	2,050	0	1,000	0	(1,000)	
4014	Food, Cafeteria	614	439	50	500	500	0	
4016	Library Books	18,252	4,547	4,647	5,000	5,000	0	
4017	Library Periodicals	0	0	158	500	500	0	
4018	Library Supplies	581	761	853	750	750	0	
4019	Food	3,009	2,001	4,330	4,500	5,000	500	
4310	Tech. Supp/Equip - Add'l	2,595	8,766	18,013	15,000	10,000	(5,000)	
4350	Tech. Supp/Equip - Repl	13,481	22,838	11,192	10,000	10,000	0	
4410	Software - Additional	16,526	18,033	12,469	10,000	15,000	5,000	
4450	Software - Replacement	1,235	1,117	2,118	0	0	0	
4510	General Equipment - Add'l.	8,438	20,350	18,077	9,500	6,500	(3,000)	
4550	General Equipment - Repl.	0	24	0	0	0	0	
Totals		4,788,067	5,202,729	5,264,464	5,626,150 64.61	5,453,660 63.76	(172,490)	(0.85)
School Enrollment (K-5)		531	556	544	545	515		
Positions		60.37	65.37	64.97	64.61	63.76		

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 2016	FY 2017	FY 2018	FY 2019 Approved	FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	111,007	122,979	126,670	121,560	1.00	130,920	1.00
1112	Assistant Principal	73,346	76,303	78,593	89,640	1.00	91,440	1.00
1120	Teacher, Classroom	2,023,513	2,105,352	2,202,501	2,527,140	38.50	2,598,480	40.00
1121	Librarian	49,276	51,960	57,223	67,320	1.00	66,600	1.00
1122	Counselor	70,590	72,554	78,465	91,896	1.40	116,856	1.80
1140	Teacher Assistant	87,229	160,837	153,718	218,160	9.00	145,440	6.00
1142	Cafeteria Aide	9,440	6,383	4,265	0	0.00	6,455	0.33
1150	Secretarial / Bookkeeper	138,095	141,481	148,873	139,920	4.00	148,320	4.00
1190	Custodian	78,799	82,886	86,846	110,700	3.00	113,160	3.00
1200	Overtime	1,634	4,069	1,816	1,500		1,500	
1201	Straight Time	17,888	5,321	7,733	2,000		2,000	
1300	Temporary Employee	33,194	47,116	46,386	16,000		16,000	
1500	Substitute Teacher	47,114	42,732	57,500	26,000		67,018	
1502	Substitute, Other	308	6,508	25,400	0		0	
1600	Instructional Supplement	0	1,775	4,264	1,500		1,500	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	1,500		1,500	
2100	Social Security - FICA	205,580	219,854	229,075	261,235		268,301	
2210	Retirement - VRS	363,687	395,324	456,287	556,149		563,456	
2211	Retiree Health Care Credit	26,374	30,395	35,166	0		0	
2220	Retirement - PWCS	19,051	19,441	20,568	27,671		28,040	
2221	Defined Contribution Plan	5,614	9,747	14,169	0		0	
2300	Health Insurance - HMP	209,581	229,049	258,053	416,079		414,804	
2310	Short/Long Term Disability Premium	1,416	2,079	2,507	0		0	
2400	Life Insurance - GLI	30,351	36,739	38,386	44,099		44,687	
2830	Admin. Assoc. Fees	385	0	0	500		500	
3201	Telephone	1,003	1,001	963	1,200		1,200	
3401	Travel Reimbursement	557	1,375	3,053	1,000		1,500	
3402	Conference Expenses	20	0	841	0		0	
3450	Field Trips	793	1,527	319	2,000		2,000	
3504	Maint. Service Contract	3,840	4,150	2,291	1,500		1,500	
3700	In-Service Expenses	560	500	1,409	0		0	
3902	Printing Services	289	403	488	0		0	
3903	Postage	504	424	38	500		500	
3905	Extra Curricular Expenses	755	0	0	0		0	
3921	Tuition - PW	0	3,429	0	0		0	
3999	Other Contract Services	297	97	517	500		0	
4001	Office Supplies	2,739	2,477	2,000	2,000		2,000	
4002	Medical Supplies	851	659	597	500		500	
4003	Custodial Supplies	13,930	22,542	15,665	8,000		10,000	
4004	Repair/Maint. Supplies	0	125	0	0		0	
4007	Wearing Apparel	496	60	1,715	300		300	
4008	Reference Materials	288	0	0	0		0	
4009	Extra Curricular Supplies	57	0	0	0		0	
4010	Instructional Supplies	75,691	193,308	194,602	87,157		90,981	
4011	Textbooks	5,696	4,681	252	0		0	
4014	Food, Cafeteria	0	114	904	0		0	
4016	Library Books	3,257	14,142	6,910	7,000		7,000	
4017	Library Periodicals	1,522	293	0	500		500	
4018	Library Supplies	231	335	1,117	500		500	
4019	Food	652	98	0	0		0	
4310	Tech. Supp/Equip - Add'l	13,396	31,972	62,006	49,500		29,500	
4350	Tech. Supp/Equip - Repl	981	0	0	0		0	
4410	Software - Additional	21,140	300	0	0		0	
4450	Software - Replacement	1,010	1,333	275	0		0	
4510	General Equipment - Add'l.	18,732	6,896	2,966	1,000		1,000	
Totals		3,775,877	4,166,241	4,436,505	4,883,726	58.90	4,975,958	58.13
School Enrollment (K-5)		615	652	648	655		649	
Positions		49.37	53.53	55.23	58.90		58.13	

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 2016	FY 2017	FY 2018	FY 2019 Approved	FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	90,600	94,252	97,081	121,560	1.00	130,920	1.00
1112	Assistant Principal	80,149	83,379	85,882	89,640	1.00	91,440	1.00
1120	Teacher, Classroom	3,255,090	3,326,765	2,954,733	3,282,000	50.00	2,923,080	45.00
1121	Librarian	92,140	95,997	57,223	67,320	1.00	66,600	1.00
1122	Counselor	90,800	93,057	95,356	91,896	1.40	103,872	1.60
1140	Teacher Assistant	299,354	254,310	228,077	218,160	9.00	145,440	6.00
1142	Cafeteria Aide	15,126	20,267	22,404	25,081	1.27	17,017	0.87
1148	Specialist	0	34,697	0	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	160,261	166,558	190,837	163,680	5.00	171,072	5.00
1180	Natl Board Certified Teacher Incentive Bonus	15,000	10,000	10,000	0	0.00	0	0.00
1190	Custodian	162,184	168,414	137,965	127,620	4.00	130,080	4.00
1200	Overtime	3,795	6,107	3,552	1,000		3,000	
1201	Straight Time	3,442	3,633	2,753	7,000		2,000	
1300	Temporary Employee	14,840	25,218	21,953	0		0	
1500	Substitute Teacher	77,808	79,975	62,615	35,000		45,000	
1502	Substitute, Other	4,074	1,562	4,311	5,000		5,000	
1600	Instructional Supplement	0	1,014	7,012	0		0	
1602	Extra-Curr. Supplement	1,558	1,558	1,558	0		1,800	
2100	Social Security - FICA	317,527	323,518	287,962	323,974		293,479	
2210	Retirement - VRS	601,979	589,229	571,847	688,588		620,906	
2211	Retiree Health Care Credit	42,947	44,941	43,563	0		0	
2220	Retirement - PWCS	31,845	31,558	30,890	34,211		30,928	
2221	Defined Contribution Plan	3,333	10,363	11,091	0		0	
2300	Health Insurance - HMP	424,673	409,830	357,790	514,408		457,520	
2310	Short/Long Term Disability Premium	991	2,133	2,160	0		0	
2400	Life Insurance - GLI	49,725	54,807	47,881	54,520		49,289	
3402	Conference Expenses	4,443	7,163	3,444	1,000		2,000	
3450	Field Trips	4,114	4,519	2,278	4,000		4,000	
3504	Maint. Service Contract	150	0	0	200		200	
3700	In-Service Expenses	0	(51)	0	1,000		2,000	
3902	Printing Services	952	709	462	1,000		0	
3903	Postage	0	0	0	1,000		1,000	
3911	Rental Equipment	0	0	15,373	15,400		16,000	
4001	Office Supplies	17,604	42,600	13,297	5,000		10,000	
4002	Medical Supplies	345	1,300	941	500		1,000	
4003	Custodial Supplies	21,794	26,441	22,914	15,000		25,000	
4009	Extra Curricular Supplies	0	0	569	0		0	
4010	Instructional Supplies	87,572	72,449	50,201	37,376		39,406	
4011	Textbooks	385	0	22,504	0		0	
4014	Food, Cafeteria	4,115	5,468	1,245	2,000		2,000	
4016	Library Books	5,503	7,603	4,496	5,000		5,000	
4017	Library Periodicals	459	857	688	500		500	
4018	Library Supplies	652	941	508	500		500	
4019	Food	0	0	1,844	5,000		2,000	
4020	Printing Supplies	0	0	3,146	5,000		10,000	
4310	Tech. Supp/Equip - Add'l	13,475	43,624	24,953	5,000		5,000	
4350	Tech. Supp/Equip - Repl	21,166	11,645	0	0		0	
4450	Software - Replacement	1,010	14,561	13,509	7,000		27,000	
4510	General Equipment - Add'l.	0	70,496	27,714	0		16,408	
5501	Equipment - Replacement	0	6,010	0	0		0	
Totals		6,022,980	6,249,475	5,546,582	5,962,134	73.67	5,457,457	65.47
School Enrollment (K-5)		767	828	636	637		578	
Positions		78.97	79.37	69.87	73.67		65.47	

Financial Section

McAULIFFE ELEMENTARY SCHOOL

School: 373
Address: 13540 Princedale Dr.
 Woodbridge, VA 22193
Principal: Janice Herritt
Main Office: 703.680.7270
Grades: K - 5
Specialty:
Programs: School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	131,488	130,469	136,283	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	75,548	0	71,923	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	0	59,257	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	2,050,068	2,079,445	2,138,272	2,231,760 34.00	2,240,580 34.50	8,820	0.50
1121	Librarian	54,859	57,203	59,052	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	52,675	52,552	53,353	65,640 1.00	77,904 1.20	12,264	0.20
1140	Teacher Assistant	188,310	129,087	119,583	133,320 5.50	133,320 5.50	0	0.00
1142	Cafeteria Aide	0	4,794	7,616	6,599 0.33	6,455 0.33	(145)	0.00
1150	Secretarial / Bookkeeper	129,475	135,807	139,629	136,920 4.00	142,056 4.00	5,136	0.00
1190	Custodian	102,130	106,127	109,177	104,940 3.00	107,280 3.00	2,340	0.00
1200	Overtime	1,993	2,142	1,505	1,000	500	(500)	
1201	Straight Time	1,007	797	2,970	2,000	1,500	(500)	
1300	Temporary Employee	43,860	48,788	59,543	39,249	18,000	(21,249)	
1500	Substitute Teacher	48,536	53,890	50,903	40,000	40,000	0	
1502	Substitute, Other	3,605	3,188	4,624	3,000	1,500	(1,500)	
1600	Instructional Supplement	0	262	5,225	200	500	300	
1602	Extra-Curr. Supplement	2,337	2,337	2,337	2,385	3,250	865	
2100	Social Security - FICA	212,141	213,835	219,085	232,982	234,228	1,246	
2210	Retirement - VRS	397,123	378,614	432,948	486,686	493,014	6,328	
2211	Retiree Health Care Credit	28,320	29,077	33,298	0	0	0	
2220	Retirement - PWCS	18,910	18,598	17,109	24,258	24,578	320	
2221	Defined Contribution Plan	4,198	9,242	12,770	0	0	0	
2300	Health Insurance - HMP	253,405	242,531	249,348	364,756	363,596	(1,160)	
2310	Short/Long Term Disability Premium	1,116	1,786	2,928	0	0	0	
2400	Life Insurance - GLI	32,754	35,431	36,639	38,659	39,170	511	
2830	Admin. Assoc. Fees	0	425	0	500	860	360	
3100	Professional Services	3,780	0	1,600	0	0	0	
3201	Telephone	2,342	2,155	1,979	3,000	600	(2,400)	
3401	Travel Reimbursement	293	1,591	2,254	1,500	1,000	(500)	
3402	Conference Expenses	0	311	1,050	5,000	2,000	(3,000)	
3450	Field Trips	635	113	956	250	200	(50)	
3504	Maint. Service Contract	0	150	0	650	650	0	
3700	In-Service Expenses	185	525	710	5,000	1,000	(4,000)	
3902	Printing Services	439	2,402	354	500	500	0	
3903	Postage	993	293	597	1,000	700	(300)	
3911	Rental Equipment	0	0	1,393	0	0	0	
3999	Other Contract Services	0	18	6	1,000	500	(500)	
4001	Office Supplies	2,844	3,439	2,480	19,000	5,000	(14,000)	
4002	Medical Supplies	953	683	428	1,000	1,000	0	
4003	Custodial Supplies	9,718	9,966	8,737	8,000	6,000	(2,000)	
4007	Wearing Apparel	300	295	200	300	300	0	
4008	Reference Materials	0	1,413	1,109	2,000	1,000	(1,000)	
4010	Instructional Supplies	57,159	45,862	74,218	51,900	32,630	(19,270)	
4011	Textbooks	50,901	9,604	5,781	42,730	10,000	(32,730)	
4013	Testing Materials	0	0	2,903	11,500	2,000	(9,500)	
4014	Food, Cafeteria	920	0	663	500	0	(500)	
4016	Library Books	2,471	761	1,276	2,000	2,000	0	
4017	Library Periodicals	750	0	692	1,650	1,000	(650)	
4018	Library Supplies	1,096	1,198	1,142	200	500	300	
4019	Food	0	169	0	2,000	1,000	(1,000)	
4310	Tech. Supp/Equip - Add'l	5,725	28,512	49,579	20,000	5,000	(15,000)	
4350	Tech. Supp/Equip - Repl	10,999	0	0	1,000	2,000	1,000	
4450	Software - Replacement	1,010	1,018	749	100	0	(100)	
4510	General Equipment - Add'l.	2,454	2,040	3,756	6,866	6,541	(325)	
5101	Equipment - Additional	5,286	5,286	3,964	10,000	5,000	(5,000)	
8002	General Reserve	0	0	0	4,000	2,000	(2,000)	
Totals		3,995,108	3,913,488	4,134,696	4,396,021 50.83	4,307,373 51.53	(88,648)	0.70
School Enrollment (K-5)		461	448	443	428	415		
Positions		52.00	49.33	50.52	50.83	51.53		

Financial Section

MINNIEVILLE ELEMENTARY SCHOOL

School: 303
Address: 13639 Greenwood Dr.
 Woodbridge, VA 22193
Principal: Deborah Ellis
Main Office: 703.670.6106
Grades: K - 5
Specialty:
Programs: Baldrige School



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	96,119	99,993	102,993	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	92,913	96,658	99,558	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,541,272	2,355,575	2,285,398	2,494,320	38.00	2,624,448	40.40	130,128	2.40
1121	Librarian	54,992	56,053	57,223	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	93,099	75,039	74,683	91,896	1.40	103,872	1.60	11,976	0.20
1140	Teacher Assistant	155,974	120,560	189,392	218,160	9.00	266,640	11.00	48,480	2.00
1142	Cafeteria Aide	12,024	11,165	11,883	13,860	0.70	13,692	0.70	(168)	0.00
1148	Specialist	0	0	0	0	0.00	44,040	1.00	44,040	1.00
1150	Secretarial / Bookkeeper	151,625	151,194	157,646	139,920	4.00	148,320	4.00	8,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	12,500	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	94,980	89,563	93,578	104,940	3.00	164,640	5.00	59,700	2.00
1200	Overtime	16,985	14,926	11,683	8,000		6,000		(2,000)	
1201	Straight Time	17,063	17,460	15,815	7,500		7,000		(500)	
1300	Temporary Employee	39,559	32,420	38,337	500		20,000		19,500	
1500	Substitute Teacher	41,195	39,062	37,571	30,000		65,000		35,000	
1502	Substitute, Other	2,351	2,798	2,430	2,000		2,000		0	
1600	Instructional Supplement	7,380	10,164	24,952	15,000		20,000		5,000	
1602	Extra-Curr. Supplement	2,337	1,558	2,337	1,568		1,568		0	
2100	Social Security - FICA	252,758	229,042	232,173	260,573		288,878		28,305	
2210	Retirement - VRS	458,182	414,149	467,715	550,266		596,609		46,343	
2211	Retiree Health Care Credit	32,710	31,668	35,844	0		0		0	
2220	Retirement - PWCS	29,419	29,101	24,434	27,354		29,928		2,574	
2221	Defined Contribution Plan	6,791	7,221	11,224	0		0		0	
2300	Health Insurance - HMP	378,798	409,819	424,111	411,310		442,736		31,425	
2310	Short/Long Term Disability Premium	1,505	1,385	1,999	0		0		0	
2400	Life Insurance - GLI	37,858	38,289	39,181	43,593		47,696		4,103	
3401	Travel Reimbursement	0	0	81	0		0		0	
3402	Conference Expenses	5,274	3,022	5,896	2,000		2,000		0	
3450	Field Trips	2,893	2,528	2,668	0		3,000		3,000	
3902	Printing Services	5,253	14,120	4,679	0		16,500		16,500	
4001	Office Supplies	289	3,283	828	2,000		2,500		500	
4002	Medical Supplies	0	231	63	1,500		2,500		1,000	
4003	Custodial Supplies	18,588	21,112	15,785	15,000		18,000		3,000	
4004	Repair/Maint. Supplies	2,817	364	1,126	0		0		0	
4010	Instructional Supplies	52,624	91,851	85,875	55,627		68,738		13,111	
4011	Textbooks	17,553	9,062	6,750	9,500		0		(9,500)	
4014	Food, Cafeteria	0	911	2,396	2,500		2,000		(500)	
4016	Library Books	73	1,325	2,327	0		0		0	
4019	Food	0	2,288	3,076	0		3,000		3,000	
4150	Lease Agreement	7,080	9,440	8,424	0		14,000		14,000	
4310	Tech. Supp/Equip - Add'l	13,847	32,858	8,034	0		15,000		15,000	
4350	Tech. Supp/Equip - Repl	0	2,010	4,061	0		0		0	
4410	Software - Additional	7,304	0	0	0		19,500		19,500	
4450	Software - Replacement	1,010	1,018	798	0		1,000		1,000	
4510	General Equipment - Add'l.	769	13,594	11,041	2,000		0		(2,000)	
5101	Equipment - Additional	5,734	9,691	22,788	416,800		0		(416,800)	
Totals		4,766,499	4,566,071	4,633,855	5,206,208	59.10	5,349,765	66.70	143,557	7.60
School Enrollment (K-5)		626	516	509	513		550			
Positions		61.30	53.90	56.90	59.10		66.70			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	133,052	142,215	94,252	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	70,715	76,303	78,593	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,338,520	2,385,699	2,440,279	2,953,800 45.00	2,929,572 45.10	(24,228)	0.10
1121	Librarian	71,666	77,610	79,819	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	76,686	64,146	92,635	91,896 1.40	116,856 1.80	24,960	0.40
1140	Teacher Assistant	139,364	165,027	187,223	242,400 10.00	193,920 8.00	(48,480)	(2.00)
1142	Cafeteria Aide	14,161	14,820	14,193	15,840 0.80	15,648 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	148,425	154,542	159,405	136,920 4.00	142,056 4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	17,500	12,500	0 0.00	0 0.00	0	0.00
1190	Custodian	134,314	135,278	122,555	129,755 3.67	130,368 3.60	613	(0.07)
1200	Overtime	9,768	3,535	2,559	3,500	4,300	800	
1201	Straight Time	20,121	14,514	6,184	13,864	12,100	(1,764)	
1300	Temporary Employee	58,482	74,275	47,455	3,500	10,500	7,000	
1500	Substitute Teacher	36,815	38,967	58,809	54,250	38,150	(16,100)	
1502	Substitute, Other	6,820	4,437	4,126	4,500	3,200	(1,300)	
1600	Instructional Supplement	0	0	6,406	0	1,622	1,622	
1602	Extra-Curr. Supplement	2,337	1,948	0	2,000	1,000	(1,000)	
2100	Social Security - FICA	240,694	247,341	249,815	300,702	297,451	(3,251)	
2210	Retirement - VRS	426,768	436,709	501,190	632,890	627,496	(5,394)	
2211	Retiree Health Care Credit	30,967	33,323	38,221	0	0	0	
2220	Retirement - PWCS	17,324	19,903	21,243	31,509	31,250	(259)	
2221	Defined Contribution Plan	6,042	7,782	10,300	0	0	0	
2300	Health Insurance - HMP	287,764	304,985	349,411	473,794	462,291	(11,504)	
2310	Short/Long Term Disability Premium	1,810	1,926	2,331	0	0	0	
2400	Life Insurance - GLI	35,873	40,611	42,022	50,216	49,803	(413)	
2830	Admin. Assoc. Fees	385	514	0	550	900	350	
3100	Professional Services	5,778	5,481	5,481	6,000	4,000	(2,000)	
3201	Telephone	1,407	1,572	955	1,500	1,500	0	
3401	Travel Reimbursement	844	318	714	700	0	(700)	
3402	Conference Expenses	4,329	4,427	3,516	2,000	5,000	3,000	
3450	Field Trips	4,739	1,152	5,608	5,000	3,000	(2,000)	
3504	Maint. Service Contract	0	0	0	500	500	0	
3700	In-Service Expenses	0	0	0	8,000	7,000	(1,000)	
3902	Printing Services	28,606	28,534	6,050	1,200	10,750	9,550	
3903	Postage	1,260	1,449	0	1,500	1,000	(500)	
3999	Other Contract Services	5,960	9,942	22	1,000	1,000	0	
4001	Office Supplies	3,739	7,427	37	5,319	6,000	681	
4002	Medical Supplies	716	600	485	1,000	2,000	1,000	
4003	Custodial Supplies	15,024	18,468	18,376	5,000	8,000	3,000	
4004	Repair/Maint. Supplies	2,794	(400)	0	0	0	0	
4007	Wearing Apparel	2,600	2,821	95	2,100	1,500	(600)	
4008	Reference Materials	2,493	2,365	0	2,000	1,000	(1,000)	
4010	Instructional Supplies	67,226	76,196	77,148	104,459	75,877	(28,582)	
4011	Textbooks	7,024	4,696	0	0	31,000	31,000	
4014	Food, Cafeteria	0	39	794	0	0	0	
4016	Library Books	337	535	3,167	500	500	0	
4017	Library Periodicals	328	293	300	500	500	0	
4018	Library Supplies	726	594	158	1,500	800	(700)	
4019	Food	2,060	1,317	869	2,000	2,200	200	
4020	Printing Supplies	0	4,940	3,052	2,000	7,000	5,000	
4310	Tech. Supp/Equip - Add'l	36,230	23,642	21,684	2,239	2,500	261	
4350	Tech. Supp/Equip - Repl	0	6,508	1,253	0	0	0	
4450	Software - Replacement	1,010	1,018	749	1,000	1,500	500	
4510	General Equipment - Add'l.	1,957	19,248	3,344	0	0	0	
Totals		4,518,563	4,687,090	4,775,383	5,577,424 67.87	5,531,570 66.30	(45,854)	(1.57)
School Enrollment (K-5)		603	581	589	639	647		
Positions		58.37	58.53	59.10	67.87	66.30		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	108,183	112,543	115,919	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	1,043	0	12,235	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	64,853	67,407	62,430	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,259,012	2,422,461	2,393,986	2,166,120	33.00	2,338,800	36.00	172,680	3.00
1121	Librarian	57,831	59,257	60,117	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	115,633	119,664	123,088	78,768	1.20	77,904	1.20	(864)	0.00
1140	Teacher Assistant	96,549	83,349	91,025	96,960	4.00	145,440	6.00	48,480	2.00
1142	Cafeteria Aide	14,829	13,092	14,487	15,840	0.80	7,824	0.40	(8,016)	(0.40)
1150	Secretarial / Bookkeeper	135,249	133,917	139,277	136,920	4.00	142,056	4.00	5,136	0.00
1190	Custodian	97,648	101,089	100,070	104,940	3.00	107,280	3.00	2,340	0.00
1200	Overtime	1,109	453	254	0		0		0	
1201	Straight Time	654	843	790	0		0		0	
1300	Temporary Employee	71,052	44,333	73,636	37,684		0		(37,684)	
1500	Substitute Teacher	55,468	52,188	59,830	30,000		6,000		(24,000)	
1502	Substitute, Other	4,615	4,339	4,637	0		0		0	
1600	Instructional Supplement	5,726	5,278	3,885	0		0		0	
1602	Extra-Curr. Supplement	2,337	2,337	2,337	2,337		2,337		0	
2100	Social Security - FICA	224,849	235,260	238,371	225,529		238,420		12,891	
2210	Retirement - VRS	424,130	433,586	489,756	471,685		511,640		39,955	
2211	Retiree Health Care Credit	29,878	32,909	37,055	0		0		0	
2220	Retirement - PWCS	34,621	37,031	37,295	23,528		25,485		1,958	
2221	Defined Contribution Plan	2,932	4,636	5,439	0		0		0	
2300	Health Insurance - HMP	322,605	342,060	349,439	353,771		377,013		23,242	
2310	Short/Long Term Disability Premium	500	709	842	0		0		0	
2400	Life Insurance - GLI	34,443	39,887	40,533	37,495		40,616		3,121	
2830	Admin. Assoc. Fees	464	514	1,413	0		0		0	
3201	Telephone	965	770	808	1,000		1,000		0	
3401	Travel Reimbursement	402	180	2,165	0		0		0	
3402	Conference Expenses	1,188	4,711	2,102	0		0		0	
3902	Printing Services	522	749	1,023	0		0		0	
3903	Postage	606	350	501	0		0		0	
3911	Rental Equipment	15,689	19,241	18,918	19,200		19,200		0	
3999	Other Contract Services	167	105	226	0		0		0	
4001	Office Supplies	2,297	4,755	5,615	0		0		0	
4002	Medical Supplies	106	241	155	0		0		0	
4003	Custodial Supplies	19,448	16,719	12,661	5,127		3,000		(2,127)	
4004	Repair/Maint. Supplies	727	415	0	0		0		0	
4007	Wearing Apparel	256	325	822	0		0		0	
4008	Reference Materials	0	216	0	0		0		0	
4010	Instructional Supplies	57,569	46,864	70,986	28,983		2,586		(26,397)	
4011	Textbooks	12,238	0	23,316	0		0		0	
4014	Food, Cafeteria	295	0	165	0		0		0	
4016	Library Books	6,031	937	2,003	0		0		0	
4017	Library Periodicals	200	0	0	0		0		0	
4018	Library Supplies	70	0	27	0		0		0	
4019	Food	1,868	1,905	2,348	0		0		0	
4310	Tech. Supp/Equip - Add'l	30,779	33,648	19,508	0		0		0	
4350	Tech. Supp/Equip - Repl	34,929	0	24,335	0		0		0	
4450	Software - Replacement	1,010	1,018	749	0		0		0	
4510	General Equipment - Add'l.	7,741	31,867	7,281	0		0		0	
4550	General Equipment - Repl.	225	0	2,765	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,361,540	4,514,158	4,656,628	4,119,406	49.00	4,340,561	53.60	221,155	4.60
School Enrollment (K-5)		573	578	584	546		517			
Positions		51.10	51.50	51.00	49.00		53.60			

Financial Section

MULLEN ELEMENTARY SCHOOL

School: 377
Address: 8000 Rhodes Dr.
 Manassas, VA 20109
Principal: Rhonda Ellington
Main Office: 703.330.0427
Grades: K - 5
Specialty: International Baccalaureate Program
Programs: Baldrige School, School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	111,983	112,543	117,819	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	75,548	88,456	91,110	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	0	0	0	65,640 1.00	131,520 2.00	65,880	1.00
1120	Teacher, Classroom	3,284,028	3,442,711	3,685,077	4,004,040 61.00	3,767,040 58.00	(237,000)	(3.00)
1121	Librarian	54,992	56,375	57,223	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	98,276	103,078	109,269	105,024 1.60	129,840 2.00	24,816	0.40
1140	Teacher Assistant	164,258	160,954	166,663	169,680 7.00	96,960 4.00	(72,720)	(3.00)
1142	Cafeteria Aide	17,685	16,462	18,803	18,481 0.94	18,386 0.94	(95)	0.00
1148	Specialist	17,182	11,177	0	0 0.00	0 0.00	0	0.00
1150	Secretarial / Bookkeeper	167,978	175,746	197,538	193,440 6.00	183,600 5.00	(9,840)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	0	0	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	133,811	139,258	152,170	139,140 4.00	141,840 4.00	2,700	0.00
1200	Overtime	4,232	3,022	3,844	2,900	3,800	900	
1201	Straight Time	2,396	5,873	5,550	7,700	6,800	(900)	
1300	Temporary Employee	18,048	47,113	51,991	16,900	66,000	49,100	
1500	Substitute Teacher	41,592	43,191	58,175	43,400	75,500	32,100	
1502	Substitute, Other	6,901	4,378	4,951	4,500	7,600	3,100	
1600	Instructional Supplement	5,872	11,651	7,337	0	2,000	2,000	
1602	Extra-Curr. Supplement	779	779	779	0	0	0	
2100	Social Security - FICA	308,359	323,927	346,118	386,277	376,369	(9,908)	
2210	Retirement - VRS	583,782	596,343	707,259	821,292	784,583	(36,709)	
2211	Retiree Health Care Credit	41,817	45,813	54,323	0	0	0	
2220	Retirement - PWCS	29,437	31,984	34,132	40,734	38,961	(1,773)	
2221	Defined Contribution Plan	8,118	13,745	18,967	0	0	0	
2300	Health Insurance - HMP	436,186	454,264	515,972	612,497	576,355	(36,143)	
2310	Short/Long Term Disability Premium	1,558	2,389	3,307	0	0	0	
2400	Life Insurance - GLI	48,203	55,535	59,494	64,917	62,091	(2,826)	
2830	Admin. Assoc. Fees	1,672	1,503	1,034	1,000	200	(800)	
3100	Professional Services	0	0	3,348	0	500	500	
3201	Telephone	261	361	90	0	0	0	
3401	Travel Reimbursement	1,980	1,852	1,969	2,400	1,100	(1,300)	
3402	Conference Expenses	179	1,157	2,955	700	1,000	300	
3450	Field Trips	808	1,533	1,680	500	3,000	2,500	
3501	Repair/Maint. - Building	10	30	70	1,000	500	(500)	
3502	Repair/Maint. - Equipment	0	887	0	1,500	1,000	(500)	
3902	Printing Services	1,873	3,089	522	1,000	500	(500)	
3903	Postage	1,984	274	(19)	1,000	500	(500)	
3913	Tuition - Other Divisions	3,068	0	0	100	0	(100)	
3921	Tuition - PW	1,794	0	0	0	0	0	
3999	Other Contract Services	2,495	1,302	202	1,200	0	(1,200)	
4001	Office Supplies	2,821	4,372	3,049	6,000	3,075	(2,925)	
4002	Medical Supplies	832	445	368	3,000	1,000	(2,000)	
4003	Custodial Supplies	17,921	20,622	15,872	30,000	15,000	(15,000)	
4004	Repair/Maint. Supplies	1,728	0	1,196	500	500	0	
4007	Wearing Apparel	401	163	371	400	1,000	600	
4009	Extra Curricular Supplies	0	150	0	0	0	0	
4010	Instructional Supplies	72,186	40,317	50,478	46,325	23,257	(23,068)	
4011	Textbooks	8,083	7,408	10,177	39,000	68,099	29,099	
4013	Testing Materials	0	990	2,303	0	0	0	
4014	Food, Cafeteria	1,800	5,328	2,824	0	0	0	
4016	Library Books	2,447	6,020	2,419	6,000	2,000	(4,000)	
4017	Library Periodicals	75	75	0	100	500	400	
4018	Library Supplies	0	86	1,484	500	0	(500)	
4019	Food	4,079	2,955	4,797	3,000	6,000	3,000	
4310	Tech. Supp/Equip - Add'l	10,937	35,010	52,661	32,000	4,000	(28,000)	
4350	Tech. Supp/Equip - Repl	34,320	16,231	40,925	16,000	2,000	(14,000)	
4410	Software - Additional	2,500	899	4,772	700	600	(100)	
4450	Software - Replacement	5,600	19,913	14,847	7,500	1,600	(5,900)	
4510	General Equipment - Add'l.	27,851	187,106	39,932	6,500	1,969	(4,531)	
4550	General Equipment - Repl.	92	0	461	3,000	500	(2,500)	
Totals		5,872,817	6,306,846	6,731,158	7,186,007 84.54	6,897,604 78.94	(288,403)	(5.60)
School Enrollment (K-5)		704	730	754	789	755		
Positions		73.03	75.57	79.53	84.54	78.94		

Financial Section

NEABSCO ELEMENTARY SCHOOL

School: 370
Address: 3800 Cordell Ave.
 Woodbridge, VA 22193
Principal: Christopher Tsang
Main Office: 703.670.2147
Grades: K - 5
Specialty:
Programs: Baldrige School



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	113,328	115,919	132,370	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	80,149	74,540	76,303	89,640 1.00	91,440 1.00	1,800 0.00
1115	Teacher on Special Assignment	0	0	76,679	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	2,456,621	2,604,316	3,539,431	3,347,640 51.00	3,345,060 51.50	(2,580) 0.50
1121	Librarian	85,396	89,887	92,522	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	64,794	62,189	124,814	91,896 1.40	129,840 2.00	37,944 0.60
1140	Teacher Assistant	142,278	131,906	188,098	193,920 8.00	290,880 12.00	96,960 4.00
1142	Cafeteria Aide	2,321	7,352	11,988	15,840 0.80	15,648 0.80	(192) 0.00
1148	Specialist	0	0	38,732	34,200 1.00	44,040 1.00	9,840 0.00
1150	Secretarial / Bookkeeper	122,240	122,203	128,453	136,920 4.00	142,056 4.00	5,136 0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0 0.00	0 0.00	0 0.00
1190	Custodian	102,042	106,052	133,591	110,700 3.00	147,720 4.00	37,020 1.00
1200	Overtime	6,150	4,087	10,709	5,000	3,000	(2,000)
1201	Straight Time	3,215	6,161	10,700	995	995	0
1300	Temporary Employee	36,902	33,918	57,684	0	0	0
1500	Substitute Teacher	40,510	69,482	81,361	98,000	93,000	(5,000)
1502	Substitute, Other	1,646	1,574	2,273	2,000	2,000	0
1600	Instructional Supplement	0	21,527	34,656	0	0	0
1602	Extra-Curr. Supplement	1,558	2,336	2,336	1,800	1,800	0
2100	Social Security - FICA	239,234	256,984	354,036	330,283	344,633	14,350
2210	Retirement - VRS	434,865	460,730	680,979	695,824	724,658	28,834
2211	Retiree Health Care Credit	31,594	35,385	52,546	0	0	0
2220	Retirement - PWCS	18,882	21,126	26,039	34,473	36,074	1,600
2221	Defined Contribution Plan	6,588	10,400	20,998	0	0	0
2300	Health Insurance - HMP	323,606	345,624	457,129	518,353	533,648	15,296
2310	Short/Long Term Disability Premium	1,714	2,088	4,365	0	0	0
2400	Life Insurance - GLI	36,430	42,872	57,402	54,938	57,490	2,552
2830	Admin. Assoc. Fees	442	321	110	850	850	0
3100	Professional Services	0	492	483	1,000	1,000	0
3201	Telephone	321	578	2,490	1,500	1,500	0
3401	Travel Reimbursement	15	11	0	100	100	0
3402	Conference Expenses	1,827	2,550	45	1,000	1,000	0
3450	Field Trips	4,091	4,574	5,861	10,000	4,000	(6,000)
3501	Repair/Maint. - Building	0	879	1,661	3,000	2,000	(1,000)
3902	Printing Services	3,972	7,754	13,669	10,000	6,000	(4,000)
3903	Postage	768	1,185	2,238	2,000	2,000	0
3911	Rental Equipment	360	6,678	7,908	4,000	4,000	0
3921	Tuition - PW	286	1,134	336	0	0	0
3999	Other Contract Services	2,004	(11)	2,939	0	0	0
4001	Office Supplies	732	9,579	15,783	5,752	5,752	0
4002	Medical Supplies	205	620	1,106	1,500	1,500	0
4003	Custodial Supplies	6,936	18,230	20,003	10,000	10,000	0
4004	Repair/Maint. Supplies	0	0	1,001	0	0	0
4007	Wearing Apparel	0	100	613	400	400	0
4008	Reference Materials	0	133	8,568	1,000	1,000	0
4010	Instructional Supplies	55,493	57,785	64,206	77,358	84,908	7,550
4011	Textbooks	8,660	10,659	30,009	15,000	12,000	(3,000)
4014	Food, Cafeteria	678	0	4,747	3,000	3,000	0
4016	Library Books	178	3,772	3,303	5,000	5,000	0
4017	Library Periodicals	0	184	900	1,000	1,000	0
4018	Library Supplies	0	266	0	500	500	0
4019	Food	752	2,119	6,948	3,000	3,000	0
4020	Printing Supplies	944	12,493	27,286	6,673	6,673	0
4310	Tech. Supp/Equip - Add'l	8,354	23,290	6,315	12,000	12,000	0
4350	Tech. Supp/Equip - Repl	1,246	4,886	418	2,000	2,000	0
4410	Software - Additional	0	0	5,141	2,000	2,000	0
4450	Software - Replacement	1,010	4,343	8,014	2,600	2,600	0
4510	General Equipment - Add'l.	0	7,858	1,822	2,000	2,000	0
4550	General Equipment - Repl.	0	13,935	4,780	8,000	6,000	(2,000)
5501	Equipment - Replacement	0	0	0	5,000	5,000	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		4,453,837	4,825,055	6,644,896	6,153,535 72.20	6,395,285 78.30	241,750 6.10
School Enrollment (K-5)		570	590	808	659	697	
Positions		57.97	60.23	82.30	72.20	78.30	

Financial Section

OCOQUAN 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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	96,119	99,993	111,317	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	104,575	108,790	112,053	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,551,776	2,623,926	2,662,276	3,019,440	46.00	2,923,080	45.00	(96,360)	(1.00)
1121	Librarian	82,610	86,072	88,787	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	115,592	124,736	138,784	91,896	1.40	129,840	2.00	37,944	0.60
1140	Teacher Assistant	124,670	124,438	131,496	145,440	6.00	145,440	6.00	0	0.00
1142	Cafeteria Aide	11,779	13,817	14,933	15,971	0.80	15,648	0.80	(323)	0.00
1150	Secretarial / Bookkeeper	168,478	174,896	183,892	139,920	4.00	148,320	4.00	8,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	113,656	118,123	121,409	110,700	3.00	113,160	3.00	2,460	0.00
1200	Overtime	1,418	2,683	1,407	1,400		3,000		1,600	
1201	Straight Time	4,380	6,263	6,766	1,400		4,000		2,600	
1300	Temporary Employee	95,369	112,873	57,183	38,870		53,665		14,795	
1500	Substitute Teacher	62,066	54,991	54,433	50,000		55,000		5,000	
1502	Substitute, Other	0	0	0	0		2,500		2,500	
1600	Instructional Supplement	59,943	68,979	61,387	50,000		55,000		5,000	
1602	Extra-Curr. Supplement	2,337	2,337	2,337	2,500		2,500		0	
2100	Social Security - FICA	257,747	271,225	274,890	301,874		301,418		(455)	
2210	Retirement - VRS	455,184	459,003	505,016	626,974		620,441		(6,534)	
2211	Retiree Health Care Credit	32,686	35,365	39,255	0		0		0	
2220	Retirement - PWCS	25,803	28,053	30,461	31,120		30,815		(305)	
2221	Defined Contribution Plan	6,625	12,290	20,181	0		0		0	
2300	Health Insurance - HMP	323,871	321,330	308,518	467,939		455,854		(12,085)	
2310	Short/Long Term Disability Premium	1,346	1,907	3,219	0		0		0	
2400	Life Insurance - GLI	37,765	42,976	43,115	49,595		49,109		(486)	
2830	Admin. Assoc. Fees	0	0	850	1,000		1,000		0	
3201	Telephone	1,785	1,174	1,058	1,000		1,500		500	
3401	Travel Reimbursement	248	0	65	1,500		1,500		0	
3402	Conference Expenses	12,507	8,818	2,885	15,000		20,000		5,000	
3450	Field Trips	6,449	12,807	10,481	10,000		15,000		5,000	
3502	Repair/Maint. - Equipment	0	0	0	2,000		2,000		0	
3504	Maint. Service Contract	0	493	330	1,000		1,000		0	
3700	In-Service Expenses	0	0	0	250		250		0	
3902	Printing Services	0	148	58	2,000		3,000		1,000	
3903	Postage	0	0	0	1,000		1,000		0	
3911	Rental Equipment	6,852	2,324	5,829	6,000		8,000		2,000	
3921	Tuition - PW	234	0	0	0		0		0	
3999	Other Contract Services	0	0	3,710	0		0		0	
4001	Office Supplies	0	633	677	1,000		1,000		0	
4003	Custodial Supplies	15,421	20,039	17,755	20,000		20,696		696	
4004	Repair/Maint. Supplies	3,172	0	0	1,000		1,000		0	
4007	Wearing Apparel	0	1,146	0	0		0		0	
4008	Reference Materials	0	0	0	500		500		0	
4010	Instructional Supplies	282,852	203,548	136,112	45,466		112,879		67,413	
4011	Textbooks	15,547	15,622	42,057	500		25,000		24,500	
4014	Food, Cafeteria	0	3,834	2,746	0		0		0	
4016	Library Books	4,360	5,927	2,460	2,000		2,000		0	
4019	Food	35	(85)	559	2,000		2,500		500	
4310	Tech. Supp/Equip - Add'l	41,075	27,933	0	1,000		1,000		0	
4350	Tech. Supp/Equip - Repl	0	0	0	2,000		2,000		0	
4410	Software - Additional	0	0	1,400	0		0		0	
4450	Software - Replacement	1,010	1,018	275	500		500		0	
4510	General Equipment - Add'l.	0	1,912	293	2,000		2,000		0	
Totals		5,129,841	5,204,858	5,207,714	5,542,275	64.20	5,623,075	63.80	80,800	(0.40)
School Enrollment (K-5)		633	612	631	655		649			
Positions		59.87	57.87	60.07	64.20		63.80			

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	114,771	119,398	124,879	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	101,528	83,563	71,923	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,924,556	2,989,915	3,064,093	3,019,440	46.00	2,014,200	31.00	(1,005,240)	(15.00)
1121	Librarian	79,599	82,808	69,353	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	102,127	105,862	109,037	105,024	1.60	103,872	1.60	(1,152)	0.00
1140	Teacher Assistant	176,963	170,092	192,756	169,680	7.00	145,440	6.00	(24,240)	(1.00)
1142	Cafeteria Aide	8,753	9,005	9,264	9,241	0.47	9,193	0.47	(47)	0.00
1148	Specialist	31,426	0	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	154,941	152,511	152,733	136,920	4.00	142,056	4.00	5,136	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	117,820	116,288	128,181	144,900	4.00	147,720	4.00	2,820	0.00
1200	Overtime	1,362	727	1,201	4,000		2,000		(2,000)	
1201	Straight Time	2,859	3,039	3,906	3,000		3,000		0	
1300	Temporary Employee	52,003	49,404	47,243	18,000		30,000		12,000	
1500	Substitute Teacher	94,953	82,276	68,342	55,000		45,000		(10,000)	
1502	Substitute, Other	549	314	0	0		3,000		3,000	
1600	Instructional Supplement	0	0	1,968	0		0		0	
1602	Extra-Curr. Supplement	3,116	8,446	4,756	0		0		0	
2100	Social Security - FICA	296,315	295,678	301,373	301,695		224,484		(77,210)	
2210	Retirement - VRS	537,557	522,189	594,197	634,814		463,640		(171,173)	
2211	Retiree Health Care Credit	38,368	40,153	45,860	0		0		0	
2220	Retirement - PWCS	37,513	38,199	39,735	31,684		23,363		(8,321)	
2221	Defined Contribution Plan	5,513	12,324	18,878	0		0		0	
2300	Health Insurance - HMP	315,089	334,700	322,467	476,414		345,617		(130,797)	
2310	Short/Long Term Disability Premium	1,458	2,199	2,887	0		0		0	
2400	Life Insurance - GLI	44,191	48,621	50,222	50,494		37,234		(13,260)	
3201	Telephone	1,165	857	589	1,500		1,500		0	
3401	Travel Reimbursement	1,555	1,037	4,167	3,500		3,500		0	
3402	Conference Expenses	8,005	6,924	6,111	4,500		4,500		0	
3450	Field Trips	4,143	2,834	2,719	7,500		7,500		0	
3502	Repair/Maint. - Equipment	0	4,798	0	0		0		0	
3700	In-Service Expenses	8,553	3,700	0	0		0		0	
3902	Printing Services	113	379	225	0		0		0	
3903	Postage	0	0	0	1,000		1,000		0	
3905	Extra Curricular Expenses	0	737	536	0		0		0	
3911	Rental Equipment	21,945	24,819	24,309	25,000		25,000		0	
3999	Other Contract Services	2,999	14,956	13,835	0		0		0	
4001	Office Supplies	3,520	2,507	10	3,000		3,000		0	
4002	Medical Supplies	477	91	0	3,500		3,000		(500)	
4003	Custodial Supplies	22,952	25,317	23,026	15,000		15,000		0	
4010	Instructional Supplies	181,544	145,324	155,899	161,643		86,706		(74,937)	
4011	Textbooks	10,714	35,976	30,000	0		0		0	
4013	Testing Materials	49	0	0	0		0		0	
4014	Food, Cafeteria	0	0	654	0		0		0	
4017	Library Periodicals	0	0	0	500		500		0	
4018	Library Supplies	15	0	0	250		250		0	
4019	Food	1,526	909	0	4,500		4,500		0	
4310	Tech. Supp/Equip - Add'l	141,787	20,606	96,170	10,000		15,000		5,000	
4350	Tech. Supp/Equip - Repl	2,398	2,093	5,428	0		0		0	
4450	Software - Replacement	1,010	1,018	275	0		0		0	
4510	General Equipment - Add'l.	5,427	5,702	3,415	275,747		0		(275,747)	
5101	Equipment - Additional	25,758	0	0	0		0		0	
Totals		5,696,485	5,573,296	5,797,620	5,955,965	66.07	4,199,736	50.07	(1,756,229)	(16.00)
School Enrollment (K-5)		733	720	735	727		464			
Positions		65.57	64.57	67.57	66.07		50.07			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	132,882	138,415	97,081	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	85,031	88,456	91,110	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,519,093	2,705,392	2,687,908	2,756,880 42.00	2,923,080 46.00	166,200	4.00
1121	Librarian	100,833	104,898	108,047	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	84,994	87,134	88,421	131,280 2.00	129,840 2.00	(1,440)	0.00
1140	Teacher Assistant	100,733	86,758	100,090	145,440 6.00	145,440 6.00	0	0.00
1142	Cafeteria Aide	15,235	15,671	15,552	13,199 0.66	12,910 0.66	(289)	0.00
1150	Secretarial / Bookkeeper	181,890	186,663	168,213	139,920 4.00	148,320 4.00	8,400	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	130,274	131,105	129,860	99,180 3.00	115,740 3.50	16,560	0.50
1200	Overtime	2,373	407	1,751	4,000	0	(4,000)	
1201	Straight Time	4,400	6,349	3,855	3,500	1,000	(2,500)	
1300	Temporary Employee	27,689	27,412	52,237	2,500	19,000	16,500	
1500	Substitute Teacher	69,053	39,950	53,496	40,000	40,000	0	
1502	Substitute, Other	0	83	0	0	5,000	5,000	
1600	Instructional Supplement	7,451	0	5,167	0	0	0	
1602	Extra-Curr. Supplement	2,337	3,116	605	3,356	0	(3,356)	
2100	Social Security - FICA	257,483	260,522	261,222	276,760	292,941	16,181	
2210	Retirement - VRS	470,594	479,613	515,152	588,616	620,594	31,979	
2211	Retiree Health Care Credit	33,724	36,867	39,869	0	0	0	
2220	Retirement - PWCS	34,704	36,943	34,541	29,191	30,836	1,646	
2221	Defined Contribution Plan	5,867	11,308	17,911	0	0	0	
2300	Health Insurance - HMP	253,948	251,292	299,232	438,930	456,168	17,237	
2310	Short/Long Term Disability Premium	1,038	1,781	2,417	0	0	0	
2400	Life Insurance - GLI	38,920	44,686	43,690	46,521	49,143	2,622	
2830	Admin. Assoc. Fees	0	425	338	444	614	170	
3201	Telephone	1,001	1,031	1,579	1,500	1,500	0	
3401	Travel Reimbursement	2,192	58	5,602	1,000	5,000	4,000	
3402	Conference Expenses	506	0	4,275	0	5,000	5,000	
3450	Field Trips	1,000	1,372	1,355	0	0	0	
3502	Repair/Maint. - Equipment	0	436	390	0	0	0	
3700	In-Service Expenses	5,926	438	0	5,000	0	(5,000)	
3902	Printing Services	7,919	25,259	19,868	1,000	20,000	19,000	
3903	Postage	564	1,238	1,463	1,000	1,000	0	
3999	Other Contract Services	772	1,176	809	0	3,500	3,500	
4001	Office Supplies	2,127	2,821	2,505	5,000	5,000	0	
4002	Medical Supplies	2,719	2,717	1,515	2,000	5,000	3,000	
4003	Custodial Supplies	18,276	18,538	20,399	20,000	20,000	0	
4004	Repair/Maint. Supplies	0	322	5,210	0	0	0	
4010	Instructional Supplies	140,358	115,978	76,892	216,863	108,697	(108,166)	
4011	Textbooks	13,698	21	0	30,000	0	(30,000)	
4013	Testing Materials	1,292	338	2,828	0	0	0	
4014	Food, Cafeteria	1,282	4,642	1,443	0	0	0	
4016	Library Books	8,148	668	1,845	0	0	0	
4018	Library Supplies	1,900	2,294	2,292	0	0	0	
4019	Food	907	1,516	558	1,000	1,000	0	
4150	Lease Agreement	21,356	22,749	22,749	20,000	20,000	0	
4310	Tech. Supp/Equip - Add'l	89,040	200,813	108,660	70,900	10,000	(60,900)	
4350	Tech. Supp/Equip - Repl	3,182	0	418	0	0	0	
4410	Software - Additional	22,149	31,053	18,715	20,000	10,000	(10,000)	
4450	Software - Replacement	1,470	1,487	275	0	0	0	
4510	General Equipment - Add'l.	34,487	25,585	16,889	5,000	6,000	1,000	
5101	Equipment - Additional	0	14,995	5,946	0	0	0	
Totals		4,945,318	5,225,287	5,144,747	5,398,499 60.66	5,501,283 65.16	102,784	4.50
School Enrollment (K-5)		709	698	705	695	706		
Positions		58.77	60.77	59.77	60.66	65.16		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	114,771	119,398	126,779	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	114,271	118,878	80,951	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	62,839	65,373	0	67,320	1.00	0	0.00	(67,320)	(1.00)
1120	Teacher, Classroom	3,189,200	3,336,276	3,528,924	3,741,480	57.00	2,890,620	44.50	(850,860)	(12.50)
1121	Librarian	70,680	106,898	110,942	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	136,325	138,199	160,519	131,280	2.00	116,856	1.80	(14,424)	(0.20)
1140	Teacher Assistant	300,348	296,077	292,680	315,120	13.00	242,400	10.00	(72,720)	(3.00)
1142	Cafeteria Aide	14,110	12,683	13,378	15,840	0.80	15,648	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	149,884	155,772	161,087	174,120	5.00	185,400	5.00	11,280	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	143,094	143,945	148,944	144,900	4.00	113,160	3.00	(31,740)	(1.00)
1200	Overtime	5,513	2,243	2,409	2,771		2,771		0	
1201	Straight Time	20,136	9,439	15,544	11,084		10,924		(160)	
1300	Temporary Employee	104,389	101,624	90,382	31,202		462		(30,740)	
1500	Substitute Teacher	52,503	75,607	71,753	67,415		42,500		(24,915)	
1502	Substitute, Other	11,783	6,939	10,985	10,819		7,174		(3,645)	
1600	Instructional Supplement	3,128	7,585	5,501	7,388		4,618		(2,770)	
1602	Extra-Curr. Supplement	3,116	3,116	3,116	3,180		3,244		64	
2100	Social Security - FICA	327,481	342,174	352,412	382,688		300,242		(82,446)	
2210	Retirement - VRS	619,491	635,732	718,784	803,320		635,395		(167,924)	
2211	Retiree Health Care Credit	44,131	48,410	54,988	0		0		0	
2220	Retirement - PWCS	37,579	41,304	44,444	39,889		31,543		(8,346)	
2221	Defined Contribution Plan	3,858	9,136	16,127	0		0		0	
2300	Health Insurance - HMP	516,966	537,197	560,441	599,798		466,627		(133,171)	
2310	Short/Long Term Disability Premium	873	1,626	2,699	0		0		0	
2400	Life Insurance - GLI	50,878	58,651	60,166	63,571		50,270		(13,301)	
2830	Admin. Assoc. Fees	825	2,128	889	1,200		1,200		0	
3201	Telephone	1,092	1,071	1,129	1,200		1,200		0	
3401	Travel Reimbursement	1,454	402	559	1,000		700		(300)	
3402	Conference Expenses	11,593	1,075	3,009	0		0		0	
3450	Field Trips	3,730	3,649	2,516	4,750		3,000		(1,750)	
3700	In-Service Expenses	5,650	0	0	0		0		0	
3902	Printing Services	1,777	2,429	4,123	3,000		4,000		1,000	
3903	Postage	1,814	1,759	833	2,000		1,500		(500)	
3999	Other Contract Services	0	0	1,984	0		0		0	
4001	Office Supplies	2,503	256	335	2,000		2,000		0	
4002	Medical Supplies	305	613	478	500		400		(100)	
4003	Custodial Supplies	14,636	19,278	21,370	21,000		9,000		(12,000)	
4004	Repair/Maint. Supplies	784	1,713	554	1,000		1,000		0	
4010	Instructional Supplies	107,658	111,260	152,870	129,139		108,898		(20,241)	
4011	Textbooks	19,890	15,485	4,680	15,000		18,000		3,000	
4013	Testing Materials	4,039	14,381	20,127	30,000		21,258		(8,742)	
4014	Food, Cafeteria	2,808	1,887	3,152	3,000		2,000		(1,000)	
4016	Library Books	0	1,884	5,184	1,500		500		(1,000)	
4017	Library Periodicals	0	247	674	300		300		0	
4018	Library Supplies	0	61	0	500		500		0	
4019	Food	2,489	1,841	3,487	3,000		3,000		0	
4020	Printing Supplies	0	0	19,767	22,000		12,000		(10,000)	
4310	Tech. Supp/Equip - Add'l	52,478	17,787	23,045	35,000		20,000		(15,000)	
4350	Tech. Supp/Equip - Repl	0	0	3,340	0		0		0	
4450	Software - Replacement	1,010	1,018	749	0		0		0	
4510	General Equipment - Add'l.	6,179	0	6,007	0		0		0	
4550	General Equipment - Repl.	0	17,190	3,678	3,000		2,000		(1,000)	
Totals		6,340,062	6,594,195	6,920,990	7,171,794	85.80	5,621,271	68.10	(1,550,523)	(17.70)
School Enrollment (K-5)		801	823	854	878		634			
Positions		74.10	75.60	77.80	85.80		68.10			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	133,509	142,569	146,846	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	67,122	65,583	83,379	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,641,781	2,737,619	3,090,539	3,249,180 49.50	3,163,284 48.70	(85,896)	(0.80)
1121	Librarian	75,033	78,056	80,396	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	81,477	95,583	99,748	118,152 1.80	129,840 2.00	11,688	0.20
1140	Teacher Assistant	65,067	153,292	152,201	193,920 8.00	169,680 7.00	(24,240)	(1.00)
1142	Cafeteria Aide	10,842	11,716	12,784	15,840 0.80	15,648 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	118,546	136,273	150,917	163,680 5.00	142,056 4.00	(21,624)	(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	140,157	145,128	154,128	144,900 4.00	147,720 4.00	2,820	0.00
1200	Overtime	1,789	844	2,008	1,000	2,000	1,000	
1201	Straight Time	(1,008)	101	2,736	1,000	4,500	3,500	
1300	Temporary Employee	59,047	19,635	35,424	0	500	500	
1500	Substitute Teacher	91,758	77,251	85,560	80,500	100,000	19,500	
1502	Substitute, Other	18,878	13,487	7,331	9,500	13,600	4,100	
1600	Instructional Supplement	8,178	2,108	9,065	8,000	8,500	500	
1602	Extra-Curr. Supplement	2,337	5,051	779	0	750	750	
2100	Social Security - FICA	258,157	268,698	299,328	326,211	320,308	(5,902)	
2210	Retirement - VRS	457,460	483,750	610,168	684,419	666,081	(18,337)	
2211	Retiree Health Care Credit	33,259	37,327	47,069	0	0	0	
2220	Retirement - PWCS	18,422	21,456	22,827	34,099	33,221	(878)	
2221	Defined Contribution Plan	7,866	14,437	19,869	0	0	0	
2300	Health Insurance - HMP	318,624	399,909	483,033	512,736	491,451	(21,285)	
2310	Short/Long Term Disability Premium	2,066	2,705	3,548	0	0	0	
2400	Life Insurance - GLI	38,655	45,579	51,788	54,343	52,944	(1,399)	
2830	Admin. Assoc. Fees	770	45	0	0	0	0	
3201	Telephone	1,299	188	0	0	0	0	
3401	Travel Reimbursement	4,206	3,323	2,157	1,900	2,900	1,000	
3402	Conference Expenses	1,437	304	0	1,500	3,000	1,500	
3450	Field Trips	560	1,026	1,091	1,000	0	(1,000)	
3504	Maint. Service Contract	(222)	0	0	0	250	250	
3902	Printing Services	6,390	2,344	4,035	10,000	8,000	(2,000)	
3903	Postage	0	0	425	0	800	800	
3911	Rental Equipment	24,306	28,514	28,988	10,000	30,000	20,000	
3999	Other Contract Services	23	1,255	3,555	0	1,500	1,500	
4001	Office Supplies	0	217	7,015	5,000	3,000	(2,000)	
4002	Medical Supplies	92	0	532	1,000	500	(500)	
4003	Custodial Supplies	21,364	1,418	17,829	10,000	10,000	0	
4004	Repair/Maint. Supplies	0	0	4,511	5,000	10,000	5,000	
4007	Wearing Apparel	157	143	0	300	300	0	
4010	Instructional Supplies	147,122	164,978	110,105	18,858	134,080	115,222	
4011	Textbooks	205	0	27,440	5,000	25,000	20,000	
4014	Food, Cafeteria	0	0	1,344	0	0	0	
4016	Library Books	(3,040)	0	11,406	0	15,000	15,000	
4017	Library Periodicals	0	0	0	0	750	750	
4018	Library Supplies	0	58	410	0	100	100	
4019	Food	238	11	3,010	1,000	1,000	0	
4020	Printing Supplies	0	0	0	0	11,000	11,000	
4310	Tech. Supp/Equip - Add'l	963	140,806	51,916	0	20,000	20,000	
4350	Tech. Supp/Equip - Repl	0	0	19,205	0	0	0	
4450	Software - Replacement	1,010	9,928	16,639	0	30,700	30,700	
4510	General Equipment - Add'l.	15,761	0	535	0	5,000	5,000	
4550	General Equipment - Repl.	329	0	0	0	10,000	10,000	
Totals		4,876,989	5,317,712	5,968,621	5,946,558 72.10	6,073,924 69.50	127,366	(2.60)
School Enrollment (K-5)		757	809	810	803	792		
Positions		60.13	66.20	71.10	72.10	69.50		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	145,392	112,543	117,819	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	77,815	80,951	87,433	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	86,502	89,887	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,312,224	3,620,654	3,299,251	3,675,840	56.00	2,988,000	46.00	(687,840)	(10.00)
1121	Librarian	51,048	54,721	69,353	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	107,612	97,773	107,507	131,280	2.00	129,840	2.00	(1,440)	0.00
1140	Teacher Assistant	149,042	160,711	42,157	24,240	1.00	72,720	3.00	48,480	2.00
1142	Cafeteria Aide	27,208	22,480	12,817	23,760	1.20	15,648	0.80	(8,112)	(0.40)
1148	Specialist	81,070	83,176	38,593	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	131,635	136,734	132,663	136,920	4.00	142,056	4.00	5,136	0.00
1190	Custodian	142,233	165,200	149,300	139,140	4.00	113,160	3.00	(25,980)	(1.00)
1200	Overtime	5,285	961	2,280	5,000		2,500		(2,500)	
1201	Straight Time	3,778	1,233	2,775	500		2,200		1,700	
1300	Temporary Employee	4,729	25,788	8,862	1,500		0		(1,500)	
1500	Substitute Teacher	103,543	100,627	65,412	75,000		51,000		(24,000)	
1502	Substitute, Other	3,292	784	0	0		1,500		1,500	
1600	Instructional Supplement	27,822	(4,910)	21,143	2,000		0		(2,000)	
1602	Extra-Curr. Supplement	1,558	1,558	1,558	0		0		0	
2100	Social Security - FICA	323,798	345,277	303,953	346,384		294,649		(51,735)	
2210	Retirement - VRS	570,822	607,354	597,380	730,925		625,500		(105,425)	
2211	Retiree Health Care Credit	42,077	47,820	47,105	0		0		0	
2220	Retirement - PWCS	30,124	30,046	26,507	36,333		31,061		(5,272)	
2221	Defined Contribution Plan	19,442	29,937	28,471	0		0		0	
2300	Health Insurance - HMP	445,937	497,077	443,521	546,329		459,499		(86,830)	
2310	Short/Long Term Disability Premium	3,578	5,280	5,008	0		0		0	
2400	Life Insurance - GLI	48,494	58,112	51,436	57,904		49,502		(8,402)	
2830	Admin. Assoc. Fees	1,036	850	2,235	1,050		1,050		0	
3141	Engineering Services	0	0	10,762	0		0		0	
3201	Telephone	795	1,018	720	1,200		750		(450)	
3401	Travel Reimbursement	0	0	0	1,000		750		(250)	
3402	Conference Expenses	735	1,123	7,486	2,500		2,500		0	
3450	Field Trips	18,127	9,332	3,560	5,000		2,750		(2,250)	
3501	Repair/Maint. - Building	0	0	5,940	0		0		0	
3502	Repair/Maint. - Equipment	0	436	270	0		0		0	
3504	Maint. Service Contract	524	343	0	2,000		0		(2,000)	
3902	Printing Services	1,723	1,674	4,079	7,000		5,500		(1,500)	
3903	Postage	90	2,586	184	0		1,700		1,700	
3905	Extra Curricular Expenses	0	0	150	0		0		0	
3911	Rental Equipment	0	0	18,102	33,484		0		(33,484)	
3999	Other Contract Services	890	1,001	3,060	2,000		2,000		0	
4001	Office Supplies	3,176	1,443	2,785	3,500		2,500		(1,000)	
4002	Medical Supplies	1,610	628	334	1,000		1,000		0	
4003	Custodial Supplies	34,330	28,782	24,815	40,000		20,000		(20,000)	
4009	Extra Curricular Supplies	0	0	2,205	0		7,500		7,500	
4010	Instructional Supplies	187,833	96,804	69,705	68,698		31,873		(36,825)	
4011	Textbooks	74,590	0	22,169	35,000		0		(35,000)	
4014	Food, Cafeteria	4,136	2,160	4,811	0		0		0	
4016	Library Books	9,451	4,648	9,821	12,500		0		(12,500)	
4017	Library Periodicals	160	85	0	0		0		0	
4018	Library Supplies	3,551	826	620	1,000		1,500		500	
4019	Food	3,422	1,905	2,426	500		3,500		3,000	
4020	Printing Supplies	0	0	0	0		12,500		12,500	
4150	Lease Agreement	36,056	35,996	15,418	0		29,000		29,000	
4310	Tech. Supp/Equip - Add'l	119,679	99,752	498	5,000		0		(5,000)	
4350	Tech. Supp/Equip - Repl	0	0	75,503	45,721		0		(45,721)	
4410	Software - Additional	6,961	3,824	0	0		0		0	
4450	Software - Replacement	1,160	1,168	6,284	0		550		550	
4510	General Equipment - Add'l.	17,012	41,527	26,388	20,000		0		(20,000)	
Totals		6,473,107	6,709,685	5,982,633	6,533,929	72.20	5,438,759	62.80	(1,095,170)	(9.40)
School Enrollment (K-5)		836	843	693	706		529			
Positions		80.80	86.50	70.80	72.20		62.80			

Financial Section

RIVER OAKS ELEMENTARY SCHOOL

School: 375
Address: 16950 Mcguffeys Trl.
 Woodbridge, VA 22191
Principal: Aerica Williams
Main Office: 703.441.0050
Grades: K - 5
Specialty: World Languages Program
Programs: Baldrige School



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	129,177	134,383	138,415	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	73,346	76,303	78,593	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,997,305	3,070,405	2,938,207	3,203,232 48.80	3,000,984 46.20	(202,248)	(2.60)
1121	Librarian	66,725	69,332	71,353	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	101,611	103,375	105,901	105,024 1.60	103,872 1.60	(1,152)	0.00
1140	Teacher Assistant	62,609	27,721	29,414	36,360 1.50	84,840 3.50	48,480	2.00
1142	Cafeteria Aide	18,901	20,641	20,509	23,760 1.20	23,472 1.20	(288)	0.00
1150	Secretarial / Bookkeeper	118,102	122,305	130,668	136,920 4.00	142,056 4.00	5,136	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	113,941	110,182	105,282	133,380 4.00	135,960 4.00	2,580	0.00
1200	Overtime	8,481	13,556	11,967	10,000	3,500	(6,500)	
1201	Straight Time	16,744	18,568	20,060	12,000	4,000	(8,000)	
1300	Temporary Employee	87,965	80,093	113,542	71,000	70,000	(1,000)	
1500	Substitute Teacher	74,072	84,103	74,082	66,000	78,000	12,000	
1600	Instructional Supplement	30,840	21,365	30,791	40,000	80,000	40,000	
1602	Extra-Curr. Supplement	1,741	3,116	3,116	3,180	2,433	(747)	
2100	Social Security - FICA	269,144	271,502	284,763	315,133	307,384	(7,749)	
2210	Retirement - VRS	463,820	445,449	489,412	642,647	619,279	(23,367)	
2211	Retiree Health Care Credit	33,290	34,278	37,566	0	0	0	
2220	Retirement - PWCS	20,728	17,503	16,234	32,004	30,880	(1,124)	
2221	Defined Contribution Plan	6,138	10,367	12,379	0	0	0	
2300	Health Insurance - HMP	255,826	275,299	283,143	481,228	456,811	(24,417)	
2310	Short/Long Term Disability Premium	1,467	2,365	2,472	0	0	0	
2400	Life Insurance - GLI	38,401	41,503	41,020	51,004	49,212	(1,792)	
2830	Admin. Assoc. Fees	0	0	0	1,000	1,000	0	
3100	Professional Services	3,700	0	0	0	0	0	
3201	Telephone	0	0	29	15,000	6,000	(9,000)	
3401	Travel Reimbursement	1,526	532	252	2,660	4,000	1,340	
3402	Conference Expenses	4,449	2,787	19,629	4,000	10,000	6,000	
3450	Field Trips	10,878	8,521	16,351	8,000	12,196	4,196	
3502	Repair/Maint. - Equipment	0	291	0	0	2,000	2,000	
3902	Printing Services	11,868	1,271	13,724	1,500	5,000	3,500	
3903	Postage	0	0	0	3,000	5,000	2,000	
3921	Tuition - PW	3,302	0	0	0	0	0	
3999	Other Contract Services	610	0	0	3,000	3,000	0	
4001	Office Supplies	6,155	4,189	4,476	10,000	10,000	0	
4002	Medical Supplies	80	0	0	3,000	5,000	2,000	
4003	Custodial Supplies	25,743	18,596	18,231	41,000	45,000	4,000	
4010	Instructional Supplies	150,455	84,010	149,622	137,000	139,760	2,760	
4011	Textbooks	18,089	9,355	0	40,000	50,000	10,000	
4012	Emp. Training Supplies	8,334	0	7,400	15,000	8,000	(7,000)	
4013	Testing Materials	0	0	0	1,500	1,500	0	
4014	Food, Cafeteria	0	0	3,378	8,000	10,000	2,000	
4016	Library Books	0	0	0	6,000	6,000	0	
4017	Library Periodicals	0	0	0	2,000	2,000	0	
4018	Library Supplies	444	0	0	2,000	5,000	3,000	
4019	Food	60	8,788	3,295	9,500	9,500	0	
4310	Tech. Supp/Equip - Add'l	56,256	38,527	54,523	157,927	109,000	(48,927)	
4450	Software - Replacement	1,010	1,768	11,320	20,000	45,000	25,000	
4510	General Equipment - Add'l.	12,292	17,964	0	45,000	35,000	(10,000)	
Totals		5,310,625	5,255,311	5,346,121	6,177,479 64.10	6,010,599 63.50	(166,880)	(0.60)
School Enrollment (K-5)		768	737	686	721	653		
Positions		62.80	64.80	61.00	64.10	63.50		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	99,002	102,993	106,082	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	0	71,923	74,080	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	61,245	0	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	2,432,259	2,403,482	2,416,380	2,953,800 45.00	2,425,144 37.33	(528,656)	(7.67)
1121	Librarian	81,614	84,844	58,081	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	80,877	85,348	87,071	91,896 1.40	90,888 1.40	(1,008)	0.00
1140	Teacher Assistant	65,155	66,349	68,439	72,720 3.00	48,480 2.00	(24,240)	(1.00)
1142	Cafeteria Aide	6,249	6,409	9,992	7,985 0.40	7,824 0.40	(161)	0.00
1150	Secretarial / Bookkeeper	135,612	140,939	146,032	135,960 4.00	144,360 4.00	8,400	0.00
1190	Custodian	116,044	120,604	124,106	110,700 3.00	113,160 3.00	2,460	0.00
1200	Overtime	3,754	1,851	2,048	2,000	1,500	(500)	
1201	Straight Time	10,674	1,171	3,970	1,000	2,000	1,000	
1300	Temporary Employee	110,115	122,517	161,028	123,550	12,000	(111,550)	
1500	Substitute Teacher	65,324	52,568	42,458	50,000	50,000	0	
1502	Substitute, Other	2,127	0	2,116	2,000	57,000	55,000	
1600	Instructional Supplement	0	0	1,134	0	6,000	6,000	
1602	Extra-Curr. Supplement	0	779	779	795	1,590	795	
2100	Social Security - FICA	239,799	238,221	241,761	293,067	248,542	(44,524)	
2210	Retirement - VRS	437,218	424,463	471,721	602,951	512,778	(90,172)	
2211	Retiree Health Care Credit	31,681	33,031	36,690	0	0	0	
2220	Retirement - PWCS	19,514	21,432	22,284	29,950	25,572	(4,378)	
2221	Defined Contribution Plan	8,418	16,105	19,524	0	0	0	
2300	Health Insurance - HMP	358,228	370,058	380,053	450,348	378,296	(72,052)	
2310	Short/Long Term Disability Premium	1,961	3,249	3,869	0	0	0	
2400	Life Insurance - GLI	36,660	40,248	40,412	47,731	40,754	(6,977)	
2830	Admin. Assoc. Fees	395	425	860	850	850	0	
3201	Telephone	1,226	783	855	1,200	1,200	0	
3401	Travel Reimbursement	964	854	848	500	0	(500)	
3402	Conference Expenses	1,271	10	1,005	1,000	0	(1,000)	
3450	Field Trips	1,728	2,539	1,518	1,000	1,000	0	
3504	Maint. Service Contract	150	150	0	700	700	0	
3700	In-Service Expenses	3,739	88	164	1,000	1,000	0	
3902	Printing Services	9,808	11,198	23,482	21,000	16,000	(5,000)	
3903	Postage	765	481	849	700	700	0	
3999	Other Contract Services	85	109	813	500	500	0	
4001	Office Supplies	505	792	227	500	500	0	
4002	Medical Supplies	680	400	749	1,000	800	(200)	
4003	Custodial Supplies	12,988	13,233	11,242	11,000	10,000	(1,000)	
4004	Repair/Maint. Supplies	1,385	2,076	3,492	3,500	2,500	(1,000)	
4007	Wearing Apparel	385	234	174	300	300	0	
4010	Instructional Supplies	114,672	83,171	75,766	28,171	105,933	77,762	
4011	Textbooks	0	0	5,792	0	0	0	
4013	Testing Materials	1,550	384	2,204	0	0	0	
4014	Food, Cafeteria	0	0	1,282	700	700	0	
4016	Library Books	9,888	21,220	19,196	10,000	10,000	0	
4017	Library Periodicals	569	502	503	600	500	(100)	
4018	Library Supplies	0	135	0	500	500	0	
4019	Food	714	2,569	375	1,000	1,000	0	
4310	Tech. Supp/Equip - Add'l	59,104	24,880	60,846	0	0	0	
4350	Tech. Supp/Equip - Repl	12,795	0	418	0	0	0	
4410	Software - Additional	92	50	0	0	0	0	
4450	Software - Replacement	1,010	1,018	1,244	475	1,025	550	
4510	General Equipment - Add'l.	1,080	16,710	2,597	1,120	500	(620)	
5101	Equipment - Additional	0	10,833	0	0	0	0	
5501	Equipment - Replacement	0	0	14,442	0	0	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		4,641,077	4,603,426	4,751,050	5,347,289 59.80	4,616,057 51.13	(731,232)	(8.67)
School Enrollment (K-5)		632	625	630	663	524		
Positions		57.23	56.23	56.73	59.80	51.13		

Financial Section

ROSA PARKS ELEMENTARY SCHOOL

School: 394
Address: 13446 Prinddale 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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	141,157	146,846	151,252	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	82,553	85,882	88,456	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,987,763	2,924,611	3,012,254	3,085,080	47.00	3,182,760	49.00	97,680	2.00
1121	Librarian	59,231	61,617	63,468	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	118,984	110,168	110,132	91,896	1.40	116,856	1.80	24,960	0.40
1140	Teacher Assistant	212,094	187,943	195,381	218,160	9.00	193,920	8.00	(24,240)	(1.00)
1142	Cafeteria Aide	13,368	13,756	12,302	13,199	0.66	12,910	0.66	(289)	0.00
1150	Secretarial / Bookkeeper	149,366	155,233	159,750	139,920	4.00	148,320	4.00	8,400	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	133,330	125,416	108,057	99,180	3.00	101,400	3.00	2,220	0.00
1200	Overtime	3,570	3,044	2,573	3,000		2,000		(1,000)	
1201	Straight Time	4,491	5,514	8,484	2,000		0		(2,000)	
1300	Temporary Employee	75,583	76,150	66,827	8,000		3,000		(5,000)	
1500	Substitute Teacher	66,659	64,933	54,070	50,000		25,000		(25,000)	
1502	Substitute, Other	2,879	4,467	2,351	3,000		1,000		(2,000)	
1600	Instructional Supplement	550	0	0	0		0		0	
1602	Extra-Curr. Supplement	3,116	2,095	2,337	1,000		0		(1,000)	
2100	Social Security - FICA	296,449	286,667	294,549	305,462		311,825		6,363	
2210	Retirement - VRS	544,000	532,015	608,277	649,643		669,565		19,923	
2211	Retiree Health Care Credit	39,390	40,990	46,840	0		0		0	
2220	Retirement - PWCS	24,283	29,253	28,864	32,163		33,145		982	
2221	Defined Contribution Plan	7,731	13,908	17,084	0		0		0	
2300	Health Insurance - HMP	401,846	453,727	414,035	483,616		490,317		6,701	
2310	Short/Long Term Disability Premium	1,987	2,915	3,656	0		0		0	
2400	Life Insurance - GLI	45,476	49,680	51,081	51,257		52,822		1,565	
3201	Telephone	1,683	1,966	1,362	1,500		1,000		(500)	
3401	Travel Reimbursement	4,470	4,473	5,151	1,000		2,000		1,000	
3402	Conference Expenses	9,529	13,613	2,344	2,000		3,000		1,000	
3450	Field Trips	4,162	4,561	3,075	2,000		2,000		0	
3504	Maint. Service Contract	11,082	11,321	10,831	5,000		0		(5,000)	
3700	In-Service Expenses	0	2,730	8,372	1,000		1,000		0	
3902	Printing Services	6,748	3,441	4,259	1,000		2,000		1,000	
3903	Postage	1,073	2,776	2,665	3,000		1,000		(2,000)	
3999	Other Contract Services	1,643	3,689	1,063	2,000		0		(2,000)	
4001	Office Supplies	27,987	26,809	19,241	35,000		34,000		(1,000)	
4002	Medical Supplies	307	355	182	500		0		(500)	
4003	Custodial Supplies	10,693	15,905	20,265	10,000		10,000		0	
4004	Repair/Maint. Supplies	1,687	2,242	0	0		0		0	
4007	Wearing Apparel	668	442	100	300		0		(300)	
4008	Reference Materials	2,161	156	494	0		0		0	
4010	Instructional Supplies	94,094	97,523	96,671	52,754		50,000		(2,754)	
4011	Textbooks	598	0	0	5,857		13,982		8,125	
4013	Testing Materials	0	3,748	850	2,957		2,000		(957)	
4014	Food, Cafeteria	1,532	930	361	0		0		0	
4016	Library Books	0	2,001	3,304	5,000		5,000		0	
4017	Library Periodicals	322	0	0	1,000		1,000		0	
4018	Library Supplies	90	168	0	2,000		0		(2,000)	
4019	Food	4,435	1,841	2,352	1,000		5,000		4,000	
4310	Tech. Supp/Equip - Add'l	9,373	21,104	35,815	9,000		15,000		6,000	
4350	Tech. Supp/Equip - Repl	2,235	1,370	0	0		0		0	
4450	Software - Replacement	1,010	1,018	275	0		0		0	
4510	General Equipment - Add'l.	1,890	2,681	2,068	4,000		0		(4,000)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		5,620,326	5,608,693	5,728,180	5,667,963	68.06	5,786,782	69.46	118,819	1.40
School Enrollment (K-5)		792	748	717	682		690			
Positions		70.77	67.57	67.57	68.06		69.46			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	118,215	122,979	126,670	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	73,346	62,516	67,794	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,912,725	3,022,416	3,157,039	3,413,280 52.00	3,312,600 52.00	(100,680)	0.00
1121	Librarian	61,245	63,652	65,503	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	89,497	94,256	114,922	118,152 1.80	116,856 1.80	(1,296)	0.00
1140	Teacher Assistant	194,582	197,156	197,354	254,520 10.50	230,280 9.50	(24,240)	(1.00)
1142	Cafeteria Aide	7,149	10,314	9,198	14,521 0.74	14,474 0.74	(47)	0.00
1150	Secretarial / Bookkeeper	133,777	122,253	130,138	139,920 4.00	148,320 4.00	8,400	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	81,450	87,653	90,194	119,160 3.50	121,620 3.50	2,460	0.00
1200	Overtime	1,718	944	1,401	1,000	2,000	1,000	
1201	Straight Time	2,717	3,336	10,868	3,000	8,000	5,000	
1300	Temporary Employee	63,452	88,407	78,913	2,100	12,000	9,900	
1500	Substitute Teacher	63,146	91,661	73,276	65,000	64,000	(1,000)	
1502	Substitute, Other	10,456	8,730	5,615	1,000	1,000	0	
1600	Instructional Supplement	0	707	349	0	0	0	
1602	Extra-Curr. Supplement	4,264	3,116	3,116	3,180	3,244	64	
2100	Social Security - FICA	279,752	290,884	301,780	337,621	330,737	(6,884)	
2210	Retirement - VRS	529,307	526,586	605,445	716,803	698,825	(17,978)	
2211	Retiree Health Care Credit	38,065	40,553	47,058	0	0	0	
2220	Retirement - PWCS	34,156	36,874	33,232	35,539	34,677	(863)	
2221	Defined Contribution Plan	6,370	12,142	22,155	0	0	0	
2300	Health Insurance - HMP	398,021	420,853	450,021	534,391	512,986	(21,405)	
2310	Short/Long Term Disability Premium	1,377	2,192	3,721	0	0	0	
2400	Life Insurance - GLI	43,485	48,780	51,089	56,638	55,264	(1,374)	
2830	Admin. Assoc. Fees	674	714	425	500	1,049	549	
3100	Professional Services	10	22,243	2,040	500	1,000	500	
3401	Travel Reimbursement	376	2,866	1,886	1,500	2,000	500	
3402	Conference Expenses	470	178	2,365	0	0	0	
3450	Field Trips	3,977	1,167	2,286	0	2,000	2,000	
3501	Repair/Maint. - Building	0	0	9,263	0	500	500	
3502	Repair/Maint. - Equipment	0	(1,101)	4,922	0	500	500	
3504	Maint. Service Contract	0	0	2,271	0	0	0	
3902	Printing Services	24,441	4,449	644	1,000	0	(1,000)	
3903	Postage	35	273	490	750	0	(750)	
3911	Rental Equipment	0	0	18,429	0	22,772	22,772	
3918	Permits & Fees	0	0	10	10	0	(10)	
3999	Other Contract Services	2,899	3,893	8,764	7,500	8,000	500	
4001	Office Supplies	12,576	8,613	11,677	10,000	10,000	0	
4002	Medical Supplies	830	1,412	1,454	2,000	1,500	(500)	
4003	Custodial Supplies	24,970	20,094	17,580	15,000	14,000	(1,000)	
4004	Repair/Maint. Supplies	214	3,095	914	0	0	0	
4007	Wearing Apparel	282	567	1,791	2,000	300	(1,700)	
4008	Reference Materials	37	0	3,424	0	20,000	20,000	
4009	Extra Curricular Supplies	308	0	0	0	0	0	
4010	Instructional Supplies	91,966	117,195	81,133	53,836	20,306	(33,530)	
4011	Textbooks	73,601	5,782	518	0	20,000	20,000	
4012	Emp. Training Supplies	0	65	7,501	0	0	0	
4013	Testing Materials	0	15	0	0	0	0	
4014	Food, Cafeteria	0	175	3,340	0	2,000	2,000	
4016	Library Books	10,769	4,708	4,702	2,000	0	(2,000)	
4018	Library Supplies	825	530	575	0	0	0	
4019	Food	3,797	886	2,552	0	0	0	
4310	Tech. Supp/Equip - Add'l	54,616	27,412	52,086	1,000	9,500	8,500	
4350	Tech. Supp/Equip - Repl	10,976	0	12,347	0	0	0	
4410	Software - Additional	13,285	0	300	500	0	(500)	
4450	Software - Replacement	2,767	1,118	37,298	25,000	12,500	(12,500)	
4510	General Equipment - Add'l.	19,399	13,639	6,636	0	0	0	
4550	General Equipment - Repl.	0	1,749	0	0	0	0	
5150	Lease/Purchase Agree.	13,822	18,429	0	30,000	0	(30,000)	
8002	General Reserve	0	0	0	5,000	0	(5,000)	
Totals		5,521,190	5,624,125	5,948,972	6,252,442 75.54	6,103,770 74.54	(148,672)	(1.00)
School Enrollment (K-5)		690	717	744	755	702		
Positions		66.50	66.63	72.03	75.54	74.54		

Financial Section

SINCLAIR ELEMENTARY SCHOOL

School: 362
Address: 7801 Garner Dr.
 Manassas, VA 20109
Principal: Heather Goode
Main Office: 703.361.4811
Grades: K - 5
Specialty:
Programs: Baldrige School, School of Excellence



		FY 2016	FY 2017	FY 2018	FY 2019 Approved	FY 2020 Approved	Increase/(Decrease)	
		Actual	Actual	Actual	Budget Positions	Budget Positions	Budget	Positions
1111	Principal	109,923	109,265	112,543	121,560	1.00	130,920	1.00
1112	Assistant Principal	64,736	99,279	102,544	89,640	1.00	91,440	1.00
1120	Teacher, Classroom	3,008,839	3,124,254	3,236,997	3,610,200	55.00	3,702,120	57.00
1121	Librarian	97,061	100,913	103,877	67,320	1.00	66,600	1.00
1122	Counselor	85,640	109,145	94,272	105,024	1.60	129,840	2.00
1140	Teacher Assistant	136,260	173,038	162,935	218,160	9.00	193,920	8.00
1142	Cafeteria Aide	863	0	0	0	0.00	12,910	0.66
1148	Specialist	12,034	26,540	27,360	34,200	1.00	44,040	1.00
1150	Secretarial / Bookkeeper	157,960	127,520	123,468	139,920	4.00	148,320	4.00
1190	Custodian	116,009	128,911	130,637	119,160	3.50	135,960	4.00
1200	Overtime	4,609	3,791	1,745	0		3,700	
1201	Straight Time	90	977	3,557	0		5,700	
1300	Temporary Employee	28,001	48,460	38,466	0		0	
1500	Substitute Teacher	50,637	58,998	52,318	0		41,000	
1502	Substitute, Other	28,487	11,152	2,364	0		4,500	
1600	Instructional Supplement	8,833	10,671	1,747	0		0	
1602	Extra-Curr. Supplement	3,116	2,726	1,558	0		2,433	
2100	Social Security - FICA	283,678	306,604	308,664	344,647		360,575	
2210	Retirement - VRS	538,906	548,237	629,803	747,463		768,919	
2211	Retiree Health Care Credit	38,702	42,432	48,562	0		0	
2220	Retirement - PWCS	24,484	23,334	29,038	37,033		38,167	
2221	Defined Contribution Plan	5,502	16,573	18,934	0		0	
2300	Health Insurance - HMP	395,533	426,622	429,676	556,840		564,608	
2310	Short/Long Term Disability Premium	1,652	3,035	3,730	0		0	
2400	Life Insurance - GLI	44,478	51,365	53,105	59,018		60,825	
2830	Admin. Assoc. Fees	225	0	41	0		614	
3201	Telephone	1,702	1,473	661	1,000		0	
3401	Travel Reimbursement	720	6,988	3,407	0		200	
3402	Conference Expenses	0	140	0	0		0	
3450	Field Trips	2,817	3,899	1,063	0		1,200	
3504	Maint. Service Contract	0	0	0	0		150	
3902	Printing Services	20,453	16,058	11,093	0		3,000	
3903	Postage	434	20	0	500		1,200	
3911	Rental Equipment	0	1,814	6,685	2,000		15,000	
3999	Other Contract Services	0	0	0	0		800	
4001	Office Supplies	11,831	12,504	2,827	0		2,500	
4002	Medical Supplies	946	1,743	685	0		800	
4003	Custodial Supplies	21,155	26,277	21,915	15,000		10,000	
4007	Wearing Apparel	400	96	355	0		0	
4010	Instructional Supplies	168,481	111,758	56,255	19,397		30,300	
4011	Textbooks	10,585	14,135	27,660	0		14,423	
4013	Testing Materials	1,311	0	0	0		0	
4014	Food, Cafeteria	1,655	838	778	0		0	
4016	Library Books	2,941	2,324	2,244	2,500		1,000	
4017	Library Periodicals	424	521	550	300		300	
4018	Library Supplies	3,328	1,212	1,200	1,000		500	
4019	Food	758	740	(1,488)	0		2,000	
4020	Printing Supplies	0	0	0	0		15,000	
4310	Tech. Supp/Equip - Add'l	3,816	14,322	35,970	1,079		1,800	
4350	Tech. Supp/Equip - Repl	0	0	6,680	0		0	
4410	Software - Additional	0	0	0	0		10,000	
4450	Software - Replacement	1,010	1,018	899	0		1,050	
4510	General Equipment - Add'l.	516	3,061	0	0		4,950	
4550	General Equipment - Repl.	3,076	1,300	442	0		1,250	
5101	Equipment - Additional	0	647	7,486	0		0	
Totals		5,504,618	5,776,727	5,905,307	6,292,960	77.10	6,624,534	79.66
School Enrollment (K-5)		741	757	728	694		731	
Positions		65.10	69.00	71.10	77.10		79.66	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	111,428	115,919	119,398	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	71,210	74,080	76,303	89,640 1.00	91,440 1.00	1,800 0.00	
1120	Teacher, Classroom	2,615,183	2,785,017	2,743,572	2,658,420 40.50	3,351,552 51.60	693,132 11.10	
1121	Librarian	70,726	73,575	75,784	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	125,594	130,260	134,168	105,024 1.60	155,808 2.40	50,784 0.80	
1140	Teacher Assistant	146,533	156,095	101,456	145,440 6.00	96,960 4.00	(48,480) (2.00)	
1142	Cafeteria Aide	11,765	12,287	12,644	13,199 0.66	0 0.00	(13,199) (0.66)	
1150	Secretarial / Bookkeeper	145,140	154,992	159,452	139,920 4.00	148,320 4.00	8,400 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	0	5,000	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	95,306	100,419	105,152	110,700 3.00	141,840 4.00	31,140 1.00	
1200	Overtime	2,351	626	1,250	2,000	2,500	500	
1201	Straight Time	3,817	4,713	3,033	2,500	6,000	3,500	
1300	Temporary Employee	43,754	34,557	30,987	17,000	49,400	32,400	
1500	Substitute Teacher	54,800	64,016	58,918	50,000	75,000	25,000	
1502	Substitute, Other	10,821	7,016	7,830	5,500	1,500	(4,000)	
1600	Instructional Supplement	0	4,533	0	0	0	0	
1602	Extra-Curr. Supplement	2,337	2,337	3,916	0	0	0	
2100	Social Security - FICA	256,074	270,822	264,360	269,871	330,315	60,444	
2210	Retirement - VRS	483,725	506,497	538,950	568,288	690,676	122,388	
2211	Retiree Health Care Credit	34,579	38,600	41,006	0	0	0	
2220	Retirement - PWCS	29,789	32,363	34,263	28,261	34,388	6,127	
2221	Defined Contribution Plan	3,988	6,831	8,886	0	0	0	
2300	Health Insurance - HMP	381,756	412,478	407,119	424,940	508,706	83,767	
2310	Short/Long Term Disability Premium	839	1,154	1,479	0	0	0	
2400	Life Insurance - GLI	39,679	46,589	44,803	45,038	54,803	9,765	
2830	Admin. Assoc. Fees	809	964	108	1,000	1,500	500	
3100	Professional Services	5,345	860	487	4,500	18,000	13,500	
3201	Telephone	1,661	2,244	1,169	3,000	1,500	(1,500)	
3401	Travel Reimbursement	104	0	0	0	0	0	
3402	Conference Expenses	1,588	1,733	2,053	2,000	2,000	0	
3450	Field Trips	3,742	5,967	21,086	10,000	20,000	10,000	
3501	Repair/Maint. - Building	0	1,200	0	0	500	500	
3502	Repair/Maint. - Equipment	125	701	1,700	0	5,000	5,000	
3504	Maint. Service Contract	9,403	10,620	13,347	12,250	2,250	(10,000)	
3700	In-Service Expenses	250	913	173	2,000	2,000	0	
3902	Printing Services	811	1,754	1,338	1,500	2,500	1,000	
3903	Postage	958	1,349	1,489	1,800	2,000	200	
3921	Tuition - PW	0	2,970	0	0	0	0	
3999	Other Contract Services	598	1,646	1,068	1,500	0	(1,500)	
4001	Office Supplies	2,425	2,434	1,636	1,500	2,000	500	
4002	Medical Supplies	563	477	663	1,000	1,000	0	
4003	Custodial Supplies	17,318	16,801	15,564	15,000	1,300	(13,700)	
4004	Repair/Maint. Supplies	0	446	1,214	0	500	500	
4007	Wearing Apparel	290	533	277	300	300	0	
4008	Reference Materials	2,513	3,033	1,353	2,000	2,000	0	
4010	Instructional Supplies	85,742	49,490	112,994	86,857	106,871	20,014	
4011	Textbooks	16,552	5,266	0	5,000	50,000	45,000	
4014	Food, Cafeteria	0	153	1,351	0	0	0	
4016	Library Books	1,620	2,678	0	3,000	3,500	500	
4017	Library Periodicals	0	234	0	500	500	0	
4018	Library Supplies	2,930	1,462	154	1,000	1,000	0	
4019	Food	964	1,339	797	2,000	3,100	1,100	
4310	Tech. Supp/Equip - Add'l	40,721	53,625	18,981	10,300	51,500	41,200	
4350	Tech. Supp/Equip - Repl	2,337	0	0	0	100,000	100,000	
4410	Software - Additional	1,784	2,617	18,498	2,000	10,000	8,000	
4450	Software - Replacement	9,407	1,018	2,392	1,000	1,500	500	
4510	General Equipment - Add'l.	5,876	16,574	15,377	1,000	80,500	79,500	
4550	General Equipment - Repl.	0	0	1,500	5,000	75,500	70,500	
8002	General Reserve	0	0	0	0	5,000	5,000	
Totals		4,957,630	5,231,877	5,214,000	5,041,627 58.76	6,490,049 69.00	1,448,422 10.24	
School Enrollment (K-5)		705	732	709	707	893		
Positions		56.27	59.27	56.77	58.76	69.00		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	136,852	109,882	114,965	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	87,580	91,110	93,843	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	3,164,950	3,331,363	3,142,589	3,216,360 49.00	3,247,680 50.00	31,320	1.00
1121	Librarian	76,862	79,819	82,092	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	114,012	101,142	86,675	105,024 1.60	129,840 2.00	24,816	0.40
1140	Teacher Assistant	125,557	135,456	170,568	169,680 7.00	193,920 8.00	24,240	1.00
1142	Cafeteria Aide	5,303	5,574	9,566	13,199 0.66	12,910 0.66	(289)	0.00
1148	Specialist	30,253	36,349	37,404	34,200 1.00	44,040 1.00	9,840	0.00
1150	Secretarial / Bookkeeper	161,551	163,553	168,412	136,920 4.00	142,056 4.00	5,136	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	136,524	135,182	140,248	139,140 4.00	141,840 4.00	2,700	0.00
1200	Overtime	572	361	563	800	1,700	900	
1201	Straight Time	1,041	1,009	3,660	1,600	1,900	300	
1300	Temporary Employee	10,259	9,051	17,939	3,100	0	(3,100)	
1500	Substitute Teacher	35,092	41,409	43,764	40,000	45,000	5,000	
1502	Substitute, Other	1,694	992	1,896	1,300	6,000	4,700	
1600	Instructional Supplement	6,700	7,033	4,384	0	0	0	
2100	Social Security - FICA	297,794	309,843	301,496	316,700	325,573	8,873	
2210	Retirement - VRS	585,305	588,242	621,080	673,484	691,503	18,019	
2211	Retiree Health Care Credit	41,213	44,643	47,461	0	0	0	
2220	Retirement - PWCS	35,157	34,363	33,392	33,536	34,428	892	
2221	Defined Contribution Plan	832	6,124	13,667	0	0	0	
2300	Health Insurance - HMP	481,407	476,074	419,245	504,268	509,302	5,033	
2310	Short/Long Term Disability Premium	347	1,242	2,480	0	0	0	
2400	Life Insurance - GLI	47,553	54,080	52,060	53,446	54,867	1,421	
2830	Admin. Assoc. Fees	222	0	0	500	500	0	
3201	Telephone	2,905	2,691	1,313	3,000	2,000	(1,000)	
3401	Travel Reimbursement	561	586	812	500	4,000	3,500	
3402	Conference Expenses	402	300	3,600	0	3,000	3,000	
3450	Field Trips	3,709	4,148	4,598	4,000	10,000	6,000	
3501	Repair/Maint. - Building	1,400	379	313	800	800	0	
3504	Maint. Service Contract	5,730	5,730	2,805	5,278	6,000	722	
3700	In-Service Expenses	0	0	6,931	0	1,500	1,500	
3902	Printing Services	77	69	1,179	1,300	600	(700)	
3999	Other Contract Services	2,290	1,965	6,192	1,500	0	(1,500)	
4001	Office Supplies	0	0	0	0	0	0	
4002	Medical Supplies	610	290	458	800	800	0	
4003	Custodial Supplies	11,958	11,865	19,986	10,000	17,000	7,000	
4007	Wearing Apparel	0	0	0	400	400	0	
4010	Instructional Supplies	53,332	55,450	73,031	78,228	110,089	31,861	
4011	Textbooks	6,249	8,553	0	10,000	18,360	8,360	
4014	Food, Cafeteria	0	1,508	1,388	0	0	0	
4016	Library Books	9,394	0	2,522	8,000	8,000	0	
4017	Library Periodicals	346	0	0	400	400	0	
4018	Library Supplies	208	0	0	600	600	0	
4019	Food	772	363	2,281	1,500	1,800	300	
4310	Tech. Supp/Equip - Add'l	105,277	39,591	47,328	40,000	20,000	(20,000)	
4350	Tech. Supp/Equip - Repl	0	0	11,273	0	0	0	
4450	Software - Replacement	1,010	1,018	3,903	1,000	0	(1,000)	
4510	General Equipment - Add'l.	335	1,699	13,496	11,000	15,776	4,776	
4550	General Equipment - Repl.	0	0	721	5,000	0	(5,000)	
Totals		5,793,700	5,902,601	5,816,080	5,905,083 70.26	6,093,143 72.66	188,060	2.40
School Enrollment (K-5)		702	698	687	670	667		
Positions		68.13	69.93	69.27	70.26	72.66		

Financial Section

SWANS CREEK ELEMENTARY SCHOOL

School: 389
Address: 17700 Wayside Dr.
 Dumfries, VA 22026
Principal: Amanda Whitney
Main Office: 703.445.0930
Grades: K - 5
Specialty:
Programs: Gifted Center, Baldrige School, School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	145,392	151,252	97,081	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	75,527	78,593	83,379	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,886,548	2,989,964	2,798,526	2,888,160 44.00	2,975,016 45.80	86,856	1.80
1121	Librarian	102,833	63,470	65,503	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	95,245	87,549	77,322	91,896 1.40	129,840 2.00	37,944	0.60
1140	Teacher Assistant	157,660	166,285	156,021	169,680 7.00	133,320 5.50	(36,360)	(1.50)
1142	Cafeteria Aide	9,838	9,493	10,975	11,880 0.60	11,736 0.60	(144)	0.00
1150	Secretarial / Bookkeeper	141,235	144,993	140,171	136,920 4.00	142,056 4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	5,000	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	117,869	128,812	127,980	139,140 4.00	141,840 4.00	2,700	0.00
1200	Overtime	918	794	569	600	600	0	
1201	Straight Time	2,868	1,716	3,337	2,000	3,000	1,000	
1300	Temporary Employee	23,362	31,276	28,888	2,500	6,500	4,000	
1500	Substitute Teacher	35,583	52,615	41,544	27,325	26,174	(1,151)	
1502	Substitute, Other	4,102	4,999	941	2,040	2,040	0	
1600	Instructional Supplement	0	467	905	0	5,000	5,000	
1602	Extra-Curr. Supplement	3,093	1,753	1,558	2,385	3,493	1,108	
2100	Social Security - FICA	279,525	286,648	262,711	287,108	296,023	8,915	
2210	Retirement - VRS	527,064	525,844	545,650	610,094	627,814	17,719	
2211	Retiree Health Care Credit	38,157	40,762	41,911	0	0	0	
2220	Retirement - PWCS	32,690	30,169	27,646	30,449	31,327	877	
2221	Defined Contribution Plan	9,198	17,222	15,016	0	0	0	
2300	Health Insurance - HMP	417,802	442,400	436,339	457,853	463,421	5,568	
2310	Short/Long Term Disability Premium	2,274	3,245	2,853	0	0	0	
2400	Life Insurance - GLI	43,838	49,487	46,014	48,526	49,925	1,398	
2830	Admin. Assoc. Fees	385	909	889	1,000	1,000	0	
3100	Professional Services	0	195	0	0	0	0	
3201	Telephone	770	770	1,051	0	1,000	1,000	
3401	Travel Reimbursement	0	0	262	2,000	2,351	351	
3402	Conference Expenses	192	662	530	3,000	3,000	0	
3450	Field Trips	2,195	3,103	3,541	4,000	4,000	0	
3502	Repair/Maint. - Equipment	1,612	0	0	0	0	0	
3504	Maint. Service Contract	6,252	8,315	9,609	8,000	8,000	0	
3700	In-Service Expenses	253	286	76	0	0	0	
3902	Printing Services	4,125	5,241	2,800	3,000	4,000	1,000	
3903	Postage	121	464	831	800	800	0	
3999	Other Contract Services	0	75	72	500	500	0	
4001	Office Supplies	1,128	(13)	291	500	500	0	
4002	Medical Supplies	920	870	1,003	1,000	1,000	0	
4003	Custodial Supplies	14,316	14,643	15,558	13,000	18,000	5,000	
4004	Repair/Maint. Supplies	0	150	0	0	0	0	
4007	Wearing Apparel	390	377	344	350	400	50	
4008	Reference Materials	210	0	0	500	500	0	
4010	Instructional Supplies	64,720	76,272	84,160	36,350	33,292	(3,058)	
4011	Textbooks	17,269	16,561	6,203	0	5,000	5,000	
4012	Emp. Training Supplies	18,451	4,091	5,859	17,000	5,000	(12,000)	
4014	Food, Cafeteria	0	0	4,601	0	0	0	
4016	Library Books	3,180	5,627	3,094	2,000	2,000	0	
4017	Library Periodicals	0	339	310	600	600	0	
4018	Library Supplies	507	863	0	500	500	0	
4019	Food	429	1,252	1,822	1,000	2,000	1,000	
4310	Tech. Supp/Equip - Add'l	15,221	20,979	6,105	3,000	1,000	(2,000)	
4350	Tech. Supp/Equip - Repl	5,686	10,502	2,642	8,000	8,000	0	
4410	Software - Additional	41,995	25,706	22,805	13,000	10,000	(3,000)	
4450	Software - Replacement	1,010	1,018	275	0	0	0	
4510	General Equipment - Add'l.	1,158	228	2,740	600	600	0	
4550	General Equipment - Repl.	40,577	35,005	14,200	17,063	4,549	(12,514)	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		5,405,694	5,549,301	5,209,514	5,328,840 64.00	5,460,676 64.90	131,836	0.90
School Enrollment (K-5)		737	783	673	671	671		
Positions		67.70	68.90	62.50	64.00	64.90		

Financial Section

TRIANGLE ELEMENTARY SCHOOL

School: 343
Address: 3615 Lions Field Rd.
 Triangle, VA 22172
Principal: Geoffrey Deavers
Main Office: 703.221.4114
Grades: K - 5
Specialty:
Programs: Baldrige School



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	121,761	126,670	136,283	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	92,913	96,225	99,558	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,946,804	2,976,912	3,144,656	3,577,380 54.50	3,507,360 54.00	(70,020)	(0.50)
1121	Librarian	80,077	83,437	86,072	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	113,919	106,490	84,644	131,280 2.00	129,840 2.00	(1,440)	0.00
1140	Teacher Assistant	240,570	250,459	236,417	266,640 11.00	218,160 9.00	(48,480)	(2.00)
1142	Cafeteria Aide	12,749	14,487	13,717	15,840 0.80	15,648 0.80	(192)	0.00
1148	Specialist	0	0	0	17,100 0.50	22,020 0.50	4,920	0.00
1150	Secretarial / Bookkeeper	130,406	147,761	136,188	139,920 4.00	148,320 4.00	8,400	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	125,437	124,686	131,721	139,140 4.00	141,840 4.00	2,700	0.00
1200	Overtime	1,808	1,247	2,361	4,000	3,200	(800)	
1201	Straight Time	1,585	3,111	4,289	5,500	5,200	(300)	
1300	Temporary Employee	64,988	73,994	78,678	38,000	17,000	(21,000)	
1500	Substitute Teacher	123,468	79,004	62,468	65,000	71,500	6,500	
1502	Substitute, Other	9,134	10,247	1,522	0	1,450	1,450	
1600	Instructional Supplement	1,541	13,266	11,185	5,000	4,000	(1,000)	
1602	Extra-Curr. Supplement	3,895	1,792	2,337	0	3,244	3,244	
2100	Social Security - FICA	296,607	298,965	307,030	358,274	350,198	(8,076)	
2210	Retirement - VRS	535,454	526,025	607,465	752,843	736,768	(16,074)	
2211	Retiree Health Care Credit	38,212	40,213	46,840	0	0	0	
2220	Retirement - PWCS	25,634	26,903	24,288	37,401	36,632	(768)	
2221	Defined Contribution Plan	3,957	9,552	18,740	0	0	0	
2300	Health Insurance - HMP	412,619	432,073	435,977	562,377	541,910	(20,467)	
2310	Short/Long Term Disability Premium	1,030	1,926	3,479	0	0	0	
2400	Life Insurance - GLI	44,090	48,765	51,307	59,605	58,380	(1,225)	
2830	Admin. Assoc. Fees	0	0	0	500	500	0	
3100	Professional Services	95	2,050	0	0	0	0	
3105	Contractual Services	7,400	0	0	0	0	0	
3201	Telephone	1,540	1,411	1,532	1,500	0	(1,500)	
3401	Travel Reimbursement	306	409	125	1,000	0	(1,000)	
3402	Conference Expenses	4,715	4,262	5,539	2,300	8,000	5,700	
3450	Field Trips	8,595	10,263	3,684	5,000	5,000	0	
3504	Maint. Service Contract	0	5,885	3,738	3,740	0	(3,740)	
3700	In-Service Expenses	0	93	0	0	0	0	
3902	Printing Services	9,134	7,304	7,677	9,500	4,000	(5,500)	
3903	Postage	955	588	644	200	700	500	
3911	Rental Equipment	0	4,737	5,989	4,000	2,200	(1,800)	
3999	Other Contract Services	190	0	340	0	0	0	
4001	Office Supplies	3,018	7,034	2,375	2,000	2,400	400	
4002	Medical Supplies	869	1,157	2,303	2,000	2,000	0	
4003	Custodial Supplies	20,293	20,766	23,559	15,000	25,000	10,000	
4007	Wearing Apparel	668	396	871	500	1,200	700	
4008	Reference Materials	0	878	2,849	2,000	3,000	1,000	
4009	Extra Curricular Supplies	0	3,876	974	0	0	0	
4010	Instructional Supplies	164,836	82,352	78,073	57,355	125,692	68,337	
4011	Textbooks	11,745	652	7,918	5,000	25,000	20,000	
4012	Emp. Training Supplies	75	0	1,069	0	200	200	
4013	Testing Materials	0	2,365	0	1,500	1,500	0	
4014	Food, Cafeteria	3,652	5,913	5,455	4,000	5,500	1,500	
4016	Library Books	4,352	4,933	5,023	5,000	5,000	0	
4017	Library Periodicals	384	(196)	28	3,000	500	(2,500)	
4018	Library Supplies	890	(118)	0	2,000	500	(1,500)	
4019	Food	2,405	3,721	1,861	3,000	2,000	(1,000)	
4020	Printing Supplies	0	29,725	10,521	10,000	5,000	(5,000)	
4310	Tech. Supp/Equip - Add'l	118,666	31,302	2,683	0	1,000	1,000	
4350	Tech. Supp/Equip - Repl	343	29,113	39,797	1,000	32,107	31,107	
4450	Software - Replacement	23,216	18,009	19,296	9,000	15,600	6,600	
4510	General Equipment - Add'l.	3,387	1,925	8,623	200	200	0	
4550	General Equipment - Repl.	4,637	56	6,636	0	13,000	13,000	
5150	Lease/Purchase Agreee.	8,945	0	0	0	0	0	
5501	Equipment - Replacement	269	0	0	0	0	0	
Totals		5,836,738	5,782,568	5,981,404	6,604,114 79.80	6,588,430 77.30	(15,684)	(2.50)
School Enrollment (K-5)		783	775	779	799	776		
Positions		73.90	71.40	74.40	79.80	77.30		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	101,973	106,082	109,265	121,560 1.00	130,920 1.00	9,360 0.00	
1112	Assistant Principal	101,528	105,621	108,790	89,640 1.00	91,440 1.00	1,800 0.00	
1120	Teacher, Classroom	2,037,948	2,072,344	2,139,333	2,166,120 33.00	1,981,740 30.50	(184,380) (2.50)	
1121	Librarian	66,333	69,254	71,077	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	90,927	85,146	99,306	65,640 1.00	77,904 1.20	12,264 0.20	
1140	Teacher Assistant	96,840	137,294	79,799	84,840 3.50	60,600 2.50	(24,240) (1.00)	
1142	Cafeteria Aide	11,865	12,299	12,605	13,199 0.66	12,910 0.66	(289) 0.00	
1150	Secretarial / Bookkeeper	129,272	130,465	136,165	136,920 4.00	142,056 4.00	5,136 0.00	
1180	Natl Board Certified Teacher Incentive Bonus	5,000	10,000	7,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	124,829	125,457	93,629	99,180 3.00	101,400 3.00	2,220 0.00	
1200	Overtime	1,844	209	209	0	1,000	1,000	
1201	Straight Time	1,251	529	771	0	1,200	1,200	
1300	Temporary Employee	10,992	17,726	6,930	0	500	500	
1500	Substitute Teacher	53,021	47,750	41,071	18,000	45,200	27,200	
1502	Substitute, Other	1,406	1,389	3,908	200	1,000	800	
1600	Instructional Supplement	2,009	1,722	1,968	0	3,000	3,000	
1602	Extra-Curr. Supplement	2,337	3,116	3,116	0	0	0	
2100	Social Security - FICA	209,623	215,541	211,981	218,990	207,887	(11,103)	
2210	Retirement - VRS	397,858	397,957	443,789	467,079	436,696	(30,383)	
2211	Retiree Health Care Credit	27,975	29,971	33,820	0	0	0	
2220	Retirement - PWCS	20,414	22,607	23,931	23,273	21,805	(1,468)	
2221	Defined Contribution Plan	1,101	2,374	8,282	0	0	0	
2300	Health Insurance - HMP	224,284	256,676	279,867	349,939	322,563	(27,375)	
2310	Short/Long Term Disability Premium	348	585	1,151	0	0	0	
2400	Life Insurance - GLI	32,557	36,690	37,028	37,089	34,750	(2,339)	
2830	Admin. Assoc. Fees	0	0	0	0	614	614	
3201	Telephone	79	0	1,232	0	0	0	
3401	Travel Reimbursement	1,556	1,833	1,116	500	1,000	500	
3450	Field Trips	195	232	334	0	200	200	
3501	Repair/Maint. - Building	0	0	398	0	0	0	
3502	Repair/Maint. - Equipment	0	313	1,595	0	0	0	
3700	In-Service Expenses	0	0	1,333	0	0	0	
3902	Printing Services	483	336	475	0	1,000	1,000	
3903	Postage	213	351	418	100	500	400	
3911	Rental Equipment	0	3,505	12,093	1,000	13,000	12,000	
3999	Other Contract Services	0	2,264	1,901	200	1,000	800	
4001	Office Supplies	917	579	277	200	750	550	
4002	Medical Supplies	490	385	495	100	500	400	
4003	Custodial Supplies	11,296	10,992	10,580	5,000	10,000	5,000	
4004	Repair/Maint. Supplies	876	300	920	0	0	0	
4007	Wearing Apparel	300	249	290	300	300	0	
4009	Extra Curricular Supplies	0	271	141	0	0	0	
4010	Instructional Supplies	48,182	32,145	55,289	54,675	80,326	25,651	
4011	Textbooks	4,489	3,000	1,195	500	10,000	9,500	
4014	Food, Cafeteria	0	251	833	0	0	0	
4016	Library Books	1,840	169	5,945	0	0	0	
4017	Library Periodicals	40	0	0	0	0	0	
4018	Library Supplies	362	0	405	0	0	0	
4019	Food	39	190	436	0	1,000	1,000	
4020	Printing Supplies	0	6,040	9,636	0	6,000	6,000	
4350	Tech. Supp/Equip - Repl	0	7,052	25,948	0	0	0	
4410	Software - Additional	11,278	195	5,946	6,000	8,500	2,500	
4450	Software - Replacement	1,010	1,018	275	550	550	0	
4510	General Equipment - Add'l.	12,884	17,338	559	0	5,000	5,000	
5103	DP Equipment - Additional	5,298	1,000	0	0	0	0	
5501	Equipment - Replacement	0	0	293	0	0	0	
Totals		3,855,359	3,978,812	4,095,646	4,028,113 48.16	3,881,411 44.86	(146,702) (3.30)	
School Enrollment (K-5)		517	518	502	465	449		
Positions		48.87	50.17	46.87	48.16	44.86		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	125,561	130,470	134,269	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	100,506	69,828	71,923	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	55,816	57,223	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,096,038	3,296,869	2,760,377	3,019,440	46.00	2,988,000	46.00	(31,440)	0.00
1121	Librarian	70,726	73,575	75,784	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	130,717	107,518	78,109	91,896	1.40	103,872	1.60	11,976	0.20
1140	Teacher Assistant	194,102	175,388	53,951	96,960	4.00	121,200	5.00	24,240	1.00
1142	Cafeteria Aide	14,967	13,872	15,872	18,481	0.94	18,386	0.94	(95)	0.00
1148	Specialist	0	28,094	28,927	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	154,422	149,288	149,049	136,920	4.00	142,056	4.00	5,136	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	7,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	131,339	135,479	139,139	120,839	3.63	118,680	3.50	(2,159)	(0.13)
1200	Overtime	1,301	407	2,073	1,900		2,000		100	
1201	Straight Time	3,032	3,541	4,900	2,700		2,900		200	
1300	Temporary Employee	45,756	42,113	34,695	0		0		0	
1500	Substitute Teacher	66,891	55,670	66,865	70,000		70,000		0	
1502	Substitute, Other	2,584	2,107	1,489	5,000		5,000		0	
1600	Instructional Supplement	4,966	676	7,799	700		1,000		300	
1602	Extra-Curr. Supplement	1,558	1,558	1,558	1,558		1,558		0	
2100	Social Security - FICA	311,084	323,291	263,999	296,753		298,936		2,183	
2210	Retirement - VRS	542,959	557,558	508,973	624,662		629,630		4,968	
2211	Retiree Health Care Credit	39,640	43,412	39,533	0		0		0	
2220	Retirement - PWCS	20,290	21,204	21,514	31,062		31,292		230	
2221	Defined Contribution Plan	11,166	19,600	19,522	0		0		0	
2300	Health Insurance - HMP	381,981	432,977	373,379	467,056		462,908		(4,149)	
2310	Short/Long Term Disability Premium	2,802	3,437	2,983	0		0		0	
2400	Life Insurance - GLI	45,487	52,351	43,297	49,502		49,869		367	
2830	Admin. Assoc. Fees	0	0	425	552		552		0	
3100	Professional Services	4	247	590	0		500		500	
3201	Telephone	2,105	1,631	1,536	1,750		2,000		250	
3401	Travel Reimbursement	0	0	0	1,500		1,500		0	
3402	Conference Expenses	5,047	4,533	5,159	6,000		0		(6,000)	
3450	Field Trips	6,985	1,659	3,927	4,000		3,000		(1,000)	
3502	Repair/Maint. - Equipment	0	0	0	500		1,000		500	
3911	Rental Equipment	0	0	0	1,300		1,500		200	
3999	Other Contract Services	2,239	5,560	4,913	0		0		0	
4001	Office Supplies	2,657	1,836	3,601	5,000		5,000		0	
4002	Medical Supplies	654	956	565	1,500		1,500		0	
4003	Custodial Supplies	13,801	12,856	12,269	15,000		15,000		0	
4004	Repair/Maint. Supplies	1,970	2,814	854	2,000		2,000		0	
4007	Wearing Apparel	0	100	196	400		400		0	
4010	Instructional Supplies	79,182	70,316	86,140	61,121		105,255		44,134	
4011	Textbooks	6,059	16,204	12,393	30,000		15,000		(15,000)	
4014	Food, Cafeteria	0	0	5,534	500		500		0	
4016	Library Books	1,600	1,466	10,277	10,000		10,000		0	
4017	Library Periodicals	1,251	1,236	1,038	1,500		1,500		0	
4018	Library Supplies	0	74	99	1,000		1,000		0	
4019	Food	48	(168)	(414)	0		0		0	
4310	Tech. Supp/Equip - Add'l	70,331	30,938	45,846	15,000		15,000		0	
4350	Tech. Supp/Equip - Repl	0	5,349	5,010	0		0		0	
4450	Software - Replacement	1,010	1,018	749	1,000		2,050		1,050	
4510	General Equipment - Add'l.	17,952	11,528	25,282	10,000		10,000		0	
8002	General Reserve	0	0	0	3,000		3,000		0	
Totals		5,771,088	5,975,161	5,128,468	5,520,771	63.97	5,577,543	65.04	56,772	1.07
School Enrollment (K-5)		795	801	627	606		563			
Positions		75.57	75.57	57.97	63.97		65.04			

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:
Programs: Baldrige School



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	133,052	115,807	94,252	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	82,553	96,658	99,558	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,477,376	2,317,621	2,495,253	3,085,080	47.00	2,858,160	44.00	(226,920)	(3.00)
1121	Librarian	82,077	85,437	88,072	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	84,032	87,734	80,575	118,152	1.80	116,856	1.80	(1,296)	0.00
1140	Teacher Assistant	143,157	127,009	204,923	218,160	9.00	218,160	9.00	0	0.00
1142	Cafeteria Aide	7,045	6,134	5,968	15,840	0.80	15,648	0.80	(192)	0.00
1150	Secretarial / Bookkeeper	131,936	138,507	144,061	163,680	5.00	171,072	5.00	7,392	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	121,593	115,301	112,629	133,380	4.00	135,960	4.00	2,580	0.00
1200	Overtime	4,044	2,072	3,230	3,200		3,600		400	
1201	Straight Time	1,847	4,085	4,901	5,075		5,700		625	
1300	Temporary Employee	29,085	42,816	61,329	51,000		63,500		12,500	
1500	Substitute Teacher	72,199	55,645	69,976	75,500		86,500		11,000	
1502	Substitute, Other	1,795	627	2,440	1,500		1,000		(500)	
1600	Instructional Supplement	2,047	2,779	2,081	3,000		4,000		1,000	
1602	Extra-Curr. Supplement	2,337	2,337	2,337	2,000		2,000		0	
2100	Social Security - FICA	242,901	231,601	252,391	317,789		303,790		(13,999)	
2210	Retirement - VRS	463,492	424,405	511,233	660,124		624,765		(35,359)	
2211	Retiree Health Care Credit	32,829	32,459	39,158	0		0		0	
2220	Retirement - PWCS	23,763	19,851	21,406	32,855		31,147		(1,708)	
2221	Defined Contribution Plan	2,849	8,366	12,286	0		0		0	
2300	Health Insurance - HMP	339,904	361,397	381,594	494,025		460,763		(33,263)	
2310	Short/Long Term Disability Premium	576	1,126	1,721	0		0		0	
2400	Life Insurance - GLI	38,001	39,501	42,898	52,360		49,638		(2,722)	
2830	Admin. Assoc. Fees	1,110	425	0	500		2,000		1,500	
3201	Telephone	1,402	2,077	1,172	1,100		1,500		400	
3401	Travel Reimbursement	(669)	389	993	500		650		150	
3402	Conference Expenses	1,374	2,543	6,382	8,137		8,500		363	
3450	Field Trips	3,420	1,477	7,420	4,500		6,500		2,000	
3501	Repair/Maint. - Building	0	0	741	1,000		2,000		1,000	
3502	Repair/Maint. - Equipment	0	5,086	0	0		0		0	
3504	Maint. Service Contract	0	259	0	0		0		0	
3700	In-Service Expenses	0	0	0	500		5,000		4,500	
3901	Laundry/Dry Cleaning	0	1,236	0	0		0		0	
3902	Printing Services	176	766	541	10,500		10,500		0	
3903	Postage	369	395	564	750		3,000		2,250	
3905	Extra Curricular Expenses	0	174	0	0		0		0	
3911	Rental Equipment	0	843	9,930	10,000		11,000		1,000	
3913	Tuition - Other Divisions	754	0	0	0		0		0	
3921	Tuition - PW	2,496	0	0	0		0		0	
3999	Other Contract Services	0	1,155	678	1,000		1,500		500	
4001	Office Supplies	508	2,110	1,410	2,000		2,000		0	
4002	Medical Supplies	511	933	783	2,500		3,000		500	
4003	Custodial Supplies	24,448	14,492	23,314	26,291		15,000		(11,291)	
4004	Repair/Maint. Supplies	949	1,005	995	1,200		5,000		3,800	
4007	Wearing Apparel	782	323	131	1,600		1,900		300	
4009	Extra Curricular Supplies	23	141	0	0		0		0	
4010	Instructional Supplies	54,075	45,254	47,593	108,100		124,396		16,296	
4011	Textbooks	0	0	2,463	15,000		30,000		15,000	
4013	Testing Materials	0	0	0	1,000		5,000		4,000	
4014	Food, Cafeteria	0	924	1,339	1,500		2,000		500	
4016	Library Books	5,242	1,876	2,129	3,500		5,000		1,500	
4018	Library Supplies	0	367	746	3,000		2,000		(1,000)	
4019	Food	90	565	931	3,000		2,000		(1,000)	
4020	Printing Supplies	0	0	5,382	14,000		22,000		8,000	
4310	Tech. Supp/Equip - Add'l	43,927	41,141	61,922	12,000		20,000		8,000	
4350	Tech. Supp/Equip - Repl	0	(36)	0	0		5,000		5,000	
4410	Software - Additional	0	10,046	26,245	5,750		13,000		7,250	
4450	Software - Replacement	2,042	1,018	4,898	4,250		23,000		18,750	
4510	General Equipment - Add'l.	8,675	10,227	1,595	4,450		7,000		2,550	
4550	General Equipment - Repl.	423	155	5,024	5,000		7,000		2,000	
5101	Equipment - Additional	0	1,810	0	0		0		0	
8002	General Reserve	0	0	0	750		2,000		1,250	
Totals		4,677,616	4,470,951	4,954,594	5,964,618	70.60	5,789,665	67.60	(174,953)	(3.00)
School Enrollment (K-5)		708	656	686	796		706			
Positions		61.00	58.00	63.90	70.60		67.60			

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	99,018	98,981	99,993	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	48,956	69,828	71,923	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,642,388	2,693,585	2,599,928	3,091,644	47.10	3,091,872	47.60	228	0.50
1121	Librarian	88,552	92,059	93,331	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	109,169	64,296	69,486	78,768	1.20	90,888	1.40	12,120	0.20
1140	Teacher Assistant	106,327	111,538	108,442	145,440	6.00	145,440	6.00	0	0.00
1142	Cafeteria Aide	14,600	15,023	8,170	7,920	0.40	7,824	0.40	(96)	0.00
1148	Specialist	38,108	39,603	40,753	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	147,700	153,304	156,064	139,920	4.00	148,320	4.00	8,400	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	95,165	89,830	85,423	104,940	3.00	107,280	3.00	2,340	0.00
1200	Overtime	8,878	3,815	3,543	5,000		5,000		0	
1201	Straight Time	8,229	6,093	10,371	4,000		4,000		0	
1300	Temporary Employee	50,239	40,128	24,100	20,000		15,000		(5,000)	
1500	Substitute Teacher	24,260	36,172	37,920	50,000		50,000		0	
1502	Substitute, Other	0	0	0	0		5,000		5,000	
1600	Instructional Supplement	3,823	7,852	8,613	20,000		20,000		0	
1602	Extra-Curr. Supplement	779	1,558	2,337	3,000		3,000		0	
2100	Social Security - FICA	256,533	258,702	250,633	304,729		308,037		3,308	
2210	Retirement - VRS	461,774	464,882	508,879	642,376		649,441		7,065	
2211	Retiree Health Care Credit	33,405	36,021	39,539	0		0		0	
2220	Retirement - PWCS	20,920	21,413	20,044	31,840		32,196		356	
2221	Defined Contribution Plan	5,477	14,440	18,737	0		0		0	
2300	Health Insurance - HMP	381,058	412,094	376,435	478,756		476,283		(2,473)	
2310	Short/Long Term Disability Premium	1,483	2,583	3,334	0		0		0	
2400	Life Insurance - GLI	38,398	43,458	43,012	50,742		51,310		568	
3201	Telephone	1,003	1,186	932	1,500		1,500		0	
3401	Travel Reimbursement	4,436	2,065	10,101	6,500		6,500		0	
3402	Conference Expenses	433	0	0	0		0		0	
3450	Field Trips	8,830	4,812	7,625	10,000		10,000		0	
3501	Repair/Maint. - Building	934	0	0	0		0		0	
3700	In-Service Expenses	0	647	0	1,000		1,000		0	
3902	Printing Services	3,501	4,466	4,906	20,000		20,000		0	
4002	Medical Supplies	0	105	0	0		0		0	
4003	Custodial Supplies	21,834	20,031	17,437	20,000		20,000		0	
4004	Repair/Maint. Supplies	0	0	407	0		0		0	
4007	Wearing Apparel	0	182	0	200		200		0	
4010	Instructional Supplies	111,658	105,260	231,384	224,320		160,682		(63,638)	
4011	Textbooks	0	5,822	0	10,000		10,000		0	
4014	Food, Cafeteria	1,642	0	1,059	0		0		0	
4016	Library Books	12,624	512	14,164	20,000		20,000		0	
4017	Library Periodicals	347	0	0	0		0		0	
4018	Library Supplies	1,170	83	30	2,000		2,000		0	
4150	Lease Agreement	150	150	150	0		0		0	
4310	Tech. Supp/Equip - Add'l	(200)	7,011	91,104	5,000		5,000		0	
4350	Tech. Supp/Equip - Repl	1,370	0	4,593	0		0		0	
4450	Software - Replacement	1,010	1,018	275	0		0		0	
4510	General Equipment - Add'l.	0	0	0	5,000		5,000		0	
Totals		4,858,481	4,938,108	5,070,175	5,817,314	65.70	5,805,773	66.40	(11,541)	0.70
School Enrollment (K-5)		543	534	522	530		487			
Positions		61.90	61.90	60.70	65.70		66.40			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	99,002	102,993	106,082	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	67,122	69,828	71,923	89,640 1.00	91,440 1.00	1,800	0.00
1120	Teacher, Classroom	2,463,376	2,638,326	2,620,115	2,855,340 43.50	2,604,972 40.10	(250,368)	(3.40)
1121	Librarian	70,726	62,967	67,332	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	86,591	85,941	90,104	105,024 1.60	116,856 1.80	11,832	0.20
1140	Teacher Assistant	157,602	153,233	176,119	193,920 8.00	145,440 6.00	(48,480)	(2.00)
1142	Cafeteria Aide	14,289	15,615	16,356	13,199 0.66	12,910 0.66	(289)	0.00
1150	Secretarial / Bookkeeper	131,381	125,378	126,308	136,920 4.00	142,056 4.00	5,136	0.00
1190	Custodian	113,595	118,060	106,669	110,700 3.00	107,280 3.00	(3,420)	0.00
1200	Overtime	4,213	5,206	1,202	3,500	2,000	(1,500)	
1201	Straight Time	2,272	3,641	5,298	3,300	2,300	(1,000)	
1300	Temporary Employee	21,089	27,671	42,585	0	0	0	
1500	Substitute Teacher	56,590	60,587	58,950	39,500	35,500	(4,000)	
1502	Substitute, Other	3,125	1,724	2,038	3,000	2,500	(500)	
1600	Instructional Supplement	3,181	20,299	16,438	15,000	15,000	0	
1602	Extra-Curr. Supplement	3,895	3,895	3,116	0	0	0	
2100	Social Security - FICA	246,021	260,079	260,455	287,482	265,896	(21,586)	
2210	Retirement - VRS	445,041	455,813	510,830	609,167	563,144	(46,023)	
2211	Retiree Health Care Credit	32,167	35,157	39,570	0	0	0	
2220	Retirement - PWCS	21,339	22,407	21,335	30,253	27,994	(2,259)	
2221	Defined Contribution Plan	7,007	12,761	18,004	0	0	0	
2300	Health Insurance - HMP	250,642	276,846	302,439	454,900	414,116	(40,784)	
2310	Short/Long Term Disability Premium	1,689	2,400	3,013	0	0	0	
2400	Life Insurance - GLI	37,182	42,732	43,291	48,213	44,613	(3,600)	
2830	Admin. Assoc. Fees	444	552	552	550	575	25	
3201	Telephone	1,564	1,355	1,359	1,400	1,400	0	
3401	Travel Reimbursement	0	0	0	500	500	0	
3402	Conference Expenses	2,015	1,650	501	500	500	0	
3450	Field Trips	2,736	4,211	3,526	2,500	2,000	(500)	
3504	Maint. Service Contract	10	0	160	1,300	1,000	(300)	
3700	In-Service Expenses	242	72	1,163	1,000	1,000	0	
3902	Printing Services	786	672	1,565	500	500	0	
3903	Postage	655	1,115	1,180	1,000	1,000	0	
3905	Extra Curricular Expenses	655	0	0	0	0	0	
3911	Rental Equipment	5,246	12,591	11,617	14,000	14,000	0	
3921	Tuition - PW	0	972	0	0	0	0	
3999	Other Contract Services	2,279	2,555	4,995	3,000	5,000	2,000	
4001	Office Supplies	4,111	4,599	1,120	800	800	0	
4002	Medical Supplies	503	1,301	559	500	500	0	
4003	Custodial Supplies	12,135	16,702	12,726	11,000	10,000	(1,000)	
4004	Repair/Maint. Supplies	947	525	0	500	500	0	
4007	Wearing Apparel	190	77	255	300	300	0	
4008	Reference Materials	475	1,311	0	1,000	1,000	0	
4010	Instructional Supplies	56,916	92,712	75,036	39,438	51,581	12,143	
4011	Textbooks	10,893	20,950	13,510	10,000	20,000	10,000	
4014	Food, Cafeteria	335	487	1,116	1,000	1,000	0	
4016	Library Books	2,374	3,877	1,361	3,000	3,000	0	
4017	Library Periodicals	1,530	1,063	847	1,000	1,000	0	
4018	Library Supplies	1,142	1,209	877	800	500	(300)	
4019	Food	371	1,428	616	2,000	2,000	0	
4310	Tech. Supp/Equip - Add'l	29,131	35,926	20,799	10,000	10,000	0	
4350	Tech. Supp/Equip - Repl	0	0	3,758	0	0	0	
4450	Software - Replacement	1,010	1,018	749	500	500	0	
4510	General Equipment - Add'l.	90,528	18,700	6,386	66,843	115,891	49,048	
5501	Equipment - Replacement	0	40,267	0	0	0	0	
Totals		4,568,361	4,871,455	4,875,903	5,362,869 63.76	5,037,584 58.56	(325,285)	(\$20)
School Enrollment (K-5)		737	760	746	750	677		
Positions		59.84	62.27	63.27	63.76	58.56		

Financial Section

WILLIAMS ELEMENTARY SCHOOL

School: 324
Address: 3100 Panther Pride Dr.
 Dumfries, VA 22026
Principal: Danna Johnson
Main Office: 703.445.8376
Grades: K - 5
Specialty:
Programs: Gifted Center



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	93,318	97,081	101,893	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	69,135	68,232	78,593	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	64,725	67,332	12,484	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	3,542,159	3,906,709	3,135,470	3,150,720 48.00	3,280,140 50.50	129,420	2.50
1121	Librarian	64,294	67,018	69,160	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	108,842	111,584	97,287	131,280 2.00	129,840 2.00	(1,440)	0.00
1140	Teacher Assistant	325,496	313,420	235,328	218,160 9.00	218,160 9.00	0	0.00
1142	Cafeteria Aide	23,631	22,548	15,126	18,481 0.94	18,386 0.94	(95)	0.00
1150	Secretarial / Bookkeeper	173,313	166,215	172,618	163,680 5.00	171,072 5.00	7,392	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	130,217	144,247	139,259	139,140 4.00	141,840 4.00	2,700	0.00
1200	Overtime	1,110	3,606	522	3,500	3,500	0	
1201	Straight Time	4,033	5,832	3,335	7,000	7,300	300	
1300	Temporary Employee	17,127	93,321	52,883	6,000	2,000	(4,000)	
1500	Substitute Teacher	72,247	61,344	43,377	55,000	42,000	(13,000)	
1502	Substitute, Other	0	1,013	0	500	7,500	7,000	
1600	Instructional Supplement	6,109	11,173	3,587	11,000	11,000	0	
1602	Extra-Curr. Supplement	3,196	3,116	3,116	3,180	3,244	64	
2100	Social Security - FICA	345,033	376,420	300,841	320,233	330,859	10,626	
2210	Retirement - VRS	649,406	676,532	613,673	673,763	698,537	24,774	
2211	Retiree Health Care Credit	46,983	52,311	47,048	0	0	0	
2220	Retirement - PWCS	28,264	31,167	31,077	33,550	34,771	1,221	
2221	Defined Contribution Plan	9,642	18,129	15,565	0	0	0	
2300	Health Insurance - HMP	464,976	481,848	417,942	504,473	514,369	9,896	
2310	Short/Long Term Disability Premium	2,873	3,954	3,160	0	0	0	
2400	Life Insurance - GLI	53,971	63,148	51,608	53,467	55,413	1,946	
2830	Admin. Assoc. Fees	1,274	425	1,696	1,500	1,000	(500)	
3100	Professional Services	0	6,174	2,275	5,500	2,500	(3,000)	
3201	Telephone	1,209	1,217	1,443	1,800	1,800	0	
3401	Travel Reimbursement	449	0	832	2,000	2,000	0	
3402	Conference Expenses	4,994	7,826	7,111	6,500	3,000	(3,500)	
3450	Field Trips	2,570	842	702	2,000	1,000	(1,000)	
3501	Repair/Maint. - Building	0	0	0	500	500	0	
3504	Maint. Service Contract	750	0	0	0	0	0	
3700	In-Service Expenses	18,972	10,200	7,149	7,000	0	(7,000)	
3902	Printing Services	1,755	4,484	528	2,500	2,000	(500)	
3903	Postage	333	699	18	1,200	1,200	0	
3911	Rental Equipment	723	314	583	0	0	0	
3999	Other Contract Services	1,074	190	85	1,000	1,000	0	
4001	Office Supplies	4,529	5,667	5,005	5,000	4,000	(1,000)	
4002	Medical Supplies	675	808	931	1,500	1,500	0	
4003	Custodial Supplies	17,602	19,424	16,949	19,000	15,000	(4,000)	
4004	Repair/Maint. Supplies	16,785	29,022	13,896	9,500	8,000	(1,500)	
4007	Wearing Apparel	0	365	0	400	400	0	
4010	Instructional Supplies	63,644	120,372	106,488	55,896	45,592	(10,304)	
4011	Textbooks	17,919	16,138	53,708	42,000	30,000	(12,000)	
4014	Food, Cafeteria	1,325	0	4,872	1,000	1,000	0	
4016	Library Books	2,280	514	2,417	2,000	1,000	(1,000)	
4017	Library Periodicals	0	0	0	500	500	0	
4018	Library Supplies	0	1,919	328	500	500	0	
4019	Food	3,474	1,196	1,004	1,000	2,000	1,000	
4310	Tech. Supp/Equip - Add'l	95,988	222,469	5,201	8,500	7,000	(1,500)	
4350	Tech. Supp/Equip - Repl	41,880	35,874	7,933	5,500	4,500	(1,000)	
4410	Software - Additional	0	0	4,245	0	0	0	
4450	Software - Replacement	1,010	1,018	749	500	500	0	
4510	General Equipment - Add'l.	1,154	9,127	7,703	2,500	1,500	(1,000)	
4550	General Equipment - Repl.	5,290	11,676	67,452	11,500	1,500	(10,000)	
5101	Equipment - Additional	0	23,211	10,466	0	0	0	
5103	DP Equipment - Additional	3,715	5,510	0	0	0	0	
5503	DP Equipment - Repl.	0	12,001	0	0	0	0	
Totals		6,616,469	7,400,979	5,981,720	5,969,944 71.94	6,099,384 74.44	129,440	2.50
School Enrollment (K-5)		981	1,069	747	735	707		
Positions		89.40	93.90	72.93	71.94	74.44		

Financial Section

WILSON ELEMENTARY SCHOOL

School: 306
Address: 5710 Liberty Hill Court
 Woodbridge, VA 22193
Principal: Gretchen Drzewucki
Main Office: 703.897.8408
Grades: K - 5
Specialty:
Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	101,973	106,082	109,265	121,560 1.00	130,920 1.00	9,360 0.00
1112	Assistant Principal	0	74,080	76,303	89,640 1.00	182,880 2.00	93,240 1.00
1120	Teacher, Classroom	0	2,347,424	2,587,818	3,675,840 56.00	3,896,880 60.00	221,040 4.00
1121	Librarian	0	63,468	65,373	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	0	95,624	99,311	131,280 2.00	168,792 2.60	37,512 0.60
1140	Teacher Assistant	0	178,855	265,552	315,120 13.00	290,880 12.00	(24,240) (1.00)
1142	Cafeteria Aide	0	14,433	19,457	27,787 1.41	27,580 1.41	(208) 0.00
1150	Secretarial / Bookkeeper	29,327	143,563	148,628	136,920 4.00	142,056 4.00	5,136 0.00
1190	Custodian	0	112,557	133,183	139,140 4.00	141,840 4.00	2,700 0.00
1200	Overtime	196	8,119	1,044	0	3,000	3,000
1201	Straight Time	54	12,647	4,701	0	4,000	4,000
1300	Temporary Employee	295	22,201	32,546	3,000	13,374	10,374
1500	Substitute Teacher	0	30,214	45,741	63,331	83,000	19,669
1502	Substitute, Other	0	5,175	4,859	8,500	4,000	(4,500)
1600	Instructional Supplement	0	3,427	3,813	0	0	0
1602	Extra-Curr. Supplement	0	0	779	0	0	0
2100	Social Security - FICA	9,688	243,887	263,705	365,633	394,419	28,786
2210	Retirement - VRS	19,770	432,080	531,050	774,253	832,030	57,777
2211	Retiree Health Care Credit	1,392	33,404	41,160	0	0	0
2220	Retirement - PWCS	1,966	16,461	17,031	38,443	41,271	2,828
2221	Defined Contribution Plan	0	12,591	19,427	0	0	0
2300	Health Insurance - HMP	5,586	282,673	361,247	578,054	610,535	32,481
2310	Short/Long Term Disability Premium	0	2,464	4,006	0	0	0
2400	Life Insurance - GLI	1,562	40,444	45,151	61,266	65,773	4,507
2830	Admin. Assoc. Fees	0	879	574	800	800	0
3201	Telephone	648	1,908	1,589	1,548	1,536	(12)
3401	Travel Reimbursement	4,512	1,016	96	0	0	0
3402	Conference Expenses	1,443	370	0	0	0	0
3450	Field Trips	0	867	1,113	0	1,500	1,500
3504	Maint. Service Contract	0	0	6,396	6,400	7,932	1,532
3700	In-Service Expenses	0	0	3,257	12,000	5,000	(7,000)
3902	Printing Services	321	1,876	2,606	10,000	5,000	(5,000)
3903	Postage	0	1,298	816	1,000	2,000	1,000
3999	Other Contract Services	0	164	0	0	0	0
4001	Office Supplies	1,095	44,063	37,107	26,000	21,500	(4,500)
4002	Medical Supplies	142	1,150	609	1,500	500	(1,000)
4003	Custodial Supplies	6,626	14,515	15,189	40,000	20,000	(20,000)
4004	Repair/Maint. Supplies	0	5,682	288	0	0	0
4007	Wearing Apparel	0	388	287	800	800	0
4010	Instructional Supplies	69,555	74,577	134,934	48,064	24,639	(23,425)
4011	Textbooks	49,599	59,204	21,252	15,000	15,000	0
4014	Food, Cafeteria	0	2,194	2,083	2,000	3,500	1,500
4016	Library Books	0	0	9,320	3,000	5,000	2,000
4018	Library Supplies	0	473	0	0	0	0
4019	Food	360	1,764	1,515	3,000	5,000	2,000
4020	Printing Supplies	0	0	2,177	0	0	0
4310	Tech. Supp/Equip - Add'l	0	0	29,364	10,000	20,029	10,029
4410	Software - Additional	5,508	12,320	21,879	35,000	20,000	(15,000)
4450	Software - Replacement	0	367	0	0	0	0
4510	General Equipment - Add'l.	0	3,574	35,519	0	0	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		311,616	4,510,520	5,209,118	6,818,200 83.41	7,264,566 88.01	446,366 4.60
School Enrollment (K-5)		0	640	742	861	879	
Positions		1.00	59.23	69.73	83.41	88.01	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	121,761	126,670	130,469	121,560 1.00	130,920 1.00	9,360	0.00
1112	Assistant Principal	80,149	83,379	85,882	89,640 1.00	91,440 1.00	1,800	0.00
1115	Teacher on Special Assignment	0	0	0	0 0.00	66,600 1.00	66,600	1.00
1120	Teacher, Classroom	3,016,262	3,195,087	3,303,480	3,380,460 51.50	3,409,980 52.50	29,520	1.00
1121	Librarian	64,725	67,332	69,353	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	122,589	127,530	131,358	131,280 2.00	155,808 2.40	24,528	0.40
1140	Teacher Assistant	171,343	193,128	186,205	193,920 8.00	193,920 8.00	0	0.00
1142	Cafeteria Aide	11,700	11,761	12,454	15,840 0.80	15,648 0.80	(192)	0.00
1150	Secretarial / Bookkeeper	187,237	194,359	181,095	163,680 5.00	171,072 5.00	7,392	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	132,070	136,663	142,434	144,900 4.00	147,720 4.00	2,820	0.00
1200	Overtime	1,396	430	767	2,000	1,000	(1,000)	
1201	Straight Time	1,081	2,907	4,842	0	0	0	
1300	Temporary Employee	33,510	30,307	42,174	6,000	9,000	3,000	
1500	Substitute Teacher	69,313	85,285	84,753	46,000	50,000	4,000	
1502	Substitute, Other	1,323	470	705	2,000	500	(1,500)	
1600	Instructional Supplement	5,904	15,962	7,971	6,000	10,000	4,000	
1602	Extra-Curr. Supplement	2,566	3,116	3,116	3,180	3,244	64	
2100	Social Security - FICA	294,801	311,025	319,022	334,594	346,045	11,451	
2210	Retirement - VRS	564,008	589,377	669,686	708,795	732,338	23,544	
2211	Retiree Health Care Credit	39,395	44,423	50,474	0	0	0	
2220	Retirement - PWCS	32,833	37,236	40,262	35,286	36,448	1,162	
2221	Defined Contribution Plan	469	2,225	5,105	0	0	0	
2300	Health Insurance - HMP	535,852	604,470	611,132	530,585	539,182	8,597	
2310	Short/Long Term Disability Premium	162	548	711	0	0	0	
2400	Life Insurance - GLI	45,469	53,862	55,288	56,235	58,086	1,851	
2830	Admin. Assoc. Fees	452	552	552	564	614	50	
3100	Professional Services	1,081	1,672	4,891	0	0	0	
3401	Travel Reimbursement	110	3,242	743	0	0	0	
3402	Conference Expenses	875	1,145	3,423	0	0	0	
3450	Field Trips	2,836	3,164	3,531	500	3,000	2,500	
3504	Maint. Service Contract	1,991	938	3,765	0	0	0	
3700	In-Service Expenses	0	1,850	0	0	0	0	
3902	Printing Services	3,304	2,490	4,800	2,000	500	(1,500)	
3903	Postage	538	874	843	1,000	200	(800)	
3911	Rental Equipment	23,380	25,647	23,914	26,000	20,000	(6,000)	
4001	Office Supplies	9,054	4,670	6,597	8,000	4,000	(4,000)	
4002	Medical Supplies	479	932	652	1,000	500	(500)	
4003	Custodial Supplies	17,716	17,026	20,715	8,000	10,000	2,000	
4010	Instructional Supplies	83,790	92,434	75,171	27,593	45,458	17,865	
4011	Textbooks	25,490	9,548	5,255	8,000	20,000	12,000	
4014	Food, Cafeteria	612	1,775	899	0	0	0	
4016	Library Books	6,811	12,752	1,947	1,000	2,000	1,000	
4017	Library Periodicals	182	0	0	200	200	0	
4018	Library Supplies	469	245	237	200	100	(100)	
4019	Food	5,271	6,140	6,742	0	0	0	
4310	Tech. Supp/Equip - Add'l	37,874	87,265	43,868	3,000	2,000	(1,000)	
4350	Tech. Supp/Equip - Repl	1,704	0	7,349	6,000	2,000	(4,000)	
4410	Software - Additional	13,134	1,575	10,251	0	0	0	
4450	Software - Replacement	7,787	28,319	749	0	0	0	
4510	General Equipment - Add'l.	1,581	3,885	13,791	5,000	2,000	(3,000)	
Totals		5,787,439	6,230,692	6,384,421	6,137,332 74.30	6,348,123 76.70	210,791	2.40
School Enrollment (K-5)		926	931	900	888	899		
Positions		72.70	74.80	73.80	74.30	76.70		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	102,802	102,993	109,882	121,560	1.00	130,920	1.00	9,360	0.00
1112	Assistant Principal	69,135	71,923	83,379	89,640	1.00	182,880	2.00	93,240	1.00
1115	Teacher on Special Assignment	59,231	58,081	59,824	67,320	1.00	0	0.00	(67,320)	(1.00)
1120	Teacher, Classroom	3,299,065	3,365,530	3,449,684	4,135,320	63.00	3,896,880	60.00	(238,440)	(3.00)
1121	Librarian	55,816	57,223	58,081	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	108,416	115,234	117,893	131,280	2.00	129,840	2.00	(1,440)	0.00
1140	Teacher Assistant	224,950	181,419	195,211	193,920	8.00	193,920	8.00	0	0.00
1142	Cafeteria Aide	12,607	14,276	13,932	18,481	0.94	18,386	0.94	(95)	0.00
1148	Specialist	27,042	30,674	31,509	34,200	1.00	44,040	1.00	9,840	0.00
1150	Secretarial / Bookkeeper	148,043	158,155	165,418	166,680	5.00	148,320	4.00	(18,360)	(1.00)
1190	Custodian	145,294	142,696	147,793	144,900	4.00	141,840	4.00	(3,060)	0.00
1200	Overtime	5,271	4,421	4,022	5,200		5,200		0	
1201	Straight Time	7,865	7,222	6,110	6,000		5,500		(500)	
1300	Temporary Employee	27,812	48,734	34,908	4,000		10,000		6,000	
1500	Substitute Teacher	69,796	91,278	85,678	97,500		86,000		(11,500)	
1502	Substitute, Other	2,347	1,697	0	0		2,000		2,000	
1600	Instructional Supplement	244	10,677	7,914	7,200		16,700		9,500	
1602	Extra-Curr. Supplement	3,116	3,116	3,225	3,200		0		(3,200)	
2100	Social Security - FICA	318,509	328,217	340,220	404,969		388,546		(16,423)	
2210	Retirement - VRS	571,356	578,583	661,867	853,858		817,580		(36,278)	
2211	Retiree Health Care Credit	42,367	45,430	51,993	0		0		0	
2220	Retirement - PWCS	18,835	18,767	18,165	42,350		40,567		(1,783)	
2221	Defined Contribution Plan	14,579	26,526	33,217	0		0		0	
2300	Health Insurance - HMP	487,581	499,519	485,799	636,804		600,125		(36,679)	
2310	Short/Long Term Disability Premium	3,743	4,980	6,209	0		0		0	
2400	Life Insurance - GLI	48,892	55,111	56,945	67,493		64,651		(2,842)	
2830	Admin. Assoc. Fees	0	150	55	1,000		1,500		500	
3100	Professional Services	0	962	2,500	2,500		0		(2,500)	
3201	Telephone	882	462	521	1,000		1,000		0	
3401	Travel Reimbursement	2,234	2,570	5,168	4,000		1,000		(3,000)	
3402	Conference Expenses	1,290	8,528	1,913	10,000		5,000		(5,000)	
3450	Field Trips	2,324	7,287	9,702	4,000		4,000		0	
3502	Repair/Maint. - Equipment	0	960	0	0		0		0	
3700	In-Service Expenses	0	4,999	0	1,000		0		(1,000)	
3902	Printing Services	6,061	768	1,153	1,500		1,500		0	
3903	Postage	796	1,200	818	1,200		1,200		0	
3911	Rental Equipment	2,309	14,233	13,855	18,000		12,000		(6,000)	
3921	Tuition - PW	0	1,647	0	0		0		0	
3999	Other Contract Services	8,444	6,913	9,091	2,500		5,000		2,500	
4001	Office Supplies	156	4,356	3,733	2,000		1,000		(1,000)	
4002	Medical Supplies	226	1,528	794	1,000		1,000		0	
4003	Custodial Supplies	21,841	27,782	24,116	25,000		25,000		0	
4004	Repair/Maint. Supplies	0	728	0	5,000		0		(5,000)	
4007	Wearing Apparel	0	1,710	2,936	3,000		3,000		0	
4008	Reference Materials	137	725	3,078	3,000		3,000		0	
4010	Instructional Supplies	177,843	96,646	78,522	51,253		62,848		11,595	
4011	Textbooks	12,967	(11,295)	6,985	10,000		21,872		11,872	
4012	Emp. Training Supplies	66	825	0	0		0		0	
4013	Testing Materials	0	190	446	0		0		0	
4014	Food, Cafeteria	394	(788)	2,510	5,000		5,000		0	
4016	Library Books	18,103	9,009	6,358	10,000		10,000		0	
4018	Library Supplies	210	198	303	0		0		0	
4019	Food	1,993	3,197	3,522	2,700		3,200		500	
4020	Printing Supplies	505	15,947	15,432	15,500		15,500		0	
4310	Tech. Supp/Equip - Add'l	37,484	28,441	23,586	7,200		7,200		0	
4350	Tech. Supp/Equip - Repl	29,395	9,630	20,615	9,000		5,000		(4,000)	
4410	Software - Additional	6,262	2,899	6,480	2,000		2,000		0	
4450	Software - Replacement	1,010	1,018	10,809	13,000		13,500		500	
4510	General Equipment - Add'l.	110	27,911	59,533	22,000		16,000		(6,000)	
4550	General Equipment - Repl.	291	0	3,701	7,000		6,000		(1,000)	
8002	General Reserve	0	0	0	5,000		2,000		(3,000)	
Totals		6,208,050	6,293,817	6,547,114	7,544,549	87.94	7,225,816	83.94	(318,733)	(4.00)
School Enrollment (K-5)		808	816	821	856		772			
Positions		82.37	81.43	83.93	87.94		83.94			

Financial Section

MIDDLE SCHOOLS SUMMARY

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	1,968,637	2,175,585	2,260,489	2,152,320	16.00	2,363,520	16.00	198,000	0.00
1112	Assistant Principal	3,059,616	3,164,889	3,260,024	3,267,840	32.00	3,536,400	35.00	270,720	3.00
1115	Teacher, Admin. Assign.	454,503	239,605	528,901	602,520	9.00	797,520	12.00	195,720	3.00
1120	Teacher, Classroom	72,527,054	75,494,874	78,250,990	82,642,978	1,256.84	83,264,706	1,280.09	727,292	23.95
1121	Librarian	2,150,787	2,212,448	2,302,166	2,154,240	32.00	2,131,200	32.00	(21,600)	0.00
1122	Counselor	3,671,966	3,799,058	3,879,882	3,760,080	54.00	5,209,365	76.50	1,385,685	21.50
1140	Teacher Assistant	1,962,286	1,996,597	2,112,879	2,351,280	97.00	2,545,200	105.00	169,680	7.00
1142	Cafeteria Aide	0	0	17,783	27,918	1.41	9,193	0.47	(18,725)	(0.94)
1148	Specialist	907,252	956,706	965,312	1,014,600	19.00	1,076,880	20.00	62,280	1.00
1150	Secretarial / Bookkeeper	3,921,789	4,014,789	3,982,562	4,156,530	102.00	4,211,328	99.00	42,438	(3.00)
1180	Natl Board Certified Teacher Incentive Bc	60,000	55,000	50,000	0	0.00	0	0.00	0	0.00
1190	Custodian	3,035,230	3,108,117	3,187,127	3,035,640	89.00	3,170,280	92.50	131,970	3.50
1200	Overtime	60,544	39,347	54,753	52,650		53,550		400	
1201	Straight Time	48,339	49,834	76,588	42,000		67,900		23,000	
1300	Temporary Employee	342,420	390,579	360,909	213,500		195,400		(12,600)	
1500	Substitute Teacher	1,288,393	1,316,744	1,448,745	1,210,021		1,344,015		132,494	
1502	Substitute, Other	26,478	14,976	27,136	24,950		40,060		13,110	
1600	Instructional Supplement	621,395	620,925	600,201	141,500		113,500		(35,000)	
1601	Coaching Supplement	480,202	478,480	484,443	484,552		503,926		18,564	
1602	Extra-Curr. Supplement	387,689	385,069	388,377	435,339		370,658		(65,117)	
1603	Homebound Tutoring	2,189	205	0	2,000		0		(2,000)	
1647	Coordinator Supplement	0	0	0	0		0		0	
2100	Social Security - FICA	7,117,495	7,362,877	7,646,156	8,244,222		8,491,856		246,423	
2210	Retirement - VRS	13,215,072	13,401,403	15,342,777	17,415,807		17,935,931		519,371	
2211	Retiree Health Care Credit	947,595	1,026,972	1,178,360	0		0		0	
2220	Retirement - PWCS	788,240	817,706	816,401	864,233		890,274		25,991	
2221	Retiree Health Care Credit	159,474	281,198	405,649	0		0		0	
2300	Health Insurance - HMP	9,372,605	10,091,899	10,557,427	12,995,053		13,170,056		188,506	
2310	Short/Long Term Disability Premium	36,552	55,546	75,847	0		0		0	
2400	Life Insurance - GLI	1,092,490	1,244,497	1,289,306	1,377,304		1,418,812		41,427	
2830	Admin. Assoc. Fees	22,720	28,254	24,183	19,056		20,912		1,522	
2850	Employee Recognition	12,221	7,679	8,776	5,000		6,000		1,000	
3100	Professional Services	100,587	80,025	81,965	37,260		37,660		400	
3105	Contractual Services	1,169	7,100	0	0		0		0	
3106	Sports Officials	51,402	48,625	64,210	71,607		76,340		4,733	
3201	Telephone	45,722	38,753	40,735	42,850		41,950		(1,300)	
3401	Travel Reimbursement	71,126	61,173	47,811	61,390		45,402		(15,088)	
3402	Conference Expenses	84,811	116,704	124,728	121,800		119,100		(3,200)	
3450	Field Trips	377,875	371,142	364,652	281,147		253,835		(29,312)	
3501	Repair/Maint. - Building	17,745	154,431	118,300	66,000		29,500		(36,500)	
3502	Repair/Maint. - Equipment	18,762	19,246	15,053	17,750		47,850		30,100	
3504	Maint. Service Contract	1,359	2,167	12,764	354,477		138,064		(217,913)	
3700	In-Service Expenses	45,460	54,028	17,884	27,500		17,000		(10,000)	
3901	Laundry/Dry Cleaning	35	6	0	0		0		0	
3902	Printing Services	192,831	190,869	160,921	147,300		123,925		(28,375)	
3903	Postage	44,398	53,308	44,759	50,500		49,800		(700)	
3905	Extra Curricular Expenses	0	38	917	0		2,500		2,500	
3908	Parent Activity	102	197	128	500		500		0	
3911	Rental Equipment	93,583	126,455	164,767	153,500		137,445		(12,000)	
3921	Tuition - PW	120	450	24,838	76,223		51,000		(25,223)	
3999	Other Contract Services	25,466	27,611	32,672	5,150		6,750		2,600	
4001	Office Supplies	110,134	112,822	85,882	122,100		82,662		(38,188)	
4002	Medical Supplies	11,975	11,630	15,555	22,350		26,450		4,100	
4003	Custodial Supplies	335,749	322,002	345,474	314,035		331,000		16,965	
4004	Repair/Maint. Supplies	19,087	11,397	33,324	22,500		14,500		(7,500)	
4007	Wearing Apparel	34,979	123,415	42,324	32,600		41,200		8,000	
4008	Reference Materials	11,352	7,491	10,595	13,500		14,076		(1,000)	
4009	Extra Curricular Supplies	4,625	13,889	18,826	15,000		4,300		(10,700)	
4010	Instructional Supplies	1,386,082	1,248,996	1,516,090	2,348,901		2,465,504		97,900	
4011	Textbooks	196,862	329,038	59,264	1,007,675		893,721		(179,954)	
4012	Emp. Training Supplies	913	2,399	3,301	22,650		22,000		(650)	
4013	Testing Materials	4,957	40,483	61,989	68,500		47,100		(21,400)	
4014	Food, Cafeteria	12,237	42,607	61,611	9,000		14,500		2,500	
4016	Library Books	101,262	102,318	113,263	123,003		100,250		(30,003)	
4017	Library Periodicals	13,947	6,150	13,114	20,900		18,500		(2,800)	
4018	Library Supplies	25,733	15,186	11,905	17,000		18,000		1,000	
4019	Food	83,625	82,306	79,265	81,350		97,050		14,200	
4020	Printing Supplies	13,440	102,968	91,933	86,500		107,000		20,500	
4150	Lease Agreement	36,998	24,862	26,685	26,135		25,000		(1,135)	
4310	Tech. Supp/Equip Add'l	987,880	1,392,140	791,953	572,900		575,984		(1,916)	
4350	Tech. Supp/Equip Repl	341,619	413,388	262,414	236,940		282,361		40,421	
4410	Software - Additional	107,374	141,155	134,640	148,025		159,287		6,262	
4450	Software - Replacement	182,104	147,981	138,969	207,550		247,802		40,202	
4510	General Equipment - Add'l.	457,530	290,536	555,991	441,293		314,000		(129,793)	
4550	General Equipment - Repl.	82,032	95,276	95,152	57,250		44,250		(16,000)	
4999	Other Material/Supplies	9,345	0	0	0		0		0	
5101	Equipment - Additional	26,339	49,660	150,755	40,000		0		(40,000)	
5103	DP Equipment - Additional	8,059	0	0	0		0		0	
5142	Building - New	0	0	0	0		0		0	
5144	Building, Alteration	0	30,600	732	0		0		0	
5146	Trailers/Modulars - New	0	0	0	0		0		0	
5150	Lease/Purchase Agree.	25,419	30,930	29,357	35,000		35,000		0	
5501	Equipment - Replacement	0	31,492	11,659	0		0		0	
8002	General Reserve	0	740	0	28,000		37,000		10,000	
Totals		135,545,449	141,408,042	147,663,673	156,328,743	1,708.25	160,135,561	1,768.56	3,806,818	60.31

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	115,460	121,082	117,555	134,520 1.00	147,720 1.00	13,200	0.00
1112	Assistant Principal	202,614	210,782	189,876	204,240 2.00	202,080 2.00	(2,160)	0.00
1115	Teacher on Special Assignment	0	18,442	71,715	65,640 1.00	64,920 1.00	(720)	0.00
1120	Teacher, Classroom	5,270,364	5,398,816	5,736,445	5,625,180 85.50	5,519,616 84.80	(105,564)	(0.70)
1121	Librarian	145,145	133,863	138,137	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	211,930	224,224	241,935	277,080 4.00	340,680 5.00	63,600	1.00
1140	Teacher Assistant	120,245	115,541	136,361	169,680 7.00	193,920 8.00	24,240	1.00
1148	Specialist	53,842	55,992	44,192	57,000 1.00	57,000 1.00	0	0.00
1150	Secretarial / Bookkeeper	249,763	254,714	245,078	245,880 6.00	258,240 6.00	12,360	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	209,348	215,824	235,547	213,690 6.00	216,360 6.00	2,670	0.00
1200	Overtime	824	2,318	1,754	1,500	2,000	500	
1201	Straight Time	1,311	6,154	9,093	4,350	7,250	2,900	
1300	Temporary Employee	9,569	34,067	17,770	17,000	11,500	(5,500)	
1500	Substitute Teacher	76,682	104,376	119,404	90,000	91,500	1,500	
1502	Substitute, Other	78	2,665	862	500	2,500	2,000	
1600	Instructional Supplement	20,857	23,818	11,460	7,000	14,000	7,000	
1601	Coaching Supplement	30,256	30,256	30,256	40,336	41,146	810	
1602	Extra-Curr. Supplement	24,125	23,284	24,928	16,953	17,389	436	
2100	Social Security - FICA	498,977	512,898	544,953	558,848	560,059	1,211	
2210	Retirement - VRS	934,505	919,006	1,075,198	1,179,795	1,180,549	753	
2211	Retiree Health Care Credit	66,752	70,225	82,184	0	0	0	
2220	Retirement - PWCS	69,547	68,336	67,955	58,588	58,639	51	
2221	Defined Contribution Plan	10,607	16,232	23,616	0	0	0	
2300	Health Insurance - HMP	657,927	699,249	740,153	880,965	867,462	(13,503)	
2310	Short/Long Term Disability Premium	2,067	2,979	4,263	0	0	0	
2400	Life Insurance - GLI	76,912	85,151	90,064	93,371	93,452	81	
2830	Admin. Assoc. Fees	1,582	2,140	748	1,200	1,534	334	
3100	Professional Services	0	0	7,000	0	0	0	
3106	Sports Officials	5,970	4,600	4,500	4,500	4,500	0	
3201	Telephone	2,283	2,474	2,214	1,850	2,250	400	
3401	Travel Reimbursement	2,347	4,240	1,906	2,050	1,150	(900)	
3402	Conference Expenses	300	1,808	8,848	2,000	2,500	500	
3450	Field Trips	6,640	9,713	1,952	7,000	9,000	2,000	
3501	Repair/Maint. - Building	1,334	2,513	0	500	500	0	
3502	Repair/Maint. - Equipment	12,524	4,382	1,780	1,500	1,500	0	
3504	Maint. Service Contract	0	0	3,832	0	1,500	1,500	
3700	In-Service Expenses	1,250	2,625	0	1,500	1,000	(500)	
3902	Printing Services	27,274	30,716	16,193	15,500	20,500	5,000	
3903	Postage	4,134	6,661	3,797	4,000	4,000	0	
3911	Rental Equipment	600	300	15,605	23,500	19,445	(4,055)	
3918	Permits & Fees	0	0	10	0	0	0	
3999	Other Contract Services	1,037	2,414	1,222	2,000	1,000	(1,000)	
4001	Office Supplies	9,793	7,632	4,757	3,500	2,250	(1,250)	
4002	Medical Supplies	1,483	926	1,248	1,000	1,000	0	
4003	Custodial Supplies	13,111	15,455	35,447	15,000	15,000	0	
4004	Repair/Maint. Supplies	104	214	0	500	0	(500)	
4007	Wearing Apparel	575	434	3,760	0	600	600	
4008	Reference Materials	302	79	1,455	500	2,076	1,576	
4010	Instructional Supplies	83,646	139,332	89,797	57,466	76,169	18,703	
4011	Textbooks	22,403	37,753	4,919	5,000	71,000	66,000	
4012	Emp. Training Supplies	0	0	120	0	0	0	
4014	Food, Cafeteria	0	968	5,567	2,000	5,000	3,000	
4016	Library Books	7,731	9,650	12,010	3,000	10,250	7,250	
4017	Library Periodicals	431	94	0	500	900	400	
4018	Library Supplies	2,002	1,399	516	1,000	1,000	0	
4019	Food	5,712	7,895	6,347	2,000	3,500	1,500	
4020	Printing Supplies	0	23,544	8,568	10,000	10,000	0	
4150	Lease Agreement	0	0	2,315	0	0	0	
4310	Tech. Supp/Equip Add'l	177,259	212,839	40,068	0	5,000	5,000	
4350	Tech. Supp/Equip Repl	24,585	0	19,958	0	5,000	5,000	
4410	Software - Additional	900	718	2,209	0	5,000	5,000	
4450	Software - Replacement	1,010	1,018	25,967	26,000	26,050	50	
4510	General Equipment - Add'l	7,682	13,777	83,656	3,000	5,500	2,500	
4550	General Equipment - Repl.	919	4,808	28,051	3,000	6,000	3,000	
5101	Equipment - Additional	0	0	23,960	0	0	0	
5501	Equipment - Replacement	0	0	11,659	0	0	0	
8002	General Reserve	0	0	0	3,000	2,000	(1,000)	
Totals		9,494,130	9,910,914	10,487,711	10,280,322 115.50	10,404,855 116.80	124,533	1.30
Student Enrollment		1,341	1,381	1,425	1,382	1,400		
Positions		105.30	105.40	112.70	115.50	116.80		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	123,481	128,456	132,310	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	230,810	240,112	247,316	204,240	2.00	202,080	2.00	(2,160)	0.00
1115	Teacher on Special Assignment	36,371	35,684	36,821	33,660	0.50	99,900	1.50	66,240	1.00
1120	Teacher, Classroom	4,664,403	4,868,482	4,806,014	4,899,180	74.50	4,652,340	71.50	(246,840)	(3.00)
1121	Librarian	117,285	114,524	117,340	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	226,938	234,110	213,140	209,760	3.00	274,080	4.00	64,320	1.00
1140	Teacher Assistant	138,089	166,006	152,300	193,920	8.00	169,680	7.00	(24,240)	(1.00)
1148	Specialist	42,834	44,518	45,807	57,000	1.00	57,000	1.00	0	0.00
1150	Secretarial / Bookkeeper	245,834	221,816	231,467	250,410	6.00	256,656	6.00	6,246	0.00
1190	Custodian	188,512	171,110	175,796	173,730	5.00	175,920	5.00	2,190	0.00
1200	Overtime	426	47	708	1,000		1,000		0	
1201	Straight Time	618	534	1,674	0		1,000		1,000	
1300	Temporary Employee	3,446	10,256	12,033	0		3,500		3,500	
1500	Substitute Teacher	58,778	60,907	68,960	59,500		61,000		1,500	
1502	Substitute, Other	2,836	2,981	10,579	6,950		7,450		500	
1600	Instructional Supplement	12,930	9,146	22,240	4,500		4,500		0	
1601	Coaching Supplement	30,256	27,336	30,256	32,657		35,000		2,343	
1602	Extra-Curr. Supplement	24,105	24,786	26,065	24,725		25,000		275	
2100	Social Security - FICA	455,141	472,095	469,344	491,160		482,489		(8,671)	
2210	Retirement - VRS	860,535	865,991	956,984	1,042,960		1,022,045		(20,914)	
2211	Retiree Health Care Credit	61,181	66,344	73,376	0		0		0	
2220	Retirement - PWCS	61,045	62,650	58,161	51,712		50,705		(1,007)	
2221	Defined Contribution Plan	6,297	16,430	22,881	0		0		0	
2300	Health Insurance - HMP	546,081	554,532	574,932	777,575		750,099		(27,476)	
2310	Short/Long Term Disability Premium	1,533	3,404	4,931	0		0		0	
2400	Life Insurance - GLI	70,460	80,117	80,041	82,413		80,808		(1,604)	
2830	Admin. Assoc. Fees	2,001	1,956	1,134	2,000		2,000		0	
3100	Professional Services	940	1,500	0	0		0		0	
3106	Sports Officials	0	0	280	3,274		3,274		0	
3401	Travel Reimbursement	0	37	3,394	2,577		2,577		0	
3402	Conference Expenses	1,169	2,556	4,067	4,500		4,500		0	
3450	Field Trips	21,566	29,723	22,782	16,750		16,000		(750)	
3501	Repair/Maint. - Building	1,255	0	0	1,000		1,000		0	
3502	Repair/Maint. - Equipment	0	265	637	1,000		1,000		0	
3504	Maint. Service Contract	0	0	0	5,000		5,000		0	
3700	In-Service Expenses	817	450	0	0		0		0	
3902	Printing Services	1,732	1,439	1,620	2,500		2,500		0	
3903	Postage	982	949	4,869	4,500		4,500		0	
3911	Rental Equipment	0	9,328	10,176	11,000		11,000		0	
3921	Tuition - PW	0	0	0	5,000		5,000		0	
3999	Other Contract Services	75	46	69	0		0		0	
4001	Office Supplies	1,553	1,013	1,640	1,000		1,000		0	
4002	Medical Supplies	714	322	1,218	1,700		1,700		0	
4003	Custodial Supplies	22,557	15,294	25,399	20,000		20,000		0	
4004	Repair/Maint. Supplies	1,439	722	1,672	1,000		1,000		0	
4007	Wearing Apparel	5,759	6,586	1,758	500		500		0	
4008	Reference Materials	90	119	1,619	2,000		2,000		0	
4009	Extra Curricular Supplies	0	539	55	1,000		1,000		0	
4010	Instructional Supplies	74,572	57,581	85,065	107,515		191,517		84,002	
4011	Textbooks	2,761	74,614	364	0		80,000		80,000	
4012	Emp. Training Supplies	900	300	0	2,000		2,000		0	
4013	Testing Materials	928	1,043	1,005	1,000		2,100		1,100	
4014	Food, Cafeteria	2,383	3,986	8,477	0		0		0	
4016	Library Books	329	2,715	2,462	0		0		0	
4017	Library Periodicals	589	550	492	500		500		0	
4018	Library Supplies	717	345	436	500		500		0	
4019	Food	3,538	2,662	4,727	7,500		7,500		0	
4020	Printing Supplies	0	14,054	17,905	15,000		10,000		(5,000)	
4310	Tech. Supp/Equip Add'l	16,151	428	16,159	13,400		13,400		0	
4350	Tech. Supp/Equip Repl	4,841	12,774	28,526	45,000		45,000		0	
4410	Software - Additional	3,967	6,757	14,600	5,000		5,000		0	
4450	Software - Replacement	26,454	27,005	15,025	20,500		21,500		1,000	
4510	General Equipment - Add'l.	11,599	9,533	6,207	3,500		3,500		0	
4550	General Equipment - Repl.	5,377	6,991	25,635	2,500		2,500		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,427,977	8,776,555	8,880,950	9,181,427	103.00	9,168,740	101.00	(12,687)	(2.00)
Student Enrollment		1,087	1,088	1,121	1,102		1,101			
Positions		94.40	99.00	98.00	103.00		101.00			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	134,930	140,368	144,580	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	215,517	224,202	230,929	204,240 2.00	202,080 2.00	(2,160) 0.00
1120	Teacher, Classroom	4,797,106	4,995,598	5,035,323	5,132,880 78.00	5,110,620 78.50	(22,260) 0.50
1121	Librarian	123,366	128,547	131,551	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	219,342	227,952	193,618	209,760 3.00	298,965 4.50	89,205 1.50
1140	Teacher Assistant	83,325	131,178	144,466	145,440 6.00	193,920 8.00	48,480 2.00
1148	Specialist	55,404	57,580	59,251	57,000 1.00	57,000 1.00	0 0.00
1150	Secretarial / Bookkeeper	224,599	229,681	236,093	240,480 6.00	293,520 7.00	53,040 1.00
1190	Custodian	157,523	159,487	147,017	167,970 5.00	198,720 6.00	30,750 1.00
1200	Overtime	3,659	513	890	6,000	2,000	(4,000)
1201	Straight Time	223	171	981	2,000	3,000	1,000
1300	Temporary Employee	1,889	24,802	23,647	45,000	35,000	(10,000)
1500	Substitute Teacher	162,824	128,678	99,376	90,000	90,000	0
1502	Substitute, Other	1,113	0	470	0	3,000	3,000
1600	Instructional Supplement	25,611	29,258	26,955	0	15,000	15,000
1601	Coaching Supplement	30,256	30,256	30,256	0	38,365	38,365
1602	Extra-Curr. Supplement	21,448	23,939	27,897	61,679	20,070	(41,609)
2100	Social Security - FICA	457,973	478,248	476,133	507,318	523,427	16,109
2210	Retirement - VRS	867,740	883,737	982,379	1,066,523	1,098,414	31,891
2211	Retiree Health Care Credit	62,064	67,773	75,448	0	0	0
2220	Retirement - PWCS	64,080	67,767	63,232	52,829	54,545	1,716
2221	Defined Contribution Plan	11,578	17,113	23,835	0	0	0
2300	Health Insurance - HMP	658,257	641,218	667,537	794,368	806,906	12,539
2310	Short/Long Term Disability Premium	1,958	2,937	4,289	0	0	0
2400	Life Insurance - GLI	71,152	81,668	81,941	84,192	86,928	2,736
2830	Admin. Assoc. Fees	565	1,635	1,515	2,000	2,500	500
3100	Professional Services	798	3,444	2,320	1,000	10,000	9,000
3106	Sports Officials	4,897	4,569	5,514	3,210	4,000	790
3201	Telephone	2,751	2,837	1,883	3,500	3,500	0
3401	Travel Reimbursement	1,308	981	941	2,500	2,500	0
3402	Conference Expenses	9,777	11,966	7,238	10,000	10,000	0
3450	Field Trips	20,998	19,495	25,377	28,000	30,000	2,000
3501	Repair/Maint. - Building	5,347	13,932	9,205	3,000	3,000	0
3502	Repair/Maint. - Equipment	510	1,310	480	3,000	3,000	0
3700	In-Service Expenses	2,289	6,767	0	4,000	4,000	0
3902	Printing Services	18,884	17,279	13,584	7,000	7,000	0
3903	Postage	5,853	5,830	4,566	3,000	5,000	2,000
3905	Extra Curricular Expenses	0	38	831	0	2,500	2,500
3908	Parent Activity	102	197	128	500	500	0
3911	Rental Equipment	0	0	16,363	0	0	0
3921	Tuition - PW	0	0	0	9,000	10,000	1,000
4001	Office Supplies	8,562	5,470	4,325	12,505	8,388	(4,117)
4002	Medical Supplies	374	844	916	1,000	1,500	500
4003	Custodial Supplies	12,440	16,368	15,470	32,358	15,000	(17,358)
4004	Repair/Maint. Supplies	0	0	0	3,000	3,000	0
4007	Wearing Apparel	447	711	450	500	0	(500)
4008	Reference Materials	3,011	129	699	5,000	5,000	0
4010	Instructional Supplies	163,424	59,635	76,439	287,930	166,075	(121,855)
4011	Textbooks	5,120	48,838	258	70,000	80,000	10,000
4014	Food, Cafeteria	0	665	0	2,500	5,000	2,500
4016	Library Books	12,588	6,787	2,650	20,000	15,000	(5,000)
4017	Library Periodicals	0	0	2,029	1,000	3,000	2,000
4018	Library Supplies	1,415	0	982	1,000	2,000	1,000
4019	Food	7,758	5,047	10,641	4,100	7,000	2,900
4020	Printing Supplies	0	4,712	12,205	10,000	15,000	5,000
4310	Tech. Supp/Equip Add'l	1,000	61,983	32,376	12,000	25,000	13,000
4350	Tech. Supp/Equip Repl	0	4,360	193	5,000	47,000	42,000
4410	Software - Additional	0	21,716	15,579	10,000	10,000	0
4450	Software - Replacement	1,010	1,018	749	1,000	1,000	0
4510	General Equipment - Add'l.	16,712	34,790	2,821	21,000	2,000	(19,000)
5101	Equipment - Additional	0	0	0	5,000	0	(5,000)
5501	Equipment - Replacement	0	8,515	0	0	0	0
						0	
	Totals	8,760,874	9,144,538	9,176,818	9,721,443 104.00	9,920,864 110.00	199,421 6.00
	Student Enrollment	1,196	1,194	1,166	1,228	1,222	
	Positions	95.00	97.00	100.60	104.00	110.00	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	103,413	107,582	110,809	134,520 1.00	147,720 1.00	13,200	0.00
1112	Assistant Principal	199,808	207,861	214,098	204,240 2.00	202,080 2.00	(2,160)	0.00
1115	Teacher on Special Assignment	14,708	30,809	73,641	67,320 1.00	66,600 1.00	(720)	0.00
1120	Teacher, Classroom	4,914,750	5,272,424	5,581,567	5,695,464 86.60	5,673,552 87.20	(21,912)	0.60
1121	Librarian	144,519	151,394	155,875	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	232,766	241,963	277,767	277,080 4.00	340,680 5.00	63,600	1.00
1140	Teacher Assistant	107,637	111,586	156,122	169,680 7.00	218,160 9.00	48,480	2.00
1148	Specialist	41,214	55,959	57,580	57,000 1.00	57,000 1.00	0	0.00
1150	Secretarial / Bookkeeper	251,995	254,618	232,697	257,280 6.00	258,240 6.00	960	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	172,463	199,860	202,111	202,170 6.00	204,600 6.00	2,430	0.00
1200	Overtime	2,191	196	1,587	1,000	1,000	0	
1201	Straight Time	0	333	1,520	0	0	0	
1300	Temporary Employee	13,622	20,986	12,372	15,000	12,500	(2,500)	
1500	Substitute Teacher	65,029	76,383	76,259	80,000	75,000	(5,000)	
1502	Substitute, Other	1,931	18	2,063	1,000	1,000	0	
1600	Instructional Supplement	11,597	15,764	19,121	7,000	4,000	(3,000)	
1601	Coaching Supplement	30,256	30,256	30,256	36,000	38,365	2,365	
1602	Extra-Curr. Supplement	21,900	20,444	20,434	16,000	17,289	1,289	
2100	Social Security - FICA	467,946	503,709	533,446	562,308	570,000	7,692	
2210	Retirement - VRS	876,673	921,527	1,089,931	1,193,181	1,210,207	17,027	
2211	Retiree Health Care Credit	62,649	70,311	83,318	0	0	0	
2220	Retirement - PWCS	52,554	60,531	62,501	59,179	60,021	842	
2221	Defined Contribution Plan	9,927	14,220	22,809	0	0	0	
2300	Health Insurance - HMP	608,636	654,133	750,268	889,845	887,903	(1,942)	
2310	Short/Long Term Disability Premium	2,469	3,008	4,044	0	0	0	
2400	Life Insurance - GLI	71,958	85,074	90,917	94,312	95,654	1,342	
2830	Admin. Assoc. Fees	1,830	1,414	1,969	1,000	1,000	0	
3105	Contractual Services	0	5,000	0	0	0	0	
3106	Sports Officials	3,338	2,157	3,276	3,274	3,339	65	
3201	Telephone	2,760	0	2,859	2,400	3,000	600	
3401	Travel Reimbursement	8,748	16,808	1,348	4,077	3,000	(1,077)	
3402	Conference Expenses	3,300	8,745	990	5,000	2,000	(3,000)	
3450	Field Trips	5,930	10,204	11,094	6,710	6,710	0	
3502	Repair/Maint. - Equipment	156	0	0	0	0	0	
3504	Maint. Service Contract	150	0	0	1,000	1,000	0	
3700	In-Service Expenses	2,642	711	396	2,000	2,000	0	
3902	Printing Services	28,318	17,197	14,152	20,000	15,000	(5,000)	
3903	Postage	2,059	1,885	2,017	2,000	2,000	0	
3921	Tuition - PW	370	0	402	5,000	2,000	(3,000)	
3999	Other Contract Services	268	1,743	1,799	0	3,000	3,000	
4001	Office Supplies	2,501	2,845	2,220	2,000	3,000	1,000	
4002	Medical Supplies	913	1,099	1,521	2,000	2,000	0	
4003	Custodial Supplies	17,483	21,637	24,751	15,000	20,000	5,000	
4004	Repair/Maint. Supplies	2,010	2,822	5,772	4,000	2,000	(2,000)	
4007	Wearing Apparel	625	539	479	600	600	0	
4008	Reference Materials	2,208	417	222	1,000	1,000	0	
4009	Extra Curricular Supplies	0	65	0	0	0	0	
4010	Instructional Supplies	83,002	69,162	108,033	220,194	290,393	70,199	
4011	Textbooks	41,121	0	0	100,000	40,000	(60,000)	
4012	Emp. Training Supplies	0	1,386	0	0	0	0	
4013	Testing Materials	422	1,190	276	3,000	2,000	(1,000)	
4014	Food, Cafeteria	598	895	1,354	0	0	0	
4016	Library Books	4,044	8,208	8,615	5,000	5,000	0	
4017	Library Periodicals	4,949	436	3,117	2,000	2,000	0	
4018	Library Supplies	1,713	600	1,617	1,000	1,000	0	
4019	Food	2,177	5,786	2,054	2,000	2,000	0	
4020	Printing Supplies	0	12,036	10,196	10,000	10,000	0	
4310	Tech. Supp/Equip Add'l	59,809	102,015	93,455	100,000	30,000	(70,000)	
4350	Tech. Supp/Equip Repl	20,486	0	1,670	0	0	0	
4410	Software - Additional	36,773	38,057	24,065	30,000	30,000	0	
4450	Software - Replacement	1,010	1,168	749	50,000	0	(50,000)	
4510	General Equipment - Add'l.	46,777	10,310	16,120	47,000	21,000	(26,000)	
4550	General Equipment - Repl.	35,499	10,585	10,585	10,000	5,000	(5,000)	
5101	Equipment - Additional	13,432	0	0	0	0	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		8,925,031	9,473,071	10,225,287	10,816,473 116.60	10,790,813 120.20	(25,660) 3.60	
Student Enrollment		1,381	1,385	1,436	1,474	1,446		
Positions		103.20	109.10	117.20	116.60	120.20		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	94,637	98,452	101,406	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	196,198	204,105	210,229	204,240 2.00	202,080 2.00	(2,160) 0.00
1115	Teacher on Special Assignment	0	0	0	0 0.00	66,600 1.00	66,600 1.00
1120	Teacher, Classroom	3,718,939	4,056,287	4,197,958	4,273,080 65.00	4,033,080 62.00	(240,000) (3.00)
1121	Librarian	118,267	135,117	138,351	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	217,497	225,292	224,876	209,760 3.00	274,080 4.00	64,320 1.00
1140	Teacher Assistant	182,830	141,206	132,896	121,200 5.00	121,200 5.00	0 0.00
1142	Cafeteria Aide	0	0	0	9,306 0.47	9,193 0.47	(113) 0.00
1148	Specialist	57,010	59,251	60,552	57,000 1.00	57,000 1.00	0 0.00
1150	Secretarial / Bookkeeper	261,216	260,692	272,158	280,080 7.00	257,880 6.00	(22,200) (1.00)
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	193,091	200,683	206,081	179,490 5.00	175,920 5.00	(3,570) 0.00
1200	Overtime	1,228	778	972	0	1,500	1,500
1201	Straight Time	317	657	2,848	0	0	0
1300	Temporary Employee	4,312	9,218	5,082	6,500	3,500	(3,000)
1500	Substitute Teacher	52,783	73,841	72,550	70,000	70,000	0
1502	Substitute, Other	0	0	0	400	400	0
1600	Instructional Supplement	12,691	9,139	17,978	3,000	3,000	0
1601	Coaching Supplement	30,256	29,433	30,256	32,847	33,508	661
1602	Extra-Curr. Supplement	25,534	25,891	25,256	24,492	24,559	67
2100	Social Security - FICA	374,015	405,132	422,425	439,153	429,503	(9,650)
2210	Retirement - VRS	710,524	745,368	847,206	924,669	903,916	(20,752)
2211	Retiree Health Care Credit	50,780	56,534	64,757	0	0	0
2220	Retirement - PWCS	40,944	45,863	46,493	45,983	44,953	(1,030)
2221	Defined Contribution Plan	9,592	16,933	19,385	0	0	0
2300	Health Insurance - HMP	472,605	520,536	535,691	691,419	665,001	(26,418)
2310	Short/Long Term Disability Premium	1,995	3,164	3,496	0	0	0
2400	Life Insurance - GLI	58,827	68,826	71,190	73,281	71,641	(1,641)
2830	Admin. Assoc. Fees	0	385	310	1,000	1,000	0
3106	Sports Officials	7,493	7,384	7,931	7,333	8,000	667
3201	Telephone	2,710	2,165	2,374	2,200	2,800	600
3401	Travel Reimbursement	2,367	69	354	500	500	0
3402	Conference Expenses	1,080	1,499	2,904	1,500	1,600	100
3450	Field Trips	21,876	23,978	18,715	15,000	16,000	1,000
3501	Repair/Maint. - Building	1,558	656	21,930	3,500	1,500	(2,000)
3502	Repair/Maint. - Equipment	436	781	0	1,000	1,000	0
3504	Maint. Service Contract	550	0	0	0	0	0
3700	In-Service Expenses	899	0	0	0	0	0
3902	Printing Services	1,046	863	1,973	2,500	1,200	(1,300)
3903	Postage	2,923	3,913	2,913	3,500	2,800	(700)
3911	Rental Equipment	18,130	20,829	21,184	30,000	30,000	0
3921	Tuition - PW	0	0	0	12,000	0	(12,000)
3999	Other Contract Services	148	1,800	298	0	0	0
4001	Office Supplies	4,620	3,074	4,826	3,100	1,000	(2,100)
4002	Medical Supplies	178	501	687	800	1,000	200
4003	Custodial Supplies	14,878	14,884	12,841	15,000	15,000	0
4004	Repair/Maint. Supplies	4,365	339	0	0	0	0
4007	Wearing Apparel	442	807	4,349	2,500	1,000	(1,500)
4009	Extra Curricular Supplies	0	491	1,004	3,500	1,800	(1,700)
4010	Instructional Supplies	76,275	84,243	78,566	99,435	143,373	43,938
4011	Textbooks	4,606	0	0	53,000	53,500	500
4013	Testing Materials	453	0	0	0	1,000	1,000
4014	Food, Cafeteria	556	2,867	3,791	0	0	0
4016	Library Books	2,941	6,081	6,734	3,500	3,500	0
4018	Library Supplies	1,974	1,948	1,650	2,000	2,000	0
4019	Food	8,387	6,411	5,772	6,000	5,600	(400)
4310	Tech. Supp/Equip Add'l	51,281	510	3,238	0	0	0
4350	Tech. Supp/Equip Repl	28,759	64,170	46,945	10,000	13,000	3,000
4410	Software - Additional	0	7,525	0	7,525	0	(7,525)
4450	Software - Replacement	20,983	19,256	27,857	24,200	38,700	14,500
4510	General Equipment - Add'l.	18,062	12,658	510	1,000	0	(1,000)
4550	General Equipment - Repl.	3,590	240	5,346	0	1,000	1,000
Totals		7,189,655	7,682,725	8,000,093	8,226,652 91.47	8,077,307 89.47	(149,345) (2.00)
Student Enrollment		1,015	1,042	1,034	1,053	1,006	
Positions		88.00	90.00	90.00	91.47	89.47	

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	127,184	132,310	136,280	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	169,686	205,409	211,571	204,240	2.00	202,080	2.00	(2,160)	0.00
1115	Teacher on Special Assignment	72,749	23,795	26,154	33,660	0.50	99,900	1.50	66,240	1.00
1120	Teacher, Classroom	3,996,019	4,202,742	4,206,311	4,536,480	69.00	4,327,740	66.50	(208,740)	(2.50)
1121	Librarian	119,431	127,361	134,425	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	195,404	199,062	204,218	209,760	3.00	274,080	4.00	64,320	1.00
1140	Teacher Assistant	96,332	96,411	41,508	24,240	1.00	24,240	1.00	0	0.00
1148	Specialist	44,076	45,807	47,138	57,000	1.00	57,000	1.00	0	0.00
1150	Secretarial / Bookkeeper	284,764	287,727	270,388	287,040	7.00	258,240	6.00	(28,800)	(1.00)
1190	Custodian	173,856	170,637	155,607	173,730	5.00	175,920	5.00	2,190	0.00
1200	Overtime	8,976	13,412	4,989	0		0		0	
1201	Straight Time	6,899	6,633	4,693	0		0		0	
1300	Temporary Employee	194	5,922	14,446	18,000		8,000		(10,000)	
1500	Substitute Teacher	107,862	72,370	119,371	65,000		100,000		35,000	
1502	Substitute, Other	2,821	502	235	2,500		2,500		0	
1600	Instructional Supplement	149,680	191,567	136,015	0		0		0	
1601	Coaching Supplement	30,256	30,256	30,603	37,598		37,598		0	
1602	Extra-Curr. Supplement	25,566	25,759	21,238	25,264		25,264		0	
1603	Homebound Tutoring	10	0	0	0		0		0	
2100	Social Security - FICA	413,233	430,397	413,995	454,690		449,322		(5,368)	
2210	Retirement - VRS	743,672	773,674	832,170	959,277		942,970		(16,307)	
2211	Retiree Health Care Credit	53,508	59,320	63,845	0		0		0	
2220	Retirement - PWCS	39,486	44,197	45,978	47,637		46,855		(783)	
2221	Defined Contribution Plan	8,803	15,972	20,493	0		0		0	
2300	Health Insurance - HMP	565,200	619,857	635,132	716,300		693,135		(23,165)	
2310	Short/Long Term Disability Premium	2,022	3,267	4,558	0		0		0	
2400	Life Insurance - GLI	61,710	71,803	69,669	75,918		74,672		(1,247)	
2830	Admin. Assoc. Fees	260	0	0	828		828		0	
3100	Professional Services	7,527	0	0	0		0		0	
3106	Sports Officials	0	1,300	5,116	3,210		3,210		0	
3201	Telephone	1,914	1,775	2,140	1,500		1,500		0	
3401	Travel Reimbursement	3,976	982	2,549	2,000		2,000		0	
3402	Conference Expenses	7,310	3,658	11,015	2,000		7,000		5,000	
3450	Field Trips	35,070	27,447	26,631	3,125		3,125		0	
3501	Repair/Maint. - Building	142	105,079	0	500		500		0	
3502	Repair/Maint. - Equipment	290	388	0	250		250		0	
3504	Maint. Service Contract	299	1,085	0	500		500		0	
3700	In-Service Expenses	383	0	0	0		0		0	
3902	Printing Services	6,489	117	1,302	1,500		1,500		0	
3903	Postage	2,868	3,009	3,327	2,000		2,000		0	
3911	Rental Equipment	16,150	27,391	28,659	40,000		1,000		(39,000)	
3921	Tuition - PW	0	0	0	25,223		0		(25,223)	
3999	Other Contract Services	756	1,466	9,072	0		1,000		1,000	
4001	Office Supplies	5,741	7,684	2,735	4,400		3,500		(900)	
4002	Medical Supplies	763	667	846	1,000		2,000		1,000	
4003	Custodial Supplies	26,490	17,728	24,910	26,000		30,000		4,000	
4004	Repair/Maint. Supplies	4,037	1,304	0	3,500		3,500		0	
4007	Wearing Apparel	6,607	68,895	135	300		300		0	
4009	Extra Curricular Supplies	377	258	403	0		0		0	
4010	Instructional Supplies	84,461	41,020	59,026	105,295		253,934		148,639	
4011	Textbooks	22,785	2,567	14,508	58,746		70,000		11,254	
4012	Emp. Training Supplies	0	0	152	0		0		0	
4013	Testing Materials	0	0	2,186	1,000		1,000		0	
4014	Food, Cafeteria	0	5,105	3,408	0		0		0	
4016	Library Books	8,411	3,624	7,264	22,503		0		(22,503)	
4017	Library Periodicals	722	0	474	800		800		0	
4018	Library Supplies	5,588	1,584	410	1,000		1,000		0	
4019	Food	4,238	4,884	4,515	5,000		5,000		0	
4020	Printing Supplies	3,529	12,567	6,524	10,000		5,000		(5,000)	
4310	Tech. Supp/Equip Add'l	48,372	26,897	17,917	20,000		20,000		0	
4350	Tech. Supp/Equip Repl	56,528	55,295	8,030	42,361		42,361		0	
4410	Software - Additional	27,621	19,295	19,659	20,000		20,000		0	
4450	Software - Replacement	3,250	1,018	749	5,050		12,952		7,902	
4510	General Equipment - Add'l.	8,788	4,751	24,128	34,043		0		(34,043)	
4550	General Equipment - Repl.	330	15,693	10,883	6,750		5,750		(1,000)	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		7,901,470	8,320,705	8,149,704	8,647,879	91.50	8,586,945	90.00	(60,934)	(1.50)
Student Enrollment		1,094	1,050	1,087	1,118		1,073			
Positions		91.30	91.50	88.50	91.50		90.00			

Financial Section

LAKE RIDGE MIDDLE SCHOOL

School: 472
Address: 12350 Mohican Rd.
 Woodbridge, VA 22192
Principal: James Dutrow
Main Office: 703.494.5154
Grades: 6-8
Specialty: World Languages Program
Programs: School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	138,978	148,918	153,385	134,520 1.00	147,720 1.00	13,200	0.00
1112	Assistant Principal	164,310	170,933	176,062	204,240 2.00	202,080 2.00	(2,160)	0.00
1115	Teacher on Special Assignment	0	0	0	67,320 1.00	0 0.00	(67,320)	(1.00)
1120	Teacher, Classroom	4,501,476	4,290,634	4,712,913	5,595,070 85.14	5,730,089 88.14	135,019	3.00
1121	Librarian	149,895	156,801	162,523	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	190,616	189,796	193,753	209,760 3.00	373,980 5.50	164,220	2.50
1140	Teacher Assistant	55,152	56,579	86,087	96,960 4.00	121,200 5.00	24,240	1.00
1148	Specialist	48,024	49,915	51,359	57,000 1.00	57,000 1.00	0	0.00
1150	Secretarial / Bookkeeper	257,296	241,517	236,452	248,880 6.00	258,240 6.00	9,360	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	176,390	171,596	192,158	167,970 5.00	175,920 5.00	7,950	0.00
1200	Overtime	1,820	855	639	200	200	0	
1201	Straight Time	299	218	1,766	500	1,000	500	
1300	Temporary Employee	11,582	1,934	3,016	3,000	2,000	(1,000)	
1500	Substitute Teacher	63,199	56,834	82,985	71,000	75,000	4,000	
1502	Substitute, Other	78	0	314	2,000	2,000	0	
1600	Instructional Supplement	3,974	8,947	12,021	0	0	0	
1601	Coaching Supplement	26,362	30,256	30,256	25,000	31,000	6,000	
1602	Extra-Curr. Supplement	28,195	24,503	24,263	25,000	30,000	5,000	
2100	Social Security - FICA	427,227	413,686	449,553	538,794	561,559	22,764	
2210	Retirement - VRS	806,631	768,524	909,975	1,149,139	1,196,053	46,914	
2211	Retiree Health Care Credit	57,347	59,040	70,483	0	0	0	
2220	Retirement - PWCS	54,429	51,225	45,540	56,852	59,179	2,327	
2221	Defined Contribution Plan	5,646	17,173	32,072	0	0	0	
2300	Health Insurance - HMP	555,513	521,392	509,079	854,861	875,450	20,589	
2310	Short/Long Term Disability Premium	1,299	3,310	6,330	0	0	0	
2400	Life Insurance - GLI	66,042	71,421	77,133	90,604	94,313	3,708	
2830	Admin. Assoc. Fees	536	689	0	0	0	0	
3100	Professional Services	(51)	29,089	6,655	3,500	0	(3,500)	
3106	Sports Officials	5,616	7,254	7,247	5,500	9,000	3,500	
3201	Telephone	1,798	3,054	2,995	3,300	3,300	0	
3401	Travel Reimbursement	1,178	164	12	0	0	0	
3402	Conference Expenses	1,665	7,934	14,804	33,000	25,000	(8,000)	
3450	Field Trips	10,313	10,818	12,335	11,500	17,500	6,000	
3501	Repair/Maint. - Building	0	0	817	1,500	0	(1,500)	
3504	Maint. Service Contract	10	0	0	0	0	0	
3902	Printing Services	2,485	2,459	1,015	1,700	2,200	500	
3903	Postage	11	658	39	500	500	0	
3918	Permits & Fees	0	0	387	0	0	0	
3999	Other Contract Services	0	0	410	0	0	0	
4001	Office Supplies	5,116	4,947	4,616	5,365	3,000	(2,365)	
4002	Medical Supplies	400	467	499	500	500	0	
4003	Custodial Supplies	20,654	18,736	12,203	12,000	16,000	4,000	
4004	Repair/Maint. Supplies	299	1,011	0	0	0	0	
4007	Wearing Apparel	400	356	262	500	500	0	
4008	Reference Materials	0	288	292	0	0	0	
4010	Instructional Supplies	65,213	145,220	72,292	96,501	104,194	7,693	
4011	Textbooks	3,933	23,856	149	9,881	70,000	60,119	
4014	Food, Cafeteria	0	1,434	2,113	0	0	0	
4016	Library Books	5,310	9,343	6,116	6,000	7,000	1,000	
4017	Library Periodicals	3,302	3,217	3,383	4,000	4,000	0	
4018	Library Supplies	3,526	0	0	0	0	0	
4019	Food	1,488	3,214	3,807	0	5,000	5,000	
4020	Printing Supplies	380	0	0	0	0	0	
4310	Tech. Supp/Equip Add'l	6,036	162,476	50,827	86,000	100,000	14,000	
4350	Tech. Supp/Equip Repl	1,934	0	34,909	41,000	25,000	(16,000)	
4410	Software - Additional	11,851	24,375	16,200	25,000	50,787	25,787	
4450	Software - Replacement	1,228	1,018	5,749	500	550	50	
4510	General Equipment - Add'l.	16,550	37,359	40,196	30,000	5,000	(25,000)	
4550	General Equipment - Repl.	1,100	0	0	0	0	0	
5101	Equipment - Additional	0	14,021	0	0	0	0	
Totals		7,966,558	8,024,463	8,525,443	10,111,058 110.14	10,576,214 115.64	465,156	5.50
Student Enrollment		1,220	1,220	1,275	1,407	1,435		
Positions		94.60	89.00	100.60	110.14	115.64		

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	103,413	238,052	322,080	134,520 1.00	147,720 1.00	13,200	0.00
1112	Assistant Principal	184,197	173,580	178,976	204,240 2.00	303,120 3.00	98,880	1.00
1115	Teacher on Special Assignment	74,113	0	0	0 0.00	0 0.00	0	0.00
1120	Teacher, Classroom	3,912,155	4,026,590	4,256,599	4,995,120 76.00	5,850,840 90.00	855,720	14.00
1121	Librarian	120,528	125,326	122,724	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	203,856	212,013	218,311	209,760 3.00	340,680 5.00	130,920	2.00
1140	Teacher Assistant	53,864	45,273	55,085	72,720 3.00	72,720 3.00	0	0.00
1148	Specialist	84,653	81,979	84,357	91,200 2.00	101,040 2.00	9,840	0.00
1150	Secretarial / Bookkeeper	206,986	233,606	218,441	248,880 6.00	258,240 6.00	9,360	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	0	2,500	0 0.00	0 0.00	0	0.00
1190	Custodian	201,114	189,784	196,333	202,170 6.00	204,600 6.00	2,430	0.00
1200	Overtime	7,127	3,791	11,807	12,000	8,750	(3,250)	
1201	Straight Time	4,755	3,429	8,927	5,000	9,300	4,300	
1300	Temporary Employee	50,076	16,581	22,725	6,000	0	(6,000)	
1500	Substitute Teacher	69,650	81,663	101,098	60,000	120,000	60,000	
1600	Instructional Supplement	184,928	154,539	162,713	2,000	15,000	13,000	
1601	Coaching Supplement	30,256	30,256	30,256	40,000	40,000	0	
1602	Extra-Curr. Supplement	27,667	30,451	27,180	30,000	22,000	(8,000)	
2100	Social Security - FICA	407,533	410,162	443,908	493,290	583,482	90,191	
2210	Retirement - VRS	717,933	723,591	862,900	1,040,224	1,228,831	188,607	
2211	Retiree Health Care Credit	52,249	55,651	66,426	0	0	0	
2220	Retirement - PWCS	26,853	25,800	28,057	51,730	60,928	9,197	
2221	Defined Contribution Plan	11,035	18,191	25,504	0	0	0	
2300	Health Insurance - HMP	480,496	566,603	649,263	777,845	901,319	123,473	
2310	Short/Long Term Disability Premium	2,462	3,455	4,623	0	0	0	
2400	Life Insurance - GLI	60,265	67,669	72,865	82,441	97,099	14,658	
2830	Admin. Assoc. Fees	9,500	10,178	10,587	1,000	1,000	0	
3100	Professional Services	7,768	3,215	23,654	0	0	0	
3105	Contractual Services	0	2,100	0	0	0	0	
3106	Sports Officials	3,286	3,330	4,174	5,000	5,000	0	
3201	Telephone	2,889	2,942	3,743	2,000	0	(2,000)	
3401	Travel Reimbursement	7,617	5	5,980	9,500	7,000	(2,500)	
3402	Conference Expenses	18,103	6,664	6,787	13,000	6,000	(7,000)	
3450	Field Trips	50,345	44,150	46,228	29,000	35,000	6,000	
3501	Repair/Maint. - Building	1,745	93	0	0	8,000	8,000	
3502	Repair/Maint. - Equipment	0	0	2,764	0	0	0	
3700	In-Service Expenses	575	0	0	0	0	0	
3902	Printing Services	14,278	14,688	8,402	4,500	10,000	5,500	
3903	Postage	5,820	3,594	2,884	4,000	2,500	(1,500)	
3999	Other Contract Services	8,836	4,815	33	1,000	0	(1,000)	
4001	Office Supplies	9,041	8,772	3,300	4,000	4,000	0	
4002	Medical Supplies	405	638	329	0	0	0	
4003	Custodial Supplies	17,837	18,231	16,437	20,000	50,000	30,000	
4004	Repair/Maint. Supplies	3,410	2,254	10,551	2,000	500	(1,500)	
4007	Wearing Apparel	6,026	25,500	12,043	12,000	19,200	7,200	
4008	Reference Materials	111	1,380	2,111	0	0	0	
4009	Extra Curricular Supplies	1,963	5,031	10,507	0	0	0	
4010	Instructional Supplies	91,217	56,496	154,899	190,436	130,239	(60,197)	
4011	Textbooks	9,464	43,126	2,035	10,000	50,000	40,000	
4013	Testing Materials	980	182	16,690	5,000	1,500	(3,500)	
4014	Food, Cafeteria	0	13,894	8,451	0	0	0	
4016	Library Books	6,245	7,927	3,644	10,000	16,000	6,000	
4018	Library Supplies	380	398	319	0	2,000	2,000	
4019	Food	6,985	11,317	4,459	6,000	6,000	0	
4020	Printing Supplies	9,531	14,546	2,598	0	0	0	
4310	Tech. Supp/Equip Add'l	28,552	150,668	51,511	5,000	35,000	30,000	
4350	Tech. Supp/Equip Repl	18,438	5,289	13,443	0	0	0	
4410	Software - Additional	3,106	4,929	9,026	10,000	10,000	0	
4450	Software - Replacement	33,214	(67)	3,365	0	0	0	
4510	General Equipment - Add'l.	15,670	1,392	68,176	20,000	45,000	25,000	
4550	General Equipment - Repl.	5,003	20,403	5,372	15,000	0	(15,000)	
4999	Other Material/Supplies	9,345	0	0	0	0	0	
5101	Equipment - Additional	12,908	17,239	96,424	20,000	0	(20,000)	
5144	Building, Alteration	0	30,600	732	0	0	0	
8002	General Reserve	0	0	0	0	5,000	5,000	
Totals		7,698,757	8,053,953	8,785,312	9,292,217 101.00	10,947,807 118.00	1,655,590	17.00
Student Enrollment		1,035	1,043	1,080	1,084	1,327		
Positions		90.50	91.00	98.00	101.00	118.00		

Financial Section

MARSTELLER MIDDLE SCHOOL

School: 421
Address: 14000 Sudley Manor Dr.
 Bristow, VA 20136
Principal: Lisa Warner
Main Office: 703.393.7608
Grades: 6-8
Specialty: Mathematics and Science
Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	127,184	132,310	136,280	134,520 1.00	147,720 1.00	13,200 0.00	
1112	Assistant Principal	202,614	210,782	217,103	204,240 2.00	202,080 2.00	(2,160) 0.00	
1120	Teacher, Classroom	5,243,248	5,334,337	5,692,345	5,183,472 78.80	5,047,512 77.60	(135,960) (1.20)	
1121	Librarian	126,533	132,812	136,871	134,640 2.00	133,200 2.00	(1,440) 0.00	
1122	Counselor	247,738	256,482	265,510	243,420 3.50	340,680 5.00	97,260 1.50	
1140	Teacher Assistant	154,352	179,194	198,025	218,160 9.00	218,160 9.00	0 0.00	
1148	Specialist	39,033	49,004	47,976	57,000 1.00	57,000 1.00	0 0.00	
1150	Secretarial / Bookkeeper	263,768	273,935	279,522	275,640 7.00	258,240 6.00	(17,400) (1.00)	
1180	Natl Board Certified Teacher Incentive Bonus	12,500	7,500	7,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	221,060	229,749	236,407	213,690 6.00	216,360 6.00	2,670 0.00	
1200	Overtime	3,583	762	4,062	1,000	5,500	4,500	
1201	Straight Time	995	1,212	2,841	2,200	4,800	2,600	
1300	Temporary Employee	45,529	35,035	27,381	19,300	21,700	2,400	
1500	Substitute Teacher	78,231	89,624	86,872	82,021	75,700	(6,321)	
1502	Substitute, Other	2,313	3,316	2,783	2,100	3,600	1,500	
1600	Instructional Supplement	9,970	6,315	15,109	0	7,000	7,000	
1601	Coaching Supplement	30,256	32,278	30,256	33,588	36,289	2,701	
1602	Extra-Curr. Supplement	21,672	21,893	20,301	23,699	4,869	(18,830)	
2100	Social Security - FICA	505,415	515,486	544,907	522,396	518,701	(3,695)	
2210	Retirement - VRS	940,085	929,141	1,098,164	1,101,680	1,093,991	(7,689)	
2211	Retiree Health Care Credit	66,234	71,057	83,947	0	0	0	
2220	Retirement - PWCS	67,216	63,943	68,955	54,785	54,424	(361)	
2221	Defined Contribution Plan	6,233	17,563	24,117	0	0	0	
2300	Health Insurance - HMP	549,090	595,933	692,552	823,767	805,108	(18,659)	
2310	Short/Long Term Disability Premium	1,825	3,010	3,763	0	0	0	
2400	Life Insurance - GLI	76,620	86,273	91,950	87,308	86,734	(574)	
2830	Admin. Assoc. Fees	400	536	736	828	550	(278)	
3100	Professional Services	3,319	3,405	456	3,300	200	(3,100)	
3106	Sports Officials	4,231	288	2,006	3,210	6,000	2,790	
3201	Telephone	2,079	737	582	1,100	600	(500)	
3401	Travel Reimbursement	4,099	2,657	1,175	2,186	1,175	(1,011)	
3402	Conference Expenses	1,406	549	1,602	800	2,000	1,200	
3450	Field Trips	26,259	26,707	22,824	18,125	15,300	(2,825)	
3902	Printing Services	404	444	364	600	525	(75)	
3903	Postage	21	2,729	265	3,000	2,000	(1,000)	
3905	Extra Curricular Expenses	0	0	86	0	0	0	
3911	Rental Equipment	17,749	17,749	17,659	2,000	19,000	17,000	
4001	Office Supplies	7,142	5,968	6,741	20,000	5,000	(15,000)	
4002	Medical Supplies	460	776	263	500	500	0	
4003	Custodial Supplies	20,869	20,724	22,520	15,000	20,000	5,000	
4004	Repair/Maint. Supplies	0	383	527	0	1,500	1,500	
4007	Wearing Apparel	454	460	472	500	200	(300)	
4010	Instructional Supplies	104,803	130,749	124,086	146,631	139,542	(7,089)	
4011	Textbooks	0	31,555	3,972	142,677	59,255	(83,422)	
4012	Emp. Training Supplies	0	264	107	150	0	(150)	
4013	Testing Materials	180	0	0	0	0	0	
4014	Food, Cafeteria	0	985	2,541	0	0	0	
4016	Library Books	13,487	11,924	18,716	15,500	8,000	(7,500)	
4017	Library Periodicals	25	199	65	400	400	0	
4018	Library Supplies	291	1,084	1,172	1,000	500	(500)	
4019	Food	2,100	589	1,615	5,000	1,700	(3,300)	
4310	Tech. Supp/Equip Add'l	1,577	2,621	151,567	15,000	30,000	15,000	
4350	Tech. Supp/Equip Repl	5,013	28,440	0	3,579	0	(3,579)	
4410	Software - Additional	36	0	0	0	0	0	
4450	Software - Replacement	1,010	1,018	275	1,000	500	(500)	
4510	General Equipment - Add'l.	3,829	8,805	17,894	15,750	23,000	7,250	
Totals		9,264,541	9,581,287	10,415,784	9,836,462 110.30	9,676,815 109.60	(159,647) (0.70)	
Student Enrollment		1,297	1,334	1,344	1,312	1,268		
Positions		106.30	109.90	113.30	110.30	109.60		

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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	106,516	110,809	114,133	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	192,736	201,088	207,122	204,240	2.00	202,080	2.00	(2,160)	0.00
1115	Teacher on Special Assignment	0	0	62,061	65,640	1.00	66,600	1.00	960	0.00
1120	Teacher, Classroom	4,654,691	4,817,432	4,856,547	5,390,640	82.00	6,154,398	94.65	763,758	12.65
1121	Librarian	127,369	138,153	142,702	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	256,222	264,020	269,566	277,080	4.00	373,980	5.50	96,900	1.50
1140	Teacher Assistant	165,006	148,384	170,306	266,640	11.00	242,400	10.00	(24,240)	(1.00)
1142	Cafeteria Aide	0	0	8,423	18,612	0.94	0	0.00	(18,612)	(0.94)
1148	Specialist	82,446	84,971	83,665	91,200	2.00	133,800	3.00	42,600	1.00
1150	Secretarial / Bookkeeper	241,049	253,829	238,109	244,920	6.00	248,016	6.00	3,096	0.00
1190	Custodian	245,067	238,214	245,194	202,170	6.00	204,600	6.00	2,430	0.00
1200	Overtime	11,540	4,932	5,911	5,500		6,100		600	
1201	Straight Time	21,998	12,787	14,131	7,500		14,400		6,900	
1300	Temporary Employee	56,108	51,975	58,433	38,000		18,000		(20,000)	
1500	Substitute Teacher	63,432	83,322	106,608	94,000		100,000		6,000	
1502	Substitute, Other	2,260	705	1,168	1,000		2,000		1,000	
1600	Instructional Supplement	54,428	40,461	76,581	72,000		16,000		(56,000)	
1601	Coaching Supplement	30,256	30,256	30,256	40,343		38,366		(1,977)	
1602	Extra-Curr. Supplement	24,716	24,834	25,574	16,953		24,163		7,210	
2100	Social Security - FICA	465,825	471,891	496,293	558,883		621,626		62,743	
2210	Retirement - VRS	858,205	848,724	966,001	1,161,497		1,312,325		150,828	
2211	Retiree Health Care Credit	61,353	65,085	74,436	0		0		0	
2220	Retirement - PWCS	53,048	52,146	49,473	57,636		64,994		7,358	
2221	Defined Contribution Plan	8,674	19,302	30,378	0		0		0	
2300	Health Insurance - HMP	628,622	671,888	676,352	866,644		961,466		94,822	
2310	Short/Long Term Disability Premium	2,424	3,884	5,218	0		0		0	
2400	Life Insurance - GLI	71,186	79,284	81,947	91,853		103,579		11,726	
2830	Admin. Assoc. Fees	3,151	4,811	3,626	5,000		5,000		0	
3100	Professional Services	44,700	2,595	0	0		0		0	
3106	Sports Officials	3,116	3,160	3,235	3,274		3,339		65	
3201	Telephone	6,281	4,896	4,891	2,500		3,000		500	
3402	Conference Expenses	12,599	35,781	32,801	16,500		10,000		(6,500)	
3450	Field Trips	35,360	34,614	35,047	28,500		21,500		(7,000)	
3501	Repair/Maint. - Building	3,479	8,555	8,172	7,000		7,000		0	
3700	In-Service Expenses	32,850	36,098	15,051	14,000		6,000		(8,000)	
3902	Printing Services	1,078	1,643	3,274	4,000		3,000		(1,000)	
3903	Postage	76	1,768	1,164	2,000		2,000		0	
3911	Rental Equipment	0	12,071	17,188	15,000		20,000		5,000	
3921	Tuition - PW	0	450	0	5,000		5,000		0	
3999	Other Contract Services	7,688	7,046	7,352	500		500		0	
4001	Office Supplies	5,520	8,737	7,968	7,000		5,500		(1,500)	
4002	Medical Supplies	300	365	1,079	1,000		2,000		1,000	
4003	Custodial Supplies	14,272	21,063	12,521	18,000		20,000		2,000	
4007	Wearing Apparel	422	243	451	600		600		0	
4008	Reference Materials	1,819	1,411	4,197	3,000		3,000		0	
4009	Extra Curricular Supplies	0	5,614	6,139	7,500		500		(7,000)	
4010	Instructional Supplies	96,345	70,427	94,452	253,995		338,009		84,014	
4011	Textbooks	27,779	6,808	4,176	70,000		70,000		0	
4012	Emp. Training Supplies	0	0	2,922	15,000		10,000		(5,000)	
4013	Testing Materials	0	9,476	11,877	15,000		10,000		(5,000)	
4014	Food, Cafeteria	0	1,505	978	0		0		0	
4016	Library Books	6,351	9,964	14,375	7,500		7,500		0	
4017	Library Periodicals	356	96	527	1,000		1,000		0	
4018	Library Supplies	1,188	1,080	1,659	1,000		1,000		0	
4019	Food	7,838	4,698	6,165	8,000		10,000		2,000	
4020	Printing Supplies	0	13,607	17,197	15,000		15,000		0	
4150	Lease Agreement	14,610	2,414	0	0		0		0	
4310	Tech. Supp/Equip Add'l	90,502	70,004	150,209	103,000		35,000		(68,000)	
4350	Tech. Supp/Equip Repl	22,913	2,252	0	10,000		50,000		40,000	
4410	Software - Additional	11,880	10,526	31,930	34,500		16,500		(18,000)	
4450	Software - Replacement	1,010	1,198	2,994	15,000		21,000		6,000	
4510	General Equipment - Add'l.	116,808	20,156	99,730	36,500		92,000		55,500	
5101	Equipment - Additional	0	18,400	5,222	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		9,055,465	9,151,910	9,705,157	10,772,979	117.94	11,989,760	131.15	1,216,781	13.21
Student Enrollment		1,224	1,212	1,313	1,400		1,519			
Positions		104.00	104.00	108.47	117.94		131.15			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	111,735	121,082	124,716	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	171,742	178,664	184,024	204,240 2.00	202,080 2.00	(2,160) 0.00
1115	Teacher on Special Assignment	68,666	0	0	0 0.00	66,600 1.00	66,600 1.00
1120	Teacher, Classroom	4,402,861	4,621,026	4,825,813	5,425,224 82.60	5,393,400 83.00	(31,824) 0.40
1121	Librarian	153,564	153,182	165,157	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	229,748	238,895	245,210	209,760 3.00	340,680 5.00	130,920 2.00
1140	Teacher Assistant	105,222	123,890	144,315	169,680 7.00	169,680 7.00	0 0.00
1148	Specialist	57,010	58,985	60,967	57,000 1.00	57,000 1.00	0 0.00
1150	Secretarial / Bookkeeper	279,018	283,579	261,723	237,480 6.00	248,376 6.00	10,896 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	228,659	237,412	244,392	207,930 6.00	210,480 6.00	2,550 0.00
1200	Overtime	3,124	380	2,157	4,000	4,000	0
1201	Straight Time	1,994	5,210	5,720	6,500	6,500	0
1300	Temporary Employee	5,208	8,404	12,203	14,500	14,500	0
1500	Substitute Teacher	87,762	74,337	100,087	85,000	100,000	15,000
1600	Instructional Supplement	23,284	39,057	16,658	0	0	0
1601	Coaching Supplement	30,256	28,699	30,256	0	0	0
1602	Extra-Curr. Supplement	19,725	17,214	20,434	61,679	62,909	1,230
2100	Social Security - FICA	441,894	453,074	470,456	531,840	547,520	15,680
2210	Retirement - VRS	813,177	824,041	949,286	1,121,838	1,153,420	31,581
2211	Retiree Health Care Credit	58,683	63,105	72,832	0	0	0
2220	Retirement - PWCS	32,137	35,564	38,122	55,735	57,287	1,552
2221	Defined Contribution Plan	12,845	17,905	25,810	0	0	0
2300	Health Insurance - HMP	612,858	677,464	681,676	838,066	847,457	9,391
2310	Short/Long Term Disability Premium	3,419	4,113	5,113	0	0	0
2400	Life Insurance - GLI	68,036	76,968	80,199	88,824	91,297	2,473
3106	Sports Officials	0	0	0	3,274	3,339	65
3201	Telephone	5,275	4,817	5,158	5,000	5,000	0
3401	Travel Reimbursement	2,598	4,700	2,624	5,000	3,500	(1,500)
3402	Conference Expenses	1,659	130	455	2,500	5,000	2,500
3450	Field Trips	25,945	22,623	25,867	9,500	9,500	0
3501	Repair/Maint. - Building	0	0	235	0	0	0
3504	Maint. Service Contract	0	0	7,372	0	0	0
3700	In-Service Expenses	0	450	0	0	0	0
3902	Printing Services	23,057	23,046	27,918	30,000	30,000	0
3903	Postage	2,313	3,065	3,118	6,000	6,000	0
4001	Office Supplies	2,827	2,784	6,318	11,000	11,000	0
4002	Medical Supplies	1,097	612	1,533	3,500	5,000	1,500
4003	Custodial Supplies	16,522	19,154	57,244	35,677	30,000	(5,677)
4004	Repair/Maint. Supplies	812	0	7,578	0	0	0
4007	Wearing Apparel	0	1,356	1,696	0	0	0
4009	Extra Curricular Supplies	2,225	0	0	0	0	0
4010	Instructional Supplies	112,566	74,068	123,497	83,500	110,097	26,597
4011	Textbooks	15,666	9,361	0	264,621	44,216	(220,405)
4013	Testing Materials	0	23,562	18,608	25,000	25,000	0
4014	Food, Cafeteria	7,309	0	5,097	0	0	0
4016	Library Books	2,721	2,716	2,746	3,000	3,000	0
4017	Library Periodicals	431	0	65	3,000	3,000	0
4018	Library Supplies	1,235	2,599	348	3,000	3,000	0
4019	Food	2,724	1,100	3,569	5,000	5,000	0
4310	Tech. Supp/Equip - Add'l	1,000	914	0	20,000	25,000	5,000
4350	Tech. Supp/Equip - Repl	0	1,370	0	0	0	0
4450	Software - Replacement	1,010	1,018	749	0	0	0
4510	General Equipment - Add'l	4,142	0	0	65,000	35,000	(30,000)
Totals		8,258,263	8,544,198	9,069,120	10,172,029 110.60	10,215,757 114.00	43,728 3.40
Student Enrollment		1,183	1,185	1,253	1,319	1,283	
Positions		99.60	102.10	103.60	110.60	114.00	

Financial Section

RONALD REAGAN MIDDLE SCHOOL

School: 405
Address: 15801 Tanning House Pl.
 Haymarket, VA 20169
Principal: Joseph Murgo
Main Office: 571.402.3500
Grades: 6-8
Specialty:
Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	116,391	121,082	104,268	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	184,040	190,871	210,412	204,240 2.00	202,080 2.00	(2,160) 0.00
1115	Teacher on Special Assignment	0	0	63,652	67,320 1.00	66,600 1.00	(720) 0.00
1120	Teacher, Classroom	4,248,887	4,564,109	4,844,281	5,428,260 82.50	5,337,840 82.00	(90,420) (0.50)
1121	Librarian	149,895	155,875	160,488	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	266,075	266,463	274,898	277,080 4.00	340,680 5.00	63,600 1.00
1140	Teacher Assistant	137,034	134,972	117,537	96,960 4.00	145,440 6.00	48,480 2.00
1142	Cafeteria Aide	0	0	9,360	0 0.00	0 0.00	0 0.00
1148	Specialist	52,325	54,381	55,959	57,000 1.00	57,000 1.00	0 0.00
1150	Secretarial / Bookkeeper	225,148	246,039	264,068	275,640 7.00	254,640 6.00	(21,000) (1.00)
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	143,583	153,293	158,431	162,210 5.00	192,840 6.00	30,630 1.00
1200	Overtime	5,066	4,379	7,217	3,750	3,750	0
1201	Straight Time	5,196	6,020	10,470	3,750	6,650	2,900
1300	Temporary Employee	80,587	96,724	110,017	20,000	31,000	11,000
1500	Substitute Teacher	108,168	101,794	112,507	75,000	97,815	22,815
1502	Substitute, Other	549	1,411	1,825	1,000	7,610	6,610
1600	Instructional Supplement	22,330	7,172	9,565	10,000	5,000	(5,000)
1601	Coaching Supplement	30,256	28,309	30,256	37,609	0	(37,609)
1602	Extra-Curr. Supplement	26,770	25,027	28,614	19,680	0	(19,680)
1603	Homebound Tutoring	1,580	0	0	2,000	0	(2,000)
2100	Social Security - FICA	422,970	447,454	476,300	536,316	537,784	1,469
2210	Retirement - VRS	769,801	811,215	952,082	1,136,519	1,139,955	3,436
2211	Retiree Health Care Credit	55,492	61,804	72,705	0	0	0
2220	Retirement - PWCS	36,595	38,230	40,236	56,207	56,537	330
2221	Defined Contribution Plan	6,148	10,402	18,011	0	0	0
2300	Health Insurance - HMP	616,060	721,301	818,406	845,160	836,370	(8,791)
2310	Short/Long Term Disability Premium	1,466	2,476	3,268	0	0	0
2400	Life Insurance - GLI	63,675	74,510	79,065	89,576	90,102	527
2830	Admin. Assoc. Fees	690	1,175	700	1,000	1,000	0
2850	Employee Recognition	5,036	2,837	4,132	2,500	3,000	500
3100	Professional Services	34,743	35,013	33,461	24,460	24,460	0
3106	Sports Officials	6,579	3,325	3,366	3,274	0	(3,274)
3201	Telephone	1,928	1,378	2,448	1,500	2,500	1,000
3401	Travel Reimbursement	5,474	3,627	5,976	5,000	5,000	0
3402	Conference Expenses	1,685	4,025	1,991	5,000	5,500	500
3450	Field Trips	18,743	18,929	18,417	7,500	11,000	3,500
3501	Repair/Maint. - Building	1,459	3,013	30,203	3,000	3,000	0
3502	Repair/Maint. - Equipment	2,161	5,976	2,204	3,000	3,000	0
3504	Maint. Service Contract	250	150	150	1,250	2,250	1,000
3700	In-Service Expenses	434	900	46	1,500	1,500	0
3902	Printing Services	41,140	41,433	49,586	35,000	13,000	(22,000)
3903	Postage	8,642	7,529	8,145	5,000	5,000	0
3911	Rental Equipment	27,152	26,311	25,082	17,000	19,500	2,500
3921	Tuition - PW	0	0	0	3,000	3,000	0
3999	Other Contract Services	95	0	5,137	250	250	0
4001	Office Supplies	16,872	8,568	13,739	5,000	7,000	2,000
4002	Medical Supplies	1,137	1,289	1,764	1,100	3,000	1,900
4003	Custodial Supplies	28,153	25,214	22,258	15,000	10,000	(5,000)
4004	Repair/Maint. Supplies	686	1,291	0	1,500	1,500	0
4007	Wearing Apparel	6,318	12,183	4,486	4,500	7,000	2,500
4008	Reference Materials	3,677	3,668	0	2,000	1,000	(1,000)
4009	Extra Curricular Supplies	0	1,843	0	2,000	0	(2,000)
4010	Instructional Supplies	78,868	84,280	97,041	132,111	115,369	(16,742)
4011	Textbooks	424	8,750	7,100	7,750	30,250	22,500
4013	Testing Materials	1,748	4,163	583	5,000	0	(5,000)
4014	Food, Cafeteria	0	2,425	2,594	1,500	1,500	0
4016	Library Books	4,977	3,121	2,035	2,000	3,000	1,000
4017	Library Periodicals	885	750	700	750	750	0
4018	Library Supplies	3,806	1,228	900	500	1,000	500
4019	Food	9,580	10,388	4,392	3,250	5,250	2,000
4020	Printing Supplies	0	0	0	0	20,000	20,000
4310	Tech. Supp/Equip Add'l	140,860	105,904	111,221	17,500	152,500	135,000
4450	Software - Replacement	460	1,018	275	250	16,550	16,300
4510	General Equipment - Add'l.	16,887	16,413	27,630	6,500	31,500	25,000
8002	General Reserve	0	0	0	0	5,000	5,000
Totals		8,252,638	8,778,427	9,524,164	10,001,882 109.50	10,205,743 112.00	203,861 2.50
Student Enrollment		1,281	1,256	1,383	1,368	1,429	
Positions		97.50	97.00	105.00	109.50	112.00	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	147,443	157,185	136,280	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	212,702	192,390	198,161	204,240 2.00	303,120 3.00	98,880 1.00
1115	Teacher on Special Assignment	64,205	67,407	69,367	67,320 1.00	66,600 1.00	(720) 0.00
1120	Teacher, Classroom	4,408,972	4,956,617	4,971,523	5,325,000 81.00	5,461,320 84.00	136,320 3.00
1121	Librarian	116,826	120,618	129,190	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	228,878	237,193	272,422	243,420 3.50	340,680 5.00	97,260 1.50
1140	Teacher Assistant	87,275	85,455	93,925	96,960 4.00	121,200 5.00	24,240 1.00
1148	Specialist	55,404	57,580	59,251	57,000 1.00	57,000 1.00	0 0.00
1150	Secretarial / Bookkeeper	226,985	227,026	219,252	257,280 6.00	261,840 6.00	4,560 0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	5,000	0 0.00	0 0.00	0 0.00
1190	Custodian	152,022	191,065	201,161	190,650 6.00	210,120 6.50	19,470 0.50
1200	Overtime	3,097	467	1,872	10,500	4,650	(5,850)
1201	Straight Time	0	596	2,176	5,500	4,800	(700)
1300	Temporary Employee	1,921	24,388	9,309	0	0	0
1500	Substitute Teacher	59,445	85,016	79,053	80,000	80,000	0
1502	Substitute, Other	1,332	157	2,252	3,000	3,000	0
1600	Instructional Supplement	24,053	23,529	22,213	10,000	10,000	0
1601	Coaching Supplement	30,256	30,256	30,256	36,000	36,000	0
1602	Extra-Curr. Supplement	23,818	21,452	24,960	22,500	25,000	2,500
2100	Social Security - FICA	428,907	475,217	478,294	526,208	555,869	29,661
2210	Retirement - VRS	812,805	876,362	958,007	1,112,003	1,176,008	64,005
2211	Retiree Health Care Credit	58,891	67,755	74,341	0	0	0
2220	Retirement - PWCS	43,263	45,521	43,650	55,165	58,385	3,220
2221	Defined Contribution Plan	13,319	24,947	35,510	0	0	0
2300	Health Insurance - HMP	576,118	694,532	672,092	829,483	863,700	34,218
2310	Short/Long Term Disability Premium	3,257	5,129	7,119	0	0	0
2400	Life Insurance - GLI	67,521	81,917	81,356	87,914	93,046	5,132
2830	Admin. Assoc. Fees	239	437	521	1,000	1,000	0
3106	Sports Officials	0	355	4,959	10,000	10,000	0
3201	Telephone	2,686	2,362	2,065	5,000	3,500	(1,500)
3401	Travel Reimbursement	(23)	224	211	2,000	500	(1,500)
3402	Conference Expenses	2,017	7,436	5,914	2,000	5,000	3,000
3450	Field Trips	23,378	25,271	34,595	40,000	11,000	(29,000)
3501	Repair/Maint. - Building	0	0	0	1,000	0	(1,000)
3502	Repair/Maint. - Equipment	0	1,518	0	0	0	0
3700	In-Service Expenses	575	0	0	2,000	0	(2,000)
3902	Printing Services	9,102	2,169	7,500	5,000	2,000	(3,000)
3903	Postage	1,744	310	1,394	3,000	1,500	(1,500)
3999	Other Contract Services	406	3,196	4,716	0	0	0
4001	Office Supplies	4,667	2,231	2,606	10,000	3,000	(7,000)
4002	Medical Supplies	1,062	188	250	3,000	3,000	0
4003	Custodial Supplies	55,069	31,280	4,583	25,000	20,000	(5,000)
4004	Repair/Maint. Supplies	1,144	0	2,684	6,000	1,000	(5,000)
4007	Wearing Apparel	6,185	0	1,710	9,600	9,600	0
4009	Extra Curricular Supplies	60	0	670	1,000	1,000	0
4010	Instructional Supplies	93,680	48,206	91,813	254,255	136,269	(117,986)
4011	Textbooks	28,744	5,020	1,818	100,000	30,000	(70,000)
4013	Testing Materials	178	102	10,428	10,000	1,000	(9,000)
4014	Food, Cafeteria	386	4,370	6,211	0	0	0
4016	Library Books	9,486	0	1,542	5,000	5,000	0
4019	Food	4,695	938	4,659	6,000	6,000	0
4310	Tech. Supp/Equip Add'l	83,219	2,811	5,685	80,000	15,000	(65,000)
4350	Tech. Supp/Equip Repl	151,837	222,098	94	30,000	15,000	(15,000)
4450	Software - Replacement	23,906	12,013	6,322	10,000	36,500	26,500
4510	General Equipment - Add'l.	67,922	607	44,041	85,000	25,000	(60,000)
4550	General Equipment - Repl.	8,374	0	3,600	15,000	23,000	8,000
5150	Lease/Purchase Agree.	25,419	30,930	29,357	35,000	35,000	0
8002	General Reserve	0	0	0	5,000	0	(5,000)
Totals		8,462,368	9,161,345	9,157,938	10,250,157 107.50	10,413,127 114.50	162,970 7.00
Student Enrollment		1,187	1,246	1,289	1,331	1,372	
Positions		97.00	106.00	106.50	107.50	114.50	

Financial Section

SAUNDERS MIDDLE SCHOOL

School: 438
Address: 13557 Spriggs Rd.
 Manassas, VA 20112
Principal: Matthew Eline
Main Office: 703.670.9188
Grades: 6-8
Specialty:
Programs: Working toward implementing the Baldrige Education Program



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	123,481	128,456	132,310	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	161,954	168,481	200,762	204,240	2.00	202,080	2.00	(2,160)	0.00
1120	Teacher, Classroom	4,520,255	4,643,396	4,780,273	4,673,400	71.00	4,688,640	72.00	15,240	1.00
1121	Librarian	151,189	157,091	161,226	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	233,168	229,979	236,595	209,760	3.00	307,380	4.50	97,620	1.50
1140	Teacher Assistant	122,380	157,078	176,569	193,920	8.00	169,680	7.00	(24,240)	(1.00)
1148	Specialist	53,842	55,951	57,580	57,000	1.00	57,000	1.00	0	0.00
1150	Secretarial / Bookkeeper	228,019	214,169	215,002	240,480	6.00	254,640	6.00	14,160	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	177,920	173,953	186,305	173,730	5.00	175,920	5.00	2,190	0.00
1200	Overtime	2,495	1,954	2,790	1,000		3,000		2,000	
1201	Straight Time	517	794	1,257	1,000		2,000		1,000	
1300	Temporary Employee	24,001	27,454	25,155	5,000		15,000		10,000	
1500	Substitute Teacher	100,416	82,387	77,934	70,000		70,000		0	
1502	Substitute, Other	2,584	1,500	1,411	1,000		1,000		0	
1600	Instructional Supplement	17,910	13,283	18,698	0		0		0	
1601	Coaching Supplement	30,256	30,256	30,256	35,574		36,289		715	
1602	Extra-Curr. Supplement	21,548	23,759	21,195	21,715		22,146		431	
1603	Homebound Tutoring	599	205	0	0		0		0	
2100	Social Security - FICA	442,251	450,307	466,589	471,011		480,856		9,845	
2210	Retirement - VRS	827,187	834,340	950,399	997,490		1,016,591		19,101	
2211	Retiree Health Care Credit	58,897	63,486	72,428	0		0		0	
2220	Retirement - PWCS	57,949	61,740	63,298	49,498		50,440		941	
2221	Defined Contribution Plan	5,881	10,360	17,257	0		0		0	
2300	Health Insurance - HMP	577,185	606,166	619,770	744,280		746,169		1,889	
2310	Short/Long Term Disability Premium	1,690	2,224	3,174	0		0		0	
2400	Life Insurance - GLI	67,798	76,750	79,143	78,884		80,385		1,501	
2830	Admin. Assoc. Fees	65	200	936	1,000		1,000		0	
2850	Employee Recognition	7,185	4,786	4,644	2,500		3,000		500	
3100	Professional Services	845	1,190	7,539	0		0		0	
3106	Sports Officials	0	3,243	5,261	3,274		3,339		65	
3201	Telephone	3,011	3,289	3,072	3,500		3,500		0	
3401	Travel Reimbursement	29,304	25,183	16,660	19,000		12,000		(7,000)	
3402	Conference Expenses	12,033	12,152	8,398	14,000		10,000		(4,000)	
3450	Field Trips	15,698	18,389	10,008	8,500		10,500		2,000	
3501	Repair/Maint. - Building	204	1,600	1,433	3,000		3,000		0	
3502	Repair/Maint. - Equipment	1,033	291	1,151	3,000		3,000		0	
3504	Maint. Service Contract	0	407	0	500		500		0	
3700	In-Service Expenses	913	450	0	0		0		0	
3902	Printing Services	1,537	2,398	1,648	2,000		2,000		0	
3903	Postage	2,026	1,697	1,086	2,000		2,000		0	
3911	Rental Equipment	13,801	12,476	12,851	15,000		17,000		2,000	
3921	Tuition - PW	0	0	24,436	12,000		26,000		14,000	
3999	Other Contract Services	0	0	0	1,000		1,000		0	
4001	Office Supplies	18,028	30,362	6,722	25,480		15,024		(10,456)	
4002	Medical Supplies	1,605	1,063	961	3,000		1,000		(2,000)	
4003	Custodial Supplies	19,023	21,478	22,014	25,000		20,000		(5,000)	
4007	Wearing Apparel	329	448	442	500		500		0	
4008	Reference Materials	135	0	0	0		0		0	
4010	Instructional Supplies	67,147	72,220	98,667	95,000		91,005		(3,995)	
4011	Textbooks	8,807	5,444	0	30,000		30,000		0	
4014	Food, Cafeteria	1,004	0	3,032	1,000		1,000		0	
4016	Library Books	1,640	5,967	7,625	5,000		5,000		0	
4017	Library Periodicals	978	264	1,014	1,200		1,200		0	
4018	Library Supplies	983	900	893	1,500		1,500		0	
4019	Food	9,673	10,570	9,728	7,500		10,500		3,000	
4310	Tech. Supp/Equip Add'l	182,340	205,951	19,630	52,500		42,500		(10,000)	
4350	Tech. Supp/Equip Repl	5,914	14,961	34,827	50,000		40,000		(10,000)	
4450	Software - Replacement	31,521	40,522	38,981	40,500		35,500		(5,000)	
4510	General Equipment - Add'l	22,452	48,216	33,666	29,000		20,000		(9,000)	
4550	General Equipment - Repl.	9,996	6,164	920	0		0		0	
Totals		8,485,598	8,770,298	8,978,119	8,955,596	99.00	9,072,703	100.50	117,107	1.50
Student Enrollment		1,159	1,159	1,168	1,178		1,205			
Positions		94.10	96.50	98.00	99.00		100.50			

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	151,243	157,185	161,787	134,520 1.00	147,720 1.00	13,200 0.00
1112	Assistant Principal	196,370	204,285	196,598	204,240 2.00	303,120 3.00	98,880 1.00
1115	Teacher on Special Assignment	59,009	63,468	65,373	67,320 1.00	66,600 1.00	(720) 0.00
1120	Teacher, Classroom	4,655,863	4,647,500	4,555,961	4,996,800 76.00	4,874,335 75.00	(122,465) (1.00)
1121	Librarian	139,201	144,943	149,425	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	258,885	268,318	225,494	209,760 3.00	307,380 4.50	97,620 1.50
1140	Teacher Assistant	166,178	109,447	128,207	169,680 7.00	193,920 8.00	24,240 1.00
1148	Specialist	89,286	91,984	95,297	91,200 2.00	101,040 2.00	9,840 0.00
1150	Secretarial / Bookkeeper	216,418	261,108	289,069	279,120 7.00	289,200 7.00	10,080 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	214,996	213,593	220,204	207,930 6.00	198,720 6.00	(9,210) 0.00
1200	Overtime	4,229	2,788	6,987	4,200	9,100	4,900
1201	Straight Time	3,140	3,466	6,043	2,700	6,200	3,500
1300	Temporary Employee	14,559	4,184	1,369	700	1,700	1,000
1500	Substitute Teacher	76,227	65,861	64,325	58,500	58,000	(500)
1502	Substitute, Other	7,114	1,283	2,117	2,500	0	(2,500)
1600	Instructional Supplement	28,754	17,323	13,613	6,000	10,000	4,000
1601	Coaching Supplement	30,256	29,866	30,256	25,000	30,000	5,000
1602	Extra-Curr. Supplement	29,933	28,568	27,145	25,000	30,000	5,000
2100	Social Security - FICA	451,039	448,573	450,844	506,416	517,159	10,742
2210	Retirement - VRS	832,295	822,076	883,388	1,073,686	1,094,952	21,266
2211	Retiree Health Care Credit	59,450	62,902	67,599	0	0	0
2220	Retirement - PWCS	44,025	46,390	49,787	53,390	54,377	987
2221	Defined Contribution Plan	10,536	16,337	21,339	0	0	0
2300	Health Insurance - HMP	674,934	704,980	673,355	802,807	804,412	1,605
2310	Short/Long Term Disability Premium	2,219	3,178	3,721	0	0	0
2400	Life Insurance - GLI	68,957	76,475	74,347	85,087	86,659	1,572
2830	Admin. Assoc. Fees	1,165	1,711	200	200	1,500	1,300
2850	Employee Recognition	0	57	0	0	0	0
3105	Contractual Services	1,000	0	0	0	0	0
3106	Sports Officials	0	0	812	2,000	2,000	0
3201	Telephone	2,820	2,061	1,855	2,500	2,500	0
3401	Travel Reimbursement	1,773	0	1,653	0	0	0
3402	Conference Expenses	4,827	9,903	14,808	8,000	13,000	5,000
3450	Field Trips	20,654	19,289	18,970	12,500	18,000	5,500
3501	Repair/Maint. - Building	0	2,990	16,765	15,000	0	(15,000)
3502	Repair/Maint. - Equipment	1,651	1,618	1,881	0	33,100	33,100
3504	Maint. Service Contract	100	525	1,409	346,227	127,314	(218,913)
3700	In-Service Expenses	479	0	0	0	0	0
3901	Laundry/Dry Cleaning	35	6	0	0	0	0
3902	Printing Services	510	2,485	2,289	2,500	2,000	(500)
3903	Postage	3,706	5,564	2,452	3,000	5,000	2,000
3921	Tuition - PW	(250)	0	0	0	0	0
3999	Other Contract Services	3,680	2,157	2,280	100	0	(100)
4001	Office Supplies	5,217	7,376	9,743	3,500	3,500	0
4002	Medical Supplies	0	1,363	1,569	1,500	1,500	0
4003	Custodial Supplies	17,607	15,129	15,880	5,000	15,000	10,000
4004	Repair/Maint. Supplies	137	961	158	0	0	0
4007	Wearing Apparel	0	355	2,795	0	0	0
4009	Extra Curricular Supplies	0	47	48	0	0	0
4010	Instructional Supplies	70,809	44,892	92,173	118,250	117,501	(749)
4011	Textbooks	0	16,537	0	50,000	100,000	50,000
4012	Emp. Training Supplies	13	0	0	0	0	0
4013	Testing Materials	0	617	280	500	500	0
4014	Food, Cafeteria	0	1,313	5,404	0	0	0
4016	Library Books	11,762	8,364	12,721	10,000	10,000	0
4017	Library Periodicals	1,280	93	463	5,000	200	(4,800)
4018	Library Supplies	254	560	0	500	500	0
4019	Food	1,838	2,101	2,067	1,000	4,000	3,000
4020	Printing Supplies	0	7,901	16,741	16,500	22,000	5,500
4150	Lease Agreement	22,388	22,448	24,370	26,135	25,000	(1,135)
4310	Tech. Supp/Equip Add'l	3,008	5,992	19,183	17,500	0	(17,500)
4350	Tech. Supp/Equip Repl	373	2,380	62,547	0	0	0
4410	Software - Additional	4,714	4,950	1,372	2,000	8,000	6,000
4450	Software - Replacement	1,010	2,963	749	1,050	0	(1,050)
4510	General Equipment - Add'l.	7,288	277	49,012	2,500	0	(2,500)
4550	General Equipment - Repl.	0	14,174	0	0	0	0
Totals		8,679,961	8,710,239	8,851,296	9,794,159 107.00	9,829,909 109.50	35,750 2.50
Student Enrollment		1,171	1,097	1,112	1,207	1,186	
Positions		102.00	98.00	99.00	107.00	109.50	

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: Same Gender Program
Programs: School of Excellence



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	143,148	132,256	132,310	134,520 1.00	147,720 1.00	13,200	0.00
1112	Assistant Principal	174,318	181,344	186,785	204,240 2.00	202,080 2.00	(2,160)	0.00
1115	Teacher on Special Assignment	64,682	0	60,117	67,320 1.00	66,600 1.00	(720)	0.00
1120	Teacher, Classroom	4,617,066	4,798,884	5,191,116	5,467,728 83.20	5,409,384 83.20	(58,344)	0.00
1121	Librarian	147,774	136,842	156,180	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	252,903	283,297	322,569	277,080 4.00	340,680 5.00	63,600	1.00
1140	Teacher Assistant	187,366	194,398	179,171	145,440 6.00	169,680 7.00	24,240	1.00
1148	Specialist	50,849	52,848	54,381	57,000 1.00	57,000 1.00	0	0.00
1150	Secretarial / Bookkeeper	258,928	270,732	273,042	287,040 7.00	297,120 7.00	10,080	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	5,000	0 0.00	0 0.00	0	0.00
1190	Custodian	179,627	191,858	184,383	196,410 6.00	233,280 7.00	36,870	1.00
1200	Overtime	1,159	1,776	411	1,000	1,000	0	
1201	Straight Time	76	1,621	2,447	1,000	1,000	0	
1300	Temporary Employee	19,817	18,653	5,953	5,500	17,500	12,000	
1500	Substitute Teacher	57,906	79,352	81,358	80,000	80,000	0	
1502	Substitute, Other	1,469	439	1,057	1,000	4,000	3,000	
1600	Instructional Supplement	18,399	31,609	19,261	20,000	10,000	(10,000)	
1601	Coaching Supplement	30,256	30,256	30,256	32,000	32,000	0	
1602	Extra-Curr. Supplement	20,971	23,266	22,894	20,000	20,000	0	
2100	Social Security - FICA	457,149	474,548	508,715	545,592	552,502	6,910	
2210	Retirement - VRS	843,303	854,086	1,028,706	1,155,327	1,165,705	10,377	
2211	Retiree Health Care Credit	62,065	66,579	80,236	0	0	0	
2220	Retirement - PWCS	45,071	47,803	44,963	57,305	58,006	701	
2221	Defined Contribution Plan	22,352	32,119	42,630	0	0	0	
2300	Health Insurance - HMP	593,024	642,116	661,169	861,667	858,100	(3,567)	
2310	Short/Long Term Disability Premium	4,446	6,010	7,939	0	0	0	
2400	Life Insurance - GLI	71,371	80,591	87,481	91,325	92,443	1,118	
2830	Admin. Assoc. Fees	736	989	1,201	1,000	1,000	0	
3100	Professional Services	0	573	881	5,000	3,000	(2,000)	
3105	Contractual Services	169	0	0	0	0	0	
3106	Sports Officials	6,876	7,660	6,534	8,000	8,000	0	
3201	Telephone	4,536	3,965	2,457	5,000	5,000	0	
3401	Travel Reimbursement	359	1,497	3,029	5,000	4,500	(500)	
3402	Conference Expenses	5,881	1,898	2,109	2,000	10,000	8,000	
3450	Field Trips	39,102	29,792	33,811	39,437	23,700	(15,737)	
3501	Repair/Maint. - Building	1,223	15,999	29,541	27,000	2,000	(25,000)	
3502	Repair/Maint. - Equipment	0	2,718	4,155	5,000	2,000	(3,000)	
3700	In-Service Expenses	1,356	5,577	2,392	2,500	2,500	0	
3902	Printing Services	15,498	32,493	10,100	13,000	11,500	(1,500)	
3903	Postage	1,220	4,147	2,724	3,000	3,000	0	
3911	Rental Equipment	0	0	0	0	500	500	
3999	Other Contract Services	2,477	2,928	285	300	0	(300)	
4001	Office Supplies	2,937	5,359	3,625	4,250	6,500	2,250	
4002	Medical Supplies	1,085	510	872	750	750	0	
4003	Custodial Supplies	18,782	29,627	20,995	20,000	15,000	(5,000)	
4004	Repair/Maint. Supplies	646	95	4,383	1,000	500	(500)	
4007	Wearing Apparel	390	4,540	7,036	0	600	600	
4010	Instructional Supplies	40,054	71,465	70,245	100,387	61,818	(38,569)	
4011	Textbooks	3,251	14,809	19,965	36,000	15,500	(20,500)	
4012	Emp. Training Supplies	0	450	0	5,500	10,000	4,500	
4013	Testing Materials	68	147	56	3,000	3,000	0	
4014	Food, Cafeteria	0	2,194	2,594	2,000	2,000	0	
4016	Library Books	3,240	5,928	4,009	5,000	2,000	(3,000)	
4017	Library Periodicals	0	453	785	750	750	0	
4018	Library Supplies	662	1,459	1,003	3,000	1,000	(2,000)	
4019	Food	4,894	4,706	4,749	13,000	13,000	0	
4310	Tech. Supp/Equip Add'l	96,915	280,129	28,909	31,000	47,584	16,584	
4350	Tech. Supp/Equip Repl	0	0	11,273	0	0	0	
4410	Software - Additional	6,525	2,307	0	4,000	4,000	0	
4450	Software - Replacement	34,019	36,794	8,412	12,500	37,000	24,500	
4510	General Equipment - Add'l.	76,362	71,492	42,205	41,500	5,500	(36,000)	
4550	General Equipment - Repl.	11,844	16,217	4,761	5,000	1,000	(4,000)	
5101	Equipment - Additional	0	0	25,149	15,000	0	(15,000)	
5103	DP Equipment - Additional	8,059	0	0	0	0	0	
5501	Equipment - Replacement	0	22,977	0	0	0	0	
8002	General Reserve	0	740	0	5,000	5,000	0	
Totals		8,722,162	9,323,415	9,730,774	10,268,008 113.20	10,258,202 116.20	(9,806)	3.00
Student Enrollment		1,294	1,360	1,360	1,343	1,321		
Positions		108.40	108.60	116.20	113.20	116.20		

Financial Section

HIGH SCHOOLS SUMMARY

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin. Coordinator	781,081	661,050	611,445	638,280	7.00	468,240	5.00	(170,040)	(2.00)
1111	Principal	1,642,685	1,650,564	1,721,199	1,717,920	12.00	1,879,200	12.00	161,280	0.00
1112	Assistant Principal	6,062,350	6,471,958	7,095,014	7,509,600	70.00	8,054,160	74.00	544,560	4.00
1115	Teacher, Admin. Assign.	839,794	1,203,786	1,615,046	1,508,820	22.50	1,823,940	27.50	315,120	5.00
1120	Teacher, Classroom	92,685,700	99,681,696	104,059,187	106,078,186	1,622.07	105,460,411	1,627.23	(617,775)	5.16
1121	Librarian	1,445,525	1,633,212	1,677,768	1,548,360	23.00	1,531,800	23.00	(16,560)	0.00
1122	Counselor	4,888,998	5,346,083	5,575,321	5,742,396	85.30	6,373,620	95.70	631,224	10.40
1140	Teacher Assistant	1,580,214	1,863,439	1,972,567	2,157,360	89.00	2,133,120	88.00	(24,240)	(1.00)
1145	Technician	64,414	66,945	68,887	68,520	1.00	80,880	1.00	12,360	0.00
1148	Specialist	1,479,857	1,665,883	1,782,954	1,740,528	39.40	1,946,040	41.40	205,512	2.00
1150	Secretarial/Clerical	5,856,653	6,432,815	6,664,860	6,391,566	163.60	6,809,184	169.00	417,618	5.40
1180	Natl Board Certified Teacher Incentive	122,500	105,000	105,000	0	0.00	0	0.00	0	0.00
1190	Custodian	4,949,618	5,340,728	5,572,519	5,574,960	161.00	5,698,560	162.00	123,600	1.00
1200	Overtime	114,619	89,727	98,872	81,000		100,000		19,000	
1201	Straight Time	83,767	95,149	131,158	35,500		101,100		65,600	
1300	Temporary Employee	462,087	446,422	297,128	303,500		264,500		(39,000)	
1500	Substitute Teacher	1,367,457	1,583,299	1,459,881	1,358,000		1,396,000		38,000	
1502	Substitute, Other	5,091	19,164	15,788	13,000		12,500		(500)	
1600	Supplemental Pay	419,634	509,898	550,799	451,504		387,440		(64,064)	
1601	Coaching Supplements	1,765,964	1,936,536	1,936,765	2,117,322		1,999,655		(117,667)	
1602	Extra Curr. Supplements	783,996	809,290	828,014	822,081		792,241		(29,840)	
1603	Homebound Tutoring	12,259	3,167	0	2,000		0		(2,000)	
1647	Coordinator Supplement	29,700	25,200	20,736	0		0		0	
2100	Social Security - FICA	9,357,152	10,089,603	10,536,474	11,158,330		11,282,608		124,278	
2210	Retirement - VRS	17,025,115	17,853,754	20,836,884	23,137,406		23,391,069		253,663	
2211	Retiree Health Care Credit	1,217,412	1,365,635	1,597,067	0		0		0	
2220	Retirement - PWCS	995,451	1,077,957	1,156,898	1,156,358		1,169,365		13,007	
2221	Defined Contribution Plan	219,326	383,796	536,396	0		0		0	
2300	Health Insurance - HMP	13,343,318	14,847,802	15,775,717	17,387,608		17,298,711		(88,897)	
2310	Short/Long Term Disability Premium	45,717	67,624	87,264	0		0		0	
2400	Life Insurance - GLI	1,413,952	1,667,146	1,759,832	1,842,857		1,863,593		20,737	
2820	Educ Tuition Assistance	0	628	0	1,000		0		(1,000)	
2830	Admin. Assoc. Fees	15,454	8,141	11,001	15,180		17,570		2,390	
3100	Professional Services	77,139	27,528	63,284	22,000		45,900		23,900	
3105	Contractual Services	0	0	0	0		4,400		4,400	
3106	Sports Officials	125,152	101,570	96,838	138,516		142,000		3,484	
3107	Data Processing	0	0	0	2,000		0		(2,000)	
3201	Telephone	45,631	44,707	49,594	62,000		57,500		(4,500)	
3401	Travel Reimbursement	75,366	86,055	73,920	77,300		78,189		889	
3402	Conference Expenses	131,634	261,309	182,152	182,108		146,396		(35,712)	
3450	Field Trips	678,836	724,609	728,185	655,400		702,842		47,442	
3501	Repair/Maint. - Building	19,197	4,094	25,848	56,500		51,500		(5,000)	
3502	Repair/Maint. - Equipment	69,480	108,897	68,550	85,500		45,000		(40,500)	
3504	Maint. Service Contracts	128	21,028	18,816	0		1,500		1,500	
3700	In-Service Expenses	9,245	25,045	250	28,000		29,000		1,000	
3901	Laundry/Dry Cleaning	904	0	0	0		0		0	
3902	Printing Services	104,486	107,486	103,210	125,000		170,960		45,960	
3903	Postage	50,798	53,548	53,263	91,000		81,400		(9,600)	
3905	Extra Curricular Expenses	38,554	77,322	43,042	40,000		68,000		28,000	
3911	Rental Equipment	73,443	65,003	100,788	180,292		181,000		708	
3913	Tuition - Other Divisions	(378)	150	37,231	82,000		64,000		(18,000)	
3914	Tuition - Private Schools	0	150	0	35,000		35,000		0	
3918	Permits & Fees	570	250	650	0		1,000		1,000	
3919	Tuition - Annual Year Governor's School	260,610	246,548	305,078	201,413		266,500		65,087	
3921	Tuition - PW	51,335	44,002	88,622	436,088		361,421		(74,667)	
3999	Other Contract Services	5,214	27,721	32,279	11,600		16,100		4,500	
4001	Office Supplies	150,919	208,028	131,464	276,600		157,406		(119,194)	
4002	Medical Supplies	23,762	29,748	25,262	46,800		53,800		7,000	
4003	Custodial Supplies	425,531	457,889	441,717	448,000		451,100		3,100	
4004	Repair/Maint. Supplies	135,817	161,502	132,331	127,000		123,500		(3,500)	
4007	Wearing Apparel	30,979	52,803	60,320	42,680		41,075		(1,605)	
4008	Reference Materials	6,616	674	6,257	6,500		7,000		500	
4009	Extra Curricular Supplies	4,688	4,316	6,499	50,500		5,500		(45,000)	
4010	Instructional Supplies	2,519,105	3,394,769	2,488,435	2,652,274		2,908,551		256,277	
4011	Textbooks	896,018	1,348,708	677,138	929,143		1,060,511		131,368	
4012	Emp. Training Supplies	146	59	757	0		0		0	
4013	Testing Materials	1,081,433	1,256,685	1,184,267	458,000		538,215		80,215	
4014	Food, Cafeteria	25,165	78,038	78,113	35,000		63,919		28,919	
4015	Food Service Supplies	23,362	27,284	1,165	0		0		0	
4016	Library Books	123,091	113,349	203,646	110,000		123,200		13,200	
4017	Library Periodicals	20,848	30,935	26,757	39,000		56,600		17,600	
4018	Library Supplies	31,430	42,697	35,003	15,500		21,000		5,500	
4019	Food	74,481	76,290	111,070	61,500		97,200		35,700	
4020	Printing Supplies	17,000	58,553	92,602	78,000		121,850		43,850	
4150	Lease Agreement	371,404	415,499	406,911	530,069		488,000		(42,069)	
4310	Tech. Supp/Equip Add'l	879,185	892,317	423,375	790,678		736,237		(54,441)	
4350	Tech. Supp/Equip Repl	162,338	133,259	55,353	115,000		260,000		145,000	
4410	Software Additional	56,164	97,738	61,346	82,500		113,001		30,501	
4450	Software Replacement	31,932	50,929	37,231	62,500		111,200		48,700	
4510	General Equipment - Add'l	477,678	544,595	274,027	750,826		680,689		(70,137)	
4550	General Equipment - Repl.	84,339	299,889	58,129	51,500		136,500		85,000	
5101	Equipment - Additional	273,758	140,360	237,989	93,312		60,000		(33,312)	
5102	Tech. Equipment Add'l	15,866	0	0	0		0		0	
5103	DP Equipment Add'l	0	5,598	0	0		0		0	
5141	Site Improvement	7,317	52,078	124,868	180,852		361,704		180,852	
5150	Lease/Purchase Agree.	121,571	114,588	119,067	145,000		145,000		0	
5501	Equipment - Replacement	13,867	53,104	0	65,000		81,466		16,466	
8002	General Reserve	0	0	0	25,000		30,000		5,000	
		180,980,016	197,172,401	205,731,135	211,339,593	2,295.87	213,919,339	2,325.83	2,579,746	29.96

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 Applied Sciences and Interactive
 Information Technologies
Programs: Air Force JROTC, School of Excellence,
 Criminal Justice, Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	101,528	105,621	0	0 0.00	91,440 1.00	91,440 1.00
1111	Principal	138,607	101,047	123,292	143,160 1.00	156,600 1.00	13,440 0.00
1112	Assistant Principal	566,487	584,668	710,278	750,960 7.00	761,880 7.00	10,920 0.00
1115	Teacher on Special Assignment	56,127	55,792	194,267	200,280 3.00	397,920 6.00	197,640 3.00
1120	Teacher, Classroom	8,968,039	10,083,469	10,458,313	10,637,112 162.80	10,678,248 165.00	41,136 2.20
1121	Librarian	127,381	119,939	123,476	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	464,832	535,211	622,099	673,200 10.00	666,000 10.00	(7,200) 0.00
1140	Teacher Assistant	109,348	135,227	155,377	193,920 8.00	193,920 8.00	0 0.00
1148	Specialist	120,194	145,588	163,036	136,800 3.00	146,400 3.00	9,600 0.00
1150	Secretarial / Bookkeeper	580,563	655,218	691,601	636,330 17.00	661,632 17.00	25,302 0.00
1180	Natl Board Certified Teacher Incentive	20,000	22,500	22,500	0 0.00	0 0.00	0 0.00
1190	Custodian	448,894	489,818	504,382	569,460 17.00	547,560 16.00	(21,900) (1.00)
1200	Overtime	4,982	1,486	8,879	2,000	4,000	2,000
1201	Straight Time	1,996	3,187	6,491	2,500	4,000	1,500
1300	Temporary Employee	21,748	16,218	19,592	22,000	16,000	(6,000)
1500	Substitute Teacher	76,134	112,621	140,420	100,000	75,000	(25,000)
1502	Substitute, Other	470	0	0	0	500	500
1600	Instructional Supplement	16,726	26,208	34,239	20,000	40,000	20,000
1601	Coaching Supplement	159,970	160,014	155,123	180,000	180,000	0
1602	Extra-Curr. Supplement	70,228	71,543	69,598	80,000	80,000	0
1603	Homebound Tutoring	0	656	0	0	0	0
2100	Social Security - FICA	881,811	986,942	1,035,434	1,107,901	1,134,826	26,924
2210	Retirement - VRS	1,611,712	1,747,168	2,080,102	2,313,821	2,376,801	62,981
2211	Retiree Health Care Credit	115,900	133,896	160,187	0	0	0
2220	Retirement - PWCS	83,042	93,120	102,735	115,703	118,654	2,950
2221	Defined Contribution Plan	26,519	40,202	56,347	0	0	0
2300	Health Insurance - HMP	1,290,660	1,476,217	1,657,044	1,739,776	1,755,272	15,496
2310	Short/Long Term Disability Premium	5,275	6,677	8,055	0	0	0
2400	Life Insurance - GLI	134,346	163,231	175,950	184,393	189,096	4,703
2830	Admin. Assoc. Fees	1,211	1,072	3,684	5,000	5,000	0
3100	Professional Services	0	0	390	0	0	0
3201	Telephone	2,096	2,601	4,678	2,000	2,000	0
3401	Travel Reimbursement	3,564	13,022	5,070	5,000	3,500	(1,500)
3402	Conference Expenses	35,247	43,815	42,843	30,000	7,000	(23,000)
3450	Field Trips	69,960	75,953	79,476	45,000	45,000	0
3501	Repair/Maint. - Building	0	338	20,368	25,000	10,000	(15,000)
3502	Repair/Maint. - Equipment	10	3,148	1,341	1,000	0	(1,000)
3504	Maint. Service Contracts	118	0	0	0	500	500
3902	Printing Services	909	1,986	2,458	2,000	1,500	(500)
3903	Postage	5,525	1,072	3,957	3,000	1,500	(1,500)
3911	Rental Equipment	40,097	40,097	38,369	40,000	40,000	0
3913	Tuition - Other Divisions	0	0	6,071	0	0	0
3919	Tuition - Annual Year Governor's School	44,676	36,526	46,935	50,000	50,000	0
3921	Tuition - PWCS	864	0	5,334	10,000	15,000	5,000
3999	Other Contract Services	655	972	472	500	0	(500)
4001	Office Supplies	18,628	11,395	14,083	60,000	18,000	(42,000)
4002	Medical Supplies	3,422	3,491	1,934	2,000	2,000	0
4003	Custodial Supplies	40,443	45,808	36,580	40,000	40,000	0
4004	Repair/Maint. Supplies	43,538	17,362	11,685	6,000	3,000	(3,000)
4007	Wearing Apparel	3,481	3,305	12,397	2,000	5,500	3,500
4010	Instructional Supplies	194,911	167,739	190,110	349,322	343,455	(5,867)
4011	Textbooks	152,292	75,566	118,355	258,000	97,756	(160,244)
4013	Testing Materials	141,249	152,453	173,014	30,000	1,000	(29,000)
4014	Food, Cafeteria	883	1,798	3,218	0	0	0
4016	Library Books	24,331	7,511	9,728	10,000	10,000	0
4017	Library Periodicals	119	5,577	4,047	10,000	10,000	0
4018	Library Supplies	0	24	0	0	0	0
4019	Food	8,757	5,430	8,352	2,000	10,000	8,000
4020	Printing Supplies	0	19,600	26,665	20,000	40,000	20,000
4310	Tech. Supp/Equip Add'l	103,453	9,972	36,096	50,000	50,000	0
4350	Tech. Supp/Equip Repl	35,116	0	3,731	0	75,000	75,000
4410	Software - Additional	2,394	10,311	0	0	5,000	5,000
4450	Software - Replacement	1,010	2,852	2,322	500	700	200
4510	General Equipment - Add'l	81,211	13,527	64,346	55,000	20,000	(35,000)
4550	General Equipment - Repl.	14,081	59,058	7,389	0	11,000	11,000
5101	Equipment - Additional	71,787	52,498	17,123	20,000	60,000	40,000
5501	Equipment - Replacement	8,050	0	0	0	0	0
Totals		17,357,610	18,959,360	20,481,434	21,077,278 230.80	21,392,359 236.00	315,081 5.20
Student Enrollment Positions		2,698	2,899	2,941	3,022	3,052	
		195.60	213.00	225.80	230.80	236.00	

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: Agriculture/Horticulture, Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	123,151	128,114	131,960	143,160 1.00	156,600 1.00	13,440 0.00
1112	Assistant Principal	389,617	351,330	361,872	429,120 4.00	435,360 4.00	6,240 0.00
1120	Teacher, Classroom	4,289,544	4,322,867	4,365,670	4,374,180 66.50	4,303,488 66.00	(70,692) (0.50)
1121	Librarian	61,007	63,468	65,373	67,320 1.00	66,600 1.00	(720) 0.00
1122	Counselor	198,708	206,660	202,967	201,960 3.00	199,800 3.00	(2,160) 0.00
1140	Teacher Assistant	65,107	72,538	75,167	72,720 3.00	72,720 3.00	0 0.00
1148	Specialist	67,500	69,458	71,474	57,984 0.80	64,704 0.80	6,720 0.00
1150	Secretarial / Bookkeeper	356,500	350,133	368,158	352,890 9.00	373,056 9.00	20,166 0.00
1180	Natl Board Certified Teacher Incentive	2,500	0	0	0 0.00	0 0.00	0 0.00
1190	Custodian	296,503	294,926	305,394	289,380 8.00	294,600 8.00	5,220 0.00
1200	Overtime	2,926	1,954	872	2,000	2,000	0
1201	Straight Time	1,213	1,725	3,580	0	0	0
1300	Temporary Employee	37,335	10,037	8,281	20,500	18,500	(2,000)
1500	Substitute Teacher	63,323	64,526	58,494	70,000	70,000	0
1600	Instructional Supplement	324	11,798	13,628	10,940	10,940	0
1601	Coaching Supplement	143,160	142,269	143,436	100,000	100,000	0
1602	Extra-Curr. Supplement	59,507	57,976	67,140	40,000	50,000	10,000
2100	Social Security - FICA	453,327	450,324	454,033	476,760	475,697	(1,062)
2210	Retirement - VRS	800,388	784,612	898,814	979,295	975,047	(4,247)
2211	Retiree Health Care Credit	57,109	59,936	68,565	0	0	0
2220	Retirement - PWCS	53,325	55,574	58,757	49,227	49,048	(179)
2221	Defined Contribution Plan	11,655	17,887	21,859	0	0	0
2300	Health Insurance - HMP	647,403	673,977	729,401	740,205	725,578	(14,627)
2310	Short/Long Term Disability Premium	1,985	2,716	3,585	0	0	0
2400	Life Insurance - GLI	66,921	73,829	76,310	78,452	78,167	(285)
3106	Sports Officials	10,461	0	0	21,516	20,000	(1,516)
3201	Telephone	2,380	1,983	0	2,000	2,000	0
3401	Travel Reimbursement	1,293	3,216	3,962	3,000	4,000	1,000
3402	Conference Expenses	1,724	1,121	2,776	3,000	4,000	1,000
3450	Field Trips	46,134	36,511	38,579	35,000	33,468	(1,532)
3501	Repair/Maint. - Building	1,443	1,888	2,930	5,000	5,000	0
3502	Repair/Maint. - Equipment	0	2,056	1,265	5,000	0	(5,000)
3504	Maint. Service Contracts	0	18,443	18,816	0	0	0
3700	In-Service Expenses	1,032	81	49	0	0	0
3902	Printing Services	13,052	12,624	12,826	16,000	16,500	500
3903	Postage	2,442	2,110	19	2,000	2,000	0
3905	Extra Curricular Expenses	5,257	5,629	3,597	20,000	20,000	0
3911	Rental Equipment	29,939	24,783	19,668	30,000	30,000	0
3913	Tuition - Other Divisions	0	0	0	12,000	1,000	(11,000)
3919	Tuition - Annual Year Governor's School	14,892	27,394	21,903	0	0	0
3921	Tuition - PWCS	2,152	2,133	810	20,000	22,000	2,000
3999	Other Contract Services	0	190	0	0	0	0
4001	Office Supplies	3,429	1,688	3,440	3,000	2,500	(500)
4002	Medical Supplies	123	104	460	11,000	11,000	0
4003	Custodial Supplies	15,058	11,591	14,760	15,000	15,000	0
4004	Repair/Maint. Supplies	0	5,881	0	5,000	0	(5,000)
4007	Wearing Apparel	563	115	573	1,000	1,000	0
4010	Instructional Supplies	107,452	119,021	36,218	70,345	77,008	6,663
4011	Textbooks	69,582	26,347	99,786	80,000	78,156	(1,844)
4013	Testing Materials	31,393	22,334	25,656	25,000	25,000	0
4014	Food, Cafeteria	0	0	407	0	0	0
4016	Library Books	4,487	6,315	3,137	3,000	3,200	200
4017	Library Periodicals	30	998	2,731	2,000	2,000	0
4018	Library Supplies	1,022	484	603	1,000	1,000	0
4019	Food	80	124	70	0	0	0
4310	Tech. Supp/Equip Add'l	6,284	17,259	8,005	20,000	25,000	5,000
4350	Tech. Supp/Equip Repl	885	2,740	1,048	10,000	0	(10,000)
4410	Software - Additional	11,350	3,750	0	10,000	20,000	10,000
4450	Software - Replacement	1,010	1,018	275	0	5,000	5,000
4510	General Equipment - Add'l.	32,057	41,110	13,312	25,000	35,000	10,000
4550	General Equipment - Repl.	2,038	2,278	1,179	25,000	26,000	1,000
5101	Equipment - Additional	28,766	34,665	154,907	0	0	0
5102	Technical Equipment- Additional	15,866	0	0	0	0	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		8,713,712	8,706,619	9,048,560	9,041,953 96.30	9,013,737 95.80	(28,216) (0.50)
Student Enrollment		1,113	1,050	1,023	1,021	992	
Positions		96.30	96.30	96.30	96.30	95.80	

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: Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin Coordinator	70,057	44,407	90,752	100,440 1.00	102,480 1.00	2,040 0.00	
1111	Principal	165,504	172,176	177,342	143,160 1.00	156,600 1.00	13,440 0.00	
1112	Assistant Principal	123,990	425,063	548,955	643,680 6.00	653,040 6.00	9,360 0.00	
1115	Teacher on Special Assignment	0	177,298	182,493	134,640 2.00	199,800 3.00	65,160 1.00	
1120	Teacher, Classroom	0	5,299,191	7,784,448	9,071,424 138.00	9,663,420 148.50	591,996 10.50	
1121	Librarian	0	118,918	122,726	134,640 2.00	133,200 2.00	(1,440) 0.00	
1122	Counselor	0	232,897	379,068	511,632 7.60	599,400 9.00	87,768 1.40	
1140	Teacher Assistant	0	179,690	203,729	169,680 7.00	169,680 7.00	0 0.00	
1148	Specialist	6,292	133,823	176,136	168,960 4.00	179,160 4.00	10,200 0.00	
1150	Secretarial / Bookkeeper	82,173	507,451	512,568	514,890 13.00	568,752 14.00	53,862 1.00	
1180	Natl Board Certified Teacher Incentive	0	10,000	12,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	(1,434)	298,275	417,382	495,300 15.00	524,760 15.00	29,460 0.00	
1200	Overtime	1,899	5,556	5,501	10,000	10,000	0	
1201	Straight Time	846	3,495	6,891	0	0	0	
1300	Temporary Employee	600	15,494	37,937	24,000	23,000	(1,000)	
1500	Substitute Teacher	0	110,753	105,749	90,000	100,000	10,000	
1600	Instructional Supplement	513	44,995	37,560	167,000	57,000	(110,000)	
1601	Coaching Supplement	0	153,036	173,588	184,965	210,358	25,393	
1602	Extra-Curr. Supplement	0	63,072	68,575	77,000	52,606	(24,394)	
2100	Social Security - FICA	30,712	604,591	820,318	967,069	1,025,349	58,281	
2210	Retirement - VRS	65,147	1,033,871	1,596,700	1,986,443	2,128,706	142,263	
2211	Retiree Health Care Credit	4,782	78,654	122,236	0	0	0	
2220	Retirement - PWCS	7,088	62,377	83,360	99,367	106,451	7,084	
2221	Defined Contribution Plan	2,041	16,186	39,405	0	0	0	
2300	Health Insurance - HMP	59,995	811,173	1,136,808	1,494,131	1,574,755	80,624	
2310	Short/Long Term Disability Premium	221	3,237	7,252	0	0	0	
2400	Life Insurance - GLI	5,354	95,226	133,599	158,358	169,648	11,290	
2830	Admin. Assoc. Fees	775	0	536	1,000	1,200	200	
3100	Professional Services	0	4,419	4,190	12,000	13,400	1,400	
3201	Telephone	150	5,378	6,292	9,000	9,000	0	
3401	Travel Reimbursement	780	2,148	1,374	2,000	5,000	3,000	
3402	Conference Expenses	1,193	24,117	11,921	3,000	2,000	(1,000)	
3450	Field Trips	0	37,596	54,596	32,000	53,845	21,845	
3902	Printing Services	287	2,038	3,477	0	45,960	45,960	
3903	Postage	657	495	1,666	10,000	8,000	(2,000)	
3913	Tuition - Other Divisions	0	0	0	2,000	6,000	4,000	
3919	Tuition - Annual Year Governor's School	0	6,088	14,081	0	0	0	
3921	Tuition - PWCS	0	0	1,404	9,000	5,000	(4,000)	
4001	Office Supplies	1,102	4,173	7,902	3,000	5,849	2,849	
4002	Medical Supplies	140	5,155	282	3,000	3,000	0	
4003	Custodial Supplies	14,374	27,535	34,752	45,000	49,100	4,100	
4004	Repair/Maint. Supplies	0	1,879	4,557	1,000	0	(1,000)	
4007	Wearing Apparel	0	13,297	19,296	12,505	0	(12,505)	
4010	Instructional Supplies	334,423	872,790	331,946	422,417	389,798	(32,619)	
4011	Textbooks	40,629	496,951	181,565	78,804	51,200	(27,604)	
4013	Testing Materials	0	56,161	126,706	9,000	20,700	11,700	
4014	Food, Cafeteria	0	5,348	8,681	0	9,919	9,919	
4016	Library Books	0	11,537	18,687	14,000	10,000	(4,000)	
4017	Library Periodicals	0	2,672	2,424	2,000	2,000	0	
4018	Library Supplies	0	0	2,821	2,000	500	(1,500)	
4019	Food	387	7,242	8,021	7,000	21,700	14,700	
4150	Lease Agreement	1,424	73,071	81,229	88,000	90,000	2,000	
4310	Tech. Supp/Equip Add'l	67,690	101,890	82,018	84,000	127,950	43,950	
4450	Software - Replacement	0	468	474	0	8,000	8,000	
4510	General Equipment - Add'l.	0	(1,350)	11,757	41,000	20,000	(21,000)	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		1,089,789	12,462,000	16,006,233	18,244,505 196.60	19,372,287 210.50	1,127,782 13.90	
Student Enrollment		0	1,541	2,250	2,503	2,622		
Positions		4.00	127.20	177.40	196.60	210.50		

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, Project Lead the Way



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	147,051	152,976	157,566	143,160	1.00	156,600	1.00	13,440	0.00
1112	Assistant Principal	545,574	565,211	582,469	643,680	6.00	761,880	7.00	118,200	1.00
1115	Teacher on Special Assignment	0	0	0	0	0.00	66,600	1.00	66,600	1.00
1120	Teacher, Classroom	7,968,266	8,146,962	8,171,553	8,091,600	124.00	8,116,927	125.40	25,327	1.40
1121	Librarian	137,942	143,701	119,011	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	424,851	457,089	461,065	403,920	6.00	499,500	7.50	95,580	1.50
1140	Teacher Assistant	160,623	171,863	174,423	193,920	8.00	218,160	9.00	24,240	1.00
1148	Specialist	139,501	144,891	136,968	136,800	3.00	146,400	3.00	9,600	0.00
1150	Secretarial / Bookkeeper	531,627	565,141	581,172	518,370	13.00	567,096	14.00	48,726	1.00
1180	Natl Board Certified Teacher Incentive	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	478,144	479,361	483,557	421,500	12.00	426,960	12.00	5,460	0.00
1200	Overtime	2,816	1,812	1,087	3,000		3,000		0	
1201	Straight Time	3,273	2,461	3,377	2,000		3,000		1,000	
1300	Temporary Employee	40,548	28,278	21,539	23,000		23,000		0	
1500	Substitute Teacher	115,092	120,383	140,409	120,000		140,000		20,000	
1600	Instructional Supplement	31,618	39,965	49,700	33,000		33,000		0	
1601	Coaching Supplement	168,402	174,815	176,151	175,000		175,000		0	
1602	Extra-Curr. Supplement	72,605	63,240	61,238	70,000		70,000		0	
1603	Homebound Tutoring	1,148	0	0	0		0		0	
2100	Social Security - FICA	798,628	820,180	828,748	850,190		882,834		32,644	
2210	Retirement - VRS	1,474,280	1,487,654	1,655,335	1,758,037		1,825,930		67,892	
2211	Retiree Health Care Credit	104,851	113,301	125,934	0		0		0	
2220	Retirement - PWCS	96,186	99,452	106,721	87,852		91,187		3,335	
2221	Defined Contribution Plan	15,540	25,969	33,719	0		0		0	
2300	Health Insurance - HMP	1,180,415	1,241,221	1,244,662	1,320,986		1,348,948		27,962	
2310	Short/Long Term Disability Premium	3,308	4,276	5,052	0		0		0	
2400	Life Insurance - GLI	122,248	138,764	139,578	140,007		145,322		5,316	
2830	Admin. Assoc. Fees	139	325	2,680	1,380		1,535		155	
3100	Professional Services	191	1,813	22,842	5,000		5,000		0	
3201	Telephone	6,912	4,021	3,367	4,500		3,000		(1,500)	
3401	Travel Reimbursement	2,000	3,577	5,678	10,000		11,000		1,000	
3402	Conference Expenses	10,587	19,479	15,233	8,000		8,000		0	
3450	Field Trips	55,297	50,323	50,019	52,500		52,500		0	
3501	Repair/Maint. - Building	0	865	1,115	18,000		20,000		2,000	
3502	Repair/Maint. - Equipment	0	1,132	0	0		0		0	
3504	Maint. Service Contracts	0	2,585	0	0		1,000		1,000	
3700	In-Service Expenses	0	0	0	1,000		3,000		2,000	
3902	Printing Services	20,664	29,004	25,903	25,500		25,500		0	
3903	Postage	3,050	1,847	4,151	8,000		6,000		(2,000)	
3911	Rental Equipment	3,407	123	0	110,292		111,000		708	
3913	Tuition - Other Divisions	218	0	0	0		0		0	
3918	Permits & Fees	370	250	650	0		1,000		1,000	
3919	Tuition - Annual Year Governor's School	20,849	15,219	21,903	5,000		6,500		1,500	
3921	Tuition - PWCS	10,466	1,944	1,269	45,000		40,000		(5,000)	
3999	Other Contract Services	500	6,075	680	10,000		5,000		(5,000)	
4001	Office Supplies	8,277	8,604	5,743	8,500		8,500		0	
4002	Medical Supplies	1,666	2,160	2,150	3,000		3,000		0	
4003	Custodial Supplies	33,205	28,943	33,242	32,000		32,000		0	
4004	Repair/Maint. Supplies	11,159	23,411	28,925	4,000		6,000		2,000	
4007	Wearing Apparel	1,012	2,019	2,410	3,300		3,200		(100)	
4008	Reference Materials	593	98	1,447	1,500		2,000		500	
4009	Extra Curricular Supplies	0	138	0	0		0		0	
4010	Instructional Supplies	116,974	117,484	101,176	94,412		263,679		169,267	
4011	Textbooks	148,274	8,032	48,676	101,500		201,500		100,000	
4013	Testing Materials	115,712	118,849	102,978	20,000		20,000		0	
4014	Food, Cafeteria	1,877	4,244	9,004	5,000		6,000		1,000	
4016	Library Books	7,312	4,933	4,569	6,000		6,000		0	
4017	Library Periodicals	362	584	623	500		500		0	
4018	Library Supplies	1,791	2,793	1,794	1,000		1,000		0	
4019	Food	6,569	9,575	11,477	9,000		10,000		1,000	
4020	Printing Supplies	0	0	0	4,000		3,000		(1,000)	
4310	Tech. Supp/Equip Add'l	67,153	74,160	11,622	108,000		103,742		(4,258)	
4350	Tech. Supp/Equip Repl	129	4,631	1,253	50,000		130,000		80,000	
4410	Software - Additional	11,791	12,322	15,410	18,000		24,000		6,000	
4450	Software - Replacement	1,010	1,018	749	0		1,000		1,000	
4510	General Equipment - Add'l.	25,379	71,329	36,361	152,826		179,508		26,682	
4550	General Equipment - Repl.	10,452	480	0	1,000		2,000		1,000	
5150	Lease/Purchase Agree.	70,260	71,585	68,986	90,000		90,000		0	
5501	Equipment - Replacement	0	0	0	0		27,966		27,966	
Totals		15,542,643	15,894,943	16,105,118	16,288,372	175.00	17,259,174	181.90	970,802	6.90
Student Enrollment		2,227	2,163	2,165	2,138		2,293			
Positions		175.50	176.50	174.50	175.00		181.90			

Financial Section

FREEDOM HIGH SCHOOL

School: 530
Address: 15201 Neabsco 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, HVAC & Refrigeration,
 Project Lead the Way



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin Coordinator	85,031	88,456	91,110	89,640	1.00	91,440	1.00	1,800	0.00
1111	Principal	151,461	157,566	164,190	143,160	1.00	156,600	1.00	13,440	0.00
1112	Assistant Principal	551,304	575,121	592,372	643,680	6.00	653,040	6.00	9,360	0.00
1115	Teacher on Special Assignment	0	0	77,819	134,640	2.00	66,600	1.00	(68,040)	(1.00)
1120	Teacher, Classroom	7,741,595	8,162,863	8,893,162	9,284,928	142.20	8,992,008	139.00	(292,920)	(3.20)
1121	Librarian	159,723	166,097	171,020	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	357,758	385,336	455,529	471,240	7.00	532,800	8.00	61,560	1.00
1140	Teacher Assistant	267,882	236,824	226,971	315,120	13.00	339,360	14.00	24,240	1.00
1148	Specialist	122,133	140,831	145,363	136,800	3.00	146,400	3.00	9,600	0.00
1150	Secretarial / Bookkeeper	577,613	558,932	542,477	547,650	14.00	571,416	14.00	23,766	0.00
1180	Natl Board Certified Teacher Incentive	10,000	7,500	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	439,082	436,454	467,858	461,460	13.00	467,400	13.00	5,940	0.00
1200	Overtime	10,407	6,076	5,231	4,000		2,000		(2,000)	
1201	Straight Time	8,197	9,545	6,681	0		2,000		2,000	
1300	Temporary Employee	50,476	16,346	26,271	0		15,000		15,000	
1500	Substitute Teacher	155,321	166,473	128,282	205,000		125,000		(80,000)	
1600	Instructional Supplement	113,070	77,015	51,437	5,000		3,000		(2,000)	
1601	Coaching Supplement	144,888	148,920	146,371	169,000		194,116		25,116	
1602	Extra-Curr. Supplement	66,087	62,309	61,723	107,000		73,595		(33,405)	
1647	Coordinator Supplement	29,700	25,200	0	0		0		0	
2100	Social Security - FICA	811,650	837,273	901,014	983,253		961,222		(22,031)	
2210	Retirement - VRS	1,477,453	1,472,812	1,775,191	2,036,476		1,999,925		(36,551)	
2211	Retiree Health Care Credit	106,269	112,666	135,995	0		0		0	
2220	Retirement - PWCS	57,410	63,405	73,657	101,623		99,875		(1,749)	
2221	Defined Contribution Plan	20,395	30,773	46,502	0		0		0	
2300	Health Insurance - HMP	1,134,943	1,175,812	1,231,912	1,528,061		1,477,472		(50,589)	
2310	Short/Long Term Disability Premium	4,884	6,357	8,747	0		0		0	
2400	Life Insurance - GLI	123,444	137,532	150,038	161,954		159,168		(2,786)	
2830	Admin. Assoc. Fees	0	965	89	0		1,535		1,535	
3100	Professional Services	55,417	0	0	0		0		0	
3105	Contractual Services	0	0	0	0		4,400		4,400	
3106	Sports Officials	23,415	28,076	25,437	35,000		35,000		0	
3107	Data Processing	0	0	0	2,000		0		(2,000)	
3201	Telephone	3,966	4,618	4,713	5,500		5,500		0	
3401	Travel Reimbursement	1,320	5,162	6,788	7,500		8,589		1,089	
3402	Conference Expenses	5,203	6,668	18,774	2,000		2,200		200	
3450	Field Trips	48,432	51,124	54,936	90,500		43,800		(46,700)	
3501	Repair/Maint. - Building	9,129	0	0	3,500		3,500		0	
3502	Repair/Maint. - Equipment	0	1,445	0	0		0		0	
3700	In-Service Expenses	0	0	0	3,000		0		(3,000)	
3902	Printing Services	0	0	5,056	0		0		0	
3903	Postage	2,910	2,567	502	8,000		3,000		(5,000)	
3905	Extra Curricular Expenses	0	0	225	0		0		0	
3911	Rental Equipment	0	0	42,751	0		0		0	
3913	Tuition - Other Divisions	0	0	0	50,000		40,000		(10,000)	
3919	Tuition - Annual Year Governor's School	2,978	3,044	15,645	12,000		10,000		(2,000)	
3921	Tuition - PWCS	1,805	999	4,698	2,000		4,000		2,000	
3999	Other Contract Services	0	6,071	15,127	0		0		0	
4001	Office Supplies	21,907	102,002	35,541	120,000		22,601		(97,399)	
4002	Medical Supplies	883	669	3,369	800		800		0	
4003	Custodial Supplies	35,723	40,273	35,906	18,000		18,000		0	
4004	Repair/Maint. Supplies	0	329	13,877	5,000		2,500		(2,500)	
4007	Wearing Apparel	0	6,550	3,303	2,500		2,500		0	
4008	Reference Materials	0	0	665	0		0		0	
4009	Extra Curricular Supplies	(12)	512	2,724	45,000		0		(45,000)	
4010	Instructional Supplies	101,333	230,871	262,230	64,100		52,500		(11,600)	
4011	Textbooks	21,674	190,815	101,541	0		0		0	
4013	Testing Materials	50,820	133,896	33,116	83,000		33,000		(50,000)	
4014	Food, Cafeteria	0	21,521	12,369	0		0		0	
4016	Library Books	10,870	13,681	88,309	15,000		12,000		(3,000)	
4017	Library Periodicals	482	917	1,542	0		0		0	
4018	Library Supplies	2,552	5,665	8,287	0		3,000		3,000	
4019	Food	3,377	2,512	10,452	3,000		3,500		500	
4020	Printing Supplies	17,000	19,209	21,476	27,000		25,000		(2,000)	
4150	Lease Agreement	39,487	0	420	46,203		1,000		(45,203)	
4310	Tech. Supp/Equip Add'l	193,000	248,567	75,989	50,000		1,000		(49,000)	
4350	Tech. Supp/Equip Repl	0	0	5,428	0		0		0	
4410	Software - Additional	0	0	14,057	0		12,400		12,400	
4450	Software - Replacement	1,010	12,439	7,952	12,000		2,000		(10,000)	
4510	General Equipment - Add'l	33,367	61,154	35,395	0		0		0	
4550	General Equipment - Repl.	699	0	0	0		0		0	
5101	Equipment - Additional	0	10,522	49,406	73,312		0		(73,312)	
5141	Site Improvement	7,317	37,708	124,868	180,852		361,704		180,852	
5501	Equipment - Replacement	0	26,287	0	0		0		0	
Totals		15,474,237	16,541,329	17,724,881	18,631,092	204.20	17,977,666	202.00	(653,426)	(2.20)
Student Enrollment		2,086	2,228	2,258	2,255		2,123			
Positions		179.50	177.00	192.00	204.20		202.00			

Financial Section

GAR-FIELD HIGH SCHOOL

School: 569
Address: 14000 Smoketown Rd.
 Woodbridge, VA 22192
Principal: Matthew Mathison
Main Office: 703.730.7000
Grades: 9-12
Specialty: International Baccalaureate Program
Programs: Marine Corps JROTC, Plumbing, Project Lead the Way



		FY 2016	FY 2017	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin Coordinator	95,701	99,558	102,544	89,640 1.00	91,440 1.00	1,800	0.00
1111	Principal	142,767	148,522	152,976	143,160 1.00	156,600 1.00	13,440	0.00
1112	Assistant Principal	565,218	572,075	700,637	643,680 6.00	653,040 6.00	9,360	0.00
1115	Teacher on Special Assignment	164,617	218,003	130,678	98,460 1.50	97,380 1.50	(1,080)	0.00
1120	Teacher, Classroom	8,993,757	9,147,307	9,044,006	9,076,356 138.90	8,615,359 133.00	(460,997)	(5.90)
1121	Librarian	117,062	130,645	133,586	134,640 2.00	133,200 2.00	(1,440)	0.00
1122	Counselor	433,078	427,652	423,090	511,632 7.60	572,760 8.60	61,128	1.00
1140	Teacher Assistant	122,296	162,583	180,015	169,680 7.00	145,440 6.00	(24,240)	(1.00)
1148	Specialist	188,264	193,079	204,816	203,160 5.00	223,200 5.00	20,040	0.00
1150	Secretarial / Bookkeeper	570,773	573,312	601,385	549,090 14.00	564,792 14.00	15,702	0.00
1180	Natl Board Certified Teacher Incentive	17,500	12,500	10,000	0 0.00	0 0.00	0	0.00
1190	Custodian	574,457	596,941	615,704	541,380 15.00	548,280 15.00	6,900	0.00
1200	Overtime	26,341	19,994	30,978	22,000	23,000	1,000	
1201	Straight Time	24,521	23,897	27,466	16,000	22,000	6,000	
1300	Temporary Employee	3,486	8,787	2,345	7,000	10,000	3,000	
1500	Substitute Teacher	134,035	159,487	115,750	100,000	100,000	0	
1502	Substitute, Other	2,776	18,482	13,457	13,000	12,000	(1,000)	
1600	Instructional Supplement	50,589	62,001	140,950	65,000	35,000	(30,000)	
1601	Coaching Supplement	170,938	169,033	165,685	190,000	190,000	0	
1602	Extra-Curr. Supplement	73,087	66,480	71,673	60,000	60,000	0	
1603	Homebound Tutoring	0	0	0	2,000	0	(2,000)	
1647	Coordinator Supplement	0	0	20,736	0	0	0	
2100	Social Security - FICA	919,058	931,143	939,095	966,645	937,392	(29,253)	
2210	Retirement - VRS	1,677,907	1,635,122	1,828,864	1,993,637	1,932,220	(61,417)	
2211	Retiree Health Care Credit	119,583	125,899	141,098	0	0	0	
2220	Retirement - PWCS	108,831	102,967	105,577	99,962	97,008	(2,955)	
2221	Defined Contribution Plan	24,447	49,042	65,287	0	0	0	
2300	Health Insurance - HMP	1,252,918	1,271,286	1,378,113	1,503,084	1,435,061	(68,023)	
2310	Short/Long Term Disability Premium	5,093	9,315	11,910	0	0	0	
2400	Life Insurance - GLI	139,665	154,851	156,901	159,307	154,599	(4,707)	
2820	Educ Tuition Assistance	0	628	0	1,000	0	(1,000)	
2830	Admin. Assoc. Fees	2,408	3,047	2,766	4,500	4,500	0	
3100	Professional Services	11,953	11,544	35,852	5,000	27,500	22,500	
3201	Telephone	6,807	5,534	6,236	12,000	8,000	(4,000)	
3401	Travel Reimbursement	11,874	12,783	4,570	12,500	17,500	5,000	
3402	Conference Expenses	17,006	45,116	35,241	7,000	22,750	15,750	
3450	Field Trips	101,508	104,237	83,891	55,500	56,800	1,300	
3501	Repair/Maint. - Building	0	0	0	0	13,000	13,000	
3502	Repair/Maint. - Equipment	67,310	98,455	58,415	75,000	40,000	(35,000)	
3700	In-Service Expenses	383	14,862	0	3,000	3,000	0	
3902	Printing Services	8,583	10,831	5,992	10,000	8,000	(2,000)	
3903	Postage	11,797	9,894	14,371	10,000	11,400	1,400	
3913	Tuition - Other Divisions	0	0	20,800	0	0	0	
3914	Tuition - Private Schools	0	150	0	35,000	35,000	0	
3919	Tuition - Annual Year Governor's School	0	0	12,516	0	0	0	
3921	Tuition - PWCS	4,766	9,397	1,413	18,000	15,000	(3,000)	
3999	Other Contract Services	1,940	7,793	7,273	0	5,000	5,000	
4001	Office Supplies	18,646	28,392	9,253	15,000	15,000	0	
4002	Medical Supplies	7,899	8,016	4,657	10,000	9,000	(1,000)	
4003	Custodial Supplies	38,974	54,536	46,408	40,000	40,000	0	
4004	Repair/Maint. Supplies	0	0	0	10,000	0	(10,000)	
4007	Wearing Apparel	4,494	10,029	5,214	8,200	8,200	0	
4008	Reference Materials	6,024	577	4,146	5,000	5,000	0	
4010	Instructional Supplies	268,206	232,353	155,780	272,871	139,800	(133,071)	
4011	Textbooks	98,304	13,021	5,857	175,339	68,939	(106,400)	
4013	Testing Materials	151,563	172,391	158,298	10,000	48,000	38,000	
4014	Food, Cafeteria	8,913	13,725	15,861	20,000	22,000	2,000	
4016	Library Books	15,434	9,404	2,212	5,000	10,000	5,000	
4019	Food	15,477	10,221	20,189	9,500	9,000	(500)	
4020	Printing Supplies	0	19,743	18,371	0	26,850	26,850	
4150	Lease Agreement	55,774	56,078	56,382	80,000	80,000	0	
4310	Tech. Supp/Equip Add'l	141,010	22,879	14,859	150,678	20,000	(130,678)	
4350	Tech. Supp/Equip Repl	22,394	42,830	4,693	5,000	5,000	0	
4410	Software - Additional	4,816	2,988	10,890	10,000	1,000	(9,000)	
4450	Software - Replacement	1,010	1,018	749	0	500	500	
4510	General Equipment - Add'l.	67,608	47,434	22,067	131,000	35,681	(95,319)	
5101	Equipment - Additional	41,100	10,000	0	0	0	0	
5141	Site Improvement	0	14,369	0	0	0	0	
5501	Equipment - Replacement	5,817	14,550	0	15,000	3,500	(11,500)	
Totals		17,938,562	18,208,788	18,360,541	18,579,602 199.00	17,624,692 193.10	(954,910)	(5.90)
Student Enrollment		2,527	2,515	2,403	2,373	2,207		
Positions		196.29	201.59	201.59	199.00	193.10		

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 Languages
Programs: Automotive Technology, Television
 Production, Cabinetmaking, Air Force JROTC



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	Approved Positions	FY 2020 Budget	Approved Positions	Increase/(Decrease) Budget	Positions
1107	Admin Coordinator	177,826	66,117	0	0	0.00	0	0.00	0	0.00
1111	Principal	134,571	139,994	144,195	143,160	1.00	156,600	1.00	13,440	0.00
1112	Assistant Principal	570,613	605,909	636,053	643,680	6.00	653,040	6.00	9,360	0.00
1115	Teacher on Special Assignment	154,634	224,073	230,669	201,960	3.00	199,800	3.00	(2,160)	0.00
1120	Teacher, Classroom	8,744,735	8,586,872	8,835,921	8,635,248	132.20	8,162,448	126.00	(472,800)	(6.20)
1121	Librarian	157,663	163,875	168,670	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	511,109	509,089	452,180	444,312	6.60	506,160	7.60	61,848	1.00
1140	Teacher Assistant	116,496	133,124	150,420	169,680	7.00	145,440	6.00	(24,240)	(1.00)
1148	Specialist	149,413	120,450	142,353	136,800	3.00	146,400	3.00	9,600	0.00
1150	Secretarial / Bookkeeper	564,142	551,416	571,542	601,170	16.00	629,448	16.00	28,278	0.00
1180	Natl Board Certified Teacher Incentive	7,500	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	494,303	513,833	490,688	455,700	13.00	461,520	13.00	5,820	0.00
1200	Overtime	12,274	18,229	14,852	10,000		21,000		11,000	
1201	Straight Time	5,078	12,246	27,294	7,000		41,000		34,000	
1300	Temporary Employee	66,249	69,021	9,571	45,000		21,000		(24,000)	
1500	Substitute Teacher	161,575	153,635	132,447	16,000		125,000		109,000	
1502	Substitute, Other	982	0	1,019	0		0		0	
1600	Instructional Supplement	14,500	18,331	13,319	8,000		13,000		5,000	
1601	Coaching Supplement	169,663	171,592	174,030	175,000		200,000		25,000	
1602	Extra-Curr. Supplement	75,390	74,273	77,371	75,000		75,000		0	
2100	Social Security - FICA	908,766	886,257	900,560	910,529		894,289		(16,240)	
2210	Retirement - VRS	1,650,583	1,585,106	1,780,220	1,902,637		1,839,159		(63,478)	
2211	Retiree Health Care Credit	116,901	119,961	135,216	0		0		0	
2220	Retirement - PWCS	107,924	108,743	107,210	95,075		92,015		(3,060)	
2221	Defined Contribution Plan	14,471	17,403	31,622	0		0		0	
2300	Health Insurance - HMP	1,239,916	1,358,923	1,371,524	1,429,600		1,361,197		(68,404)	
2310	Short/Long Term Disability Premium	3,104	3,235	5,067	0		0		0	
2400	Life Insurance - GLI	135,897	146,972	149,272	151,519		146,642		(4,877)	
2830	Admin. Assoc. Fees	0	325	710	500		1,000		500	
3100	Professional Services	0	163	10	0		0		0	
3201	Telephone	7,421	6,755	6,374	8,000		8,000		0	
3401	Travel Reimbursement	1,285	8,108	2,977	7,000		0		(7,000)	
3402	Conference Expenses	2,823	18,386	7,614	11,000		25,500		14,500	
3450	Field Trips	53,798	57,466	42,681	60,000		93,129		33,129	
3901	Laundry/Dry Cleaning	904	0	0	0		0		0	
3902	Printing Services	1,303	565	265	500		5,500		5,000	
3903	Postage	9,044	18,339	8,124	19,000		17,000		(2,000)	
3913	Tuition - Other Divisions	(700)	150	0	0		5,000		5,000	
3919	Tuition - Annual Year Governor's School	14,892	3,044	3,129	0		0		0	
3921	Tuition - PWCS	2,268	1,200	4,395	0		10,000		10,000	
3999	Other Contract Services	1,199	382	48	0		0		0	
4001	Office Supplies	37,275	16,711	10,870	8,200		12,000		3,800	
4002	Medical Supplies	1,156	1,249	959	2,000		2,000		0	
4003	Custodial Supplies	40,844	33,035	37,588	35,000		35,000		0	
4004	Repair/Maint. Supplies	36,072	68,185	53,628	5,000		5,000		0	
4007	Wearing Apparel	1,021	2,875	1,120	500		6,000		5,500	
4010	Instructional Supplies	125,158	189,965	139,082	97,984		326,022		228,038	
4011	Textbooks	30,003	101,212	13,764	0		178,648		178,648	
4013	Testing Materials	138,993	121,968	106,899	0		101,000		101,000	
4014	Food, Cafeteria	0	5,490	3,353	0		6,000		6,000	
4016	Library Books	7,379	2,136	7,833	5,000		5,000		0	
4017	Library Periodicals	4,717	3,329	2,571	3,000		3,000		0	
4018	Library Supplies	795	3,292	2,056	3,000		3,000		0	
4019	Food	10,295	11,515	12,913	4,000		6,000		2,000	
4150	Lease Agreement	44,665	44,665	37,221	20,866		22,000		1,134	
4310	Tech. Supp/Equip Add'l	110,287	59,377	35,453	11,000		11,000		0	
4350	Tech. Supp/Equip Repl	385	0	240	0		0		0	
4410	Software - Additional	0	3,640	14,675	0		0		0	
4450	Software - Replacement	11,891	1,018	749	0		11,000		11,000	
4510	General Equipment - Add'l	50,046	196,218	20,513	11,000		31,000		20,000	
4550	General Equipment - Repl.	13,462	185,017	22,197	18,000		15,000		(3,000)	
5101	Equipment - Additional	70,094	18,474	0	0		0		0	
5501	Equipment - Replacement	0	12,267	0	0		0		0	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		17,295,052	17,562,699	17,360,797	16,722,261	189.80	16,972,157	183.60	249,896	(6.20)
Student Enrollment		2,436	2,298	2,263	2,226		2,231			
Positions		190.82	180.52	186.80	189.80		183.60			

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: Pre-Governor's School, Center for
 Biotechnology & Engineering
Programs: Automotive Technology, Medical and Health
 Science, Navy JROTC, Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	59,203	144,116	148,421	179,280 2.00	0 0.00	(179,280) (2.00)
1111	Principal	123,151	128,114	131,960	143,160 1.00	156,600 1.00	13,440 0.00
1112	Assistant Principal	563,423	499,932	514,932	536,400 5.00	761,880 7.00	225,480 2.00
1115	Teacher on Special Assignment	81,988	0	63,215	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	10,304,854	8,749,437	8,571,880	8,909,578 136.47	9,367,600 144.67	458,021 8.20
1121	Librarian	114,931	142,993	163,204	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	554,758	575,022	461,963	504,900 7.50	599,400 9.00	94,500 1.50
1140	Teacher Assistant	159,859	133,625	111,751	96,960 4.00	96,960 4.00	0 0.00
1148	Specialist	131,415	133,650	148,301	164,160 3.80	214,392 4.80	50,232 1.00
1150	Secretarial / Bookkeeper	572,206	526,222	550,960	531,786 13.60	539,736 13.00	7,950 (0.60)
1180	Natl Board Certified Teacher Incentive	20,000	17,500	17,500	0 0.00	0 0.00	0 0.00
1190	Custodian	431,113	396,722	385,743	421,140 13.00	460,800 14.00	39,660 1.00
1200	Overtime	12,016	8,567	8,292	6,500	6,500	0
1201	Straight Time	18,837	9,914	9,423	0	0	0
1300	Temporary Employee	29,747	17,748	12,016	0	3,000	3,000
1500	Substitute Teacher	124,566	99,760	99,195	132,000	136,000	4,000
1502	Substitute, Other	0	314	0	0	0	0
1600	Instructional Supplement	67,518	70,988	55,537	38,000	42,000	4,000
1601	Coaching Supplement	156,622	154,586	155,232	215,843	170,000	(45,843)
1602	Extra-Curr. Supplement	68,327	71,023	70,994	55,500	72,000	16,500
1603	Homebound Tutoring	9,994	82	0	0	0	0
2100	Social Security - FICA	997,341	861,561	855,235	923,344	976,145	52,800
2210	Retirement - VRS	1,790,188	1,533,418	1,667,766	1,915,806	2,031,081	115,275
2211	Retiree Health Care Credit	128,283	118,060	128,268	0	0	0
2220	Retirement - PWCS	114,501	103,364	103,154	95,532	101,357	5,824
2221	Defined Contribution Plan	25,872	40,119	47,788	0	0	0
2300	Health Insurance - HMP	1,393,006	1,315,482	1,252,705	1,436,479	1,499,397	62,918
2310	Short/Long Term Disability Premium	4,847	6,446	7,645	0	0	0
2400	Life Insurance - GLI	148,086	143,518	140,719	152,248	161,530	9,282
2830	Admin. Assoc. Fees	0	0	0	1,600	1,600	0
3401	Travel Reimbursement	36,264	21,682	23,124	6,200	5,000	(1,200)
3402	Conference Expenses	1,676	23,415	1	26,500	25,000	(1,500)
3450	Field Trips	74,623	64,031	67,109	69,100	70,500	1,400
3501	Repair/Maint. - Building	8,066	0	0	0	0	0
3502	Repair/Maint. - Equipment	0	0	5,904	4,500	5,000	500
3700	In-Service Expenses	846	6,667	201	16,000	18,000	2,000
3902	Printing Services	36,434	26,484	30,526	39,500	44,000	4,500
3903	Postage	2,225	2,215	2,685	7,500	8,000	500
3919	Tuition - Annual Year Governor's School	62,546	66,964	75,096	101,413	164,000	62,587
3921	Tuition - PWCS	4,111	4,778	55,875	105,000	97,600	(7,400)
4001	Office Supplies	5,357	2,458	3,006	2,400	3,000	600
4002	Medical Supplies	946	1,509	1,894	3,000	9,000	6,000
4003	Custodial Supplies	42,786	39,004	40,302	38,000	42,000	4,000
4004	Repair/Maint. Supplies	29,726	4,504	1,301	0	0	0
4007	Wearing Apparel	5,226	853	6,109	5,175	6,175	1,000
4010	Instructional Supplies	545,039	446,707	458,963	116,250	155,000	38,750
4011	Textbooks	58,601	24,221	10,255	0	71,812	71,812
4013	Testing Materials	1,705	5,310	5,604	0	0	0
4014	Food, Cafeteria	3,293	1,366	5,907	0	0	0
4016	Library Books	1,074	1,258	444	6,000	6,000	0
4017	Library Periodicals	0	565	0	1,000	1,000	0
4018	Library Supplies	0	268	0	2,000	2,000	0
4019	Food	392	277	0	0	0	0
4150	Lease Agreement	53,459	52,072	49,607	48,000	48,000	0
4310	Tech. Supp/Equip Add'l	29,937	28,144	26,621	47,000	50,000	3,000
4350	Tech. Supp/Equip Repl	38,275	0	835	0	0	0
4410	Software - Additional	0	399	0	4,500	5,000	500
4450	Software - Replacement	1,010	8,253	749	0	0	0
4510	General Equipment - Add'l.	66,856	436	0	5,000	5,500	500
4550	General Equipment - Repl.	43,446	51,908	19,996	2,500	32,500	30,000
5101	Equipment - Additional	4,750	0	0	0	0	0
8002	General Reserve	0	0	0	5,000	5,000	0
Totals		19,365,318	16,888,030	16,775,915	17,256,395 188.37	18,410,264 199.47	1,153,869 11.10
Student Enrollment		2,804	2,278	2,173	2,316	2,510	
Positions		210.90	178.90	175.87	188.37	199.47	

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	130,653	135,917	139,994	143,160 1.00	156,600 1.00	13,440 0.00	
1112	Assistant Principal	576,324	590,636	576,299	643,680 6.00	653,040 6.00	9,360 0.00	
1115	Teacher on Special Assignment	73,134	207,273	222,476	201,960 3.00	198,120 3.00	(3,840) 0.00	
1120	Teacher, Classroom	9,247,017	9,711,542	9,972,401	10,000,644 152.10	10,291,692 158.10	291,048 6.00	
1121	Librarian	154,294	160,313	164,939	134,640 2.00	133,200 2.00	(1,440) 0.00	
1122	Counselor	526,073	545,057	561,020	538,560 8.00	599,400 9.00	60,840 1.00	
1140	Teacher Assistant	173,212	196,150	201,460	218,160 9.00	218,160 9.00	0 0.00	
1148	Specialist	140,628	140,491	150,824	154,464 3.80	162,984 3.80	8,520 0.00	
1150	Secretarial / Bookkeeper	526,974	557,049	562,642	544,170 14.00	563,136 14.00	18,966 0.00	
1180	Natl Board Certified Teacher Incentive	7,500	2,500	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	420,867	440,814	471,276	489,540 15.00	489,480 15.00	(60) 0.00	
1200	Overtime	5,644	1,707	357	0	0	0	
1201	Straight Time	2,249	3,530	3,050	0	0	0	
1300	Temporary Employee	18,612	44,575	1,576	0	0	0	
1500	Substitute Teacher	106,706	116,140	113,212	95,000	120,000	25,000	
1502	Substitute, Other	862	369	371	0	0	0	
1600	Instructional Supplement	0	738	22,282	11,000	11,000	0	
1601	Coaching Supplement	159,965	159,965	158,949	196,875	205,681	8,806	
1602	Extra-Curr. Supplement	84,686	71,266	70,041	65,581	62,040	(3,541)	
2100	Social Security - FICA	901,367	953,409	973,009	1,027,964	1,060,637	32,673	
2210	Retirement - VRS	1,649,549	1,717,778	1,946,494	2,152,585	2,219,579	66,993	
2211	Retiree Health Care Credit	119,367	131,908	148,633	0	0	0	
2220	Retirement - PWCS	65,607	78,106	87,650	107,427	110,689	3,261	
2221	Defined Contribution Plan	23,759	40,333	42,430	0	0	0	
2300	Health Insurance - HMP	1,354,744	1,482,921	1,529,019	1,615,325	1,637,443	22,118	
2310	Short/Long Term Disability Premium	4,525	6,370	6,706	0	0	0	
2400	Life Insurance - GLI	138,007	160,351	163,307	171,203	176,402	5,199	
3100	Professional Services	0	561	0	0	0	0	
3201	Telephone	3,589	3,472	4,120	4,000	4,000	0	
3401	Travel Reimbursement	6,904	7,233	3,519	2,500	2,500	0	
3402	Conference Expenses	8,035	12,744	8,797	51,608	9,946	(41,662)	
3450	Field Trips	53,061	50,790	54,035	33,800	34,800	1,000	
3501	Repair/Maint. - Building	559	1,003	1,435	0	0	0	
3502	Repair/Maint. - Equipment	2,160	2,661	1,625	0	0	0	
3902	Printing Services	4,435	6,549	3,858	2,000	2,000	0	
3903	Postage	50	1,218	778	2,000	2,000	0	
3918	Permits & Fees	200	0	0	0	0	0	
3919	Tuition - Annual Year Governor's School	71,482	70,007	71,967	0	0	0	
3921	Tuition - PWCS	2,611	1,383	648	81,088	100,000	18,912	
3999	Other Contract Services	0	487	1,760	0	0	0	
4001	Office Supplies	6,400	3,505	5,325	5,000	5,000	0	
4002	Medical Supplies	1,544	927	1,085	2,000	2,000	0	
4003	Custodial Supplies	27,598	33,668	31,583	35,000	30,000	(5,000)	
4004	Repair/Maint. Supplies	1,954	2,943	0	0	0	0	
4007	Wearing Apparel	4,343	6,620	5,100	0	0	0	
4009	Extra Curricular Supplies	4,170	0	0	0	0	0	
4010	Instructional Supplies	114,168	119,886	90,182	156,898	92,455	(64,443)	
4011	Textbooks	75,647	62,543	8,560	24,000	50,000	26,000	
4013	Testing Materials	181,879	185,120	194,621	0	0	0	
4014	Food, Cafeteria	0	3,279	1,559	0	0	0	
4015	Food Service Supplies	23,362	27,284	1,165	0	0	0	
4016	Library Books	24,447	31,274	36,893	15,000	30,000	15,000	
4017	Library Periodicals	13,294	14,449	11,030	12,000	30,000	18,000	
4018	Library Supplies	1,290	6,451	7,990	1,000	5,000	4,000	
4019	Food	956	2,274	2,809	0	0	0	
4020	Printing Supplies	0	0	26,090	27,000	27,000	0	
4150	Lease Agreement	75,719	90,113	89,549	102,000	102,000	0	
4310	Tech. Supp/Equip Add'l	78,922	19,999	34,227	25,000	20,000	(5,000)	
4350	Tech. Supp/Equip Repl	7,515	11,209	0	0	0	0	
4410	Software - Additional	23,060	31,612	6,314	30,000	35,601	5,601	
4450	Software - Replacement	1,010	1,018	275	0	0	0	
4510	General Equipment - Add'l	36,008	6,419	11,121	40,000	80,000	40,000	
4550	General Equipment - Repl.	0	1,148	923	0	0	0	
5101	Equipment - Additional	8,000	0	0	0	0	0	
5103	DP Equipment - Additional	0	5,598	0	0	0	0	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		17,476,699	18,482,653	19,011,858	19,168,833 213.90	19,738,584 220.90	569,751 7.00	
Student Enrollment		2,766	2,747	2,688	2,668	2,712		
Positions		204.40	212.30	212.00	213.90	220.90		

Financial Section

POTOMAC HIGH SCHOOL

School: 514
Address: 3401 Panther Pride Dr.
 Dumfries, VA 22026
Principal: Brandon Boles
Main Office: 703.441.4200
Grades: 9-12
Specialty: Cambridge Program
Programs: Welding, Navy JROTC, Cyber Security,
 Culinary Arts, Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1107	Admin Coordinator	90,207	7,154	0	0 0.00	0 0.00	0 0.00	
1111	Principal	138,607	144,195	148,522	143,160 1.00	156,600 1.00	13,440 0.00	
1112	Assistant Principal	551,896	560,430	636,505	643,680 6.00	653,040 6.00	9,360 0.00	
1115	Teacher on Special Assignment	0	0	67,909	65,640 1.00	131,520 2.00	65,880 1.00	
1120	Teacher, Classroom	6,877,575	7,401,826	7,681,119	7,773,180 119.50	7,575,479 117.50	(197,701) (2.00)	
1121	Librarian	117,930	155,272	160,763	134,640 2.00	133,200 2.00	(1,440) 0.00	
1122	Counselor	396,738	419,229	436,231	403,920 6.00	399,600 6.00	(4,320) 0.00	
1140	Teacher Assistant	122,875	124,991	131,992	169,680 7.00	145,440 6.00	(24,240) (1.00)	
1148	Specialist	117,054	123,202	126,675	136,800 3.00	146,400 3.00	9,600 0.00	
1150	Secretarial / Bookkeeper	438,507	494,297	458,457	457,410 11.00	467,880 11.00	10,470 0.00	
1180	Natl Board Certified Teacher Incentive	7,500	5,000	5,000	0 0.00	0 0.00	0 0.00	
1190	Custodian	362,447	374,470	384,902	370,380 10.00	375,480 10.00	5,100 0.00	
1200	Overtime	8,303	1,430	2,047	7,500	8,500	1,000	
1201	Straight Time	0	2,436	3,307	0	9,100	9,100	
1300	Temporary Employee	96,178	112,398	78,809	87,000	75,000	(12,000)	
1500	Substitute Teacher	106,080	151,043	118,306	120,000	120,000	0	
1600	Instructional Supplement	0	3,044	7,744	0	16,500	16,500	
1601	Coaching Supplement	165,322	169,397	166,381	195,000	19,500	(175,500)	
1602	Extra-Curr. Supplement	74,267	71,205	74,126	60,000	60,000	0	
2100	Social Security - FICA	712,412	760,818	785,571	823,752	815,929	(7,823)	
2210	Retirement - VRS	1,284,768	1,357,829	1,562,381	1,697,940	1,678,165	(19,775)	
2211	Retiree Health Care Credit	91,486	103,715	119,442	0	0	0	
2220	Retirement - PWCS	68,876	79,364	81,281	84,653	83,717	(936)	
2221	Defined Contribution Plan	13,376	25,374	35,849	0	0	0	
2300	Health Insurance - HMP	1,022,327	1,146,267	1,222,309	1,272,893	1,238,452	(34,441)	
2310	Short/Long Term Disability Premium	3,310	5,033	5,925	0	0	0	
2400	Life Insurance - GLI	106,559	126,335	131,356	134,910	133,419	(1,491)	
3106	Sports Officials	29,939	33,156	37,923	32,000	37,000	5,000	
3201	Telephone	5,370	4,607	5,944	5,000	6,000	1,000	
3401	Travel Reimbursement	3,296	2,612	3,692	3,600	3,100	(500)	
3402	Conference Expenses	8,063	18,242	11,158	5,000	5,000	0	
3450	Field Trips	44,632	48,685	47,262	47,500	42,500	(5,000)	
3903	Postage	4,327	1,835	4,887	3,000	4,000	1,000	
3913	Tuition - Other Divisions	104	0	10,360	18,000	12,000	(6,000)	
3919	Tuition - Annual Year Governor's School	2,978	3,044	6,258	2,000	5,000	3,000	
3921	Tuition - PWCS	12,728	14,968	(450)	16,000	10,000	(6,000)	
3999	Other Contract Services	194	750	731	500	500	0	
4001	Office Supplies	2,047	2,125	84	3,500	3,500	0	
4002	Medical Supplies	1,099	1,206	1,459	2,000	2,000	0	
4003	Custodial Supplies	34,643	32,739	36,272	40,000	40,000	0	
4004	Repair/Maint. Supplies	246	1,665	969	1,000	2,000	1,000	
4010	Instructional Supplies	298,666	451,071	378,840	681,218	539,366	(141,852)	
4011	Textbooks	90,718	81,674	59,074	51,500	31,500	(20,000)	
4013	Testing Materials	0	1,064	0	0	0	0	
4014	Food, Cafeteria	10,199	15,060	4,108	10,000	10,000	0	
4016	Library Books	15,989	7,889	14,412	14,000	12,000	(2,000)	
4017	Library Periodicals	405	385	350	500	500	0	
4018	Library Supplies	3,482	10,894	1,096	2,500	2,500	0	
4019	Food	0	1,876	9,324	6,000	6,000	0	
4310	Tech. Supp/Equip Add'l	20,335	123,983	55,262	20,000	20,000	0	
4350	Tech. Supp/Equip Repl	21,913	2,398	11,675	0	0	0	
4410	Software - Additional	0	32,715	0	0	0	0	
4450	Software - Replacement	1,010	1,018	275	0	0	0	
4510	General Equipment - Add'l.	34,930	20,134	920	3,000	2,000	(1,000)	
5150	Lease/Purchase Agree.	51,311	43,003	50,081	55,000	55,000	0	
Totals		13,673,223	14,884,552	15,384,876	15,804,956 166.50	15,294,387 164.50	(510,569) (2.00)	
Student Enrollment Positions		1,886 149.00	1,995 159.00	1,961 162.00	2,024 166.50	1,880 164.50		

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, Project Lead the Way



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1107	Admin Coordinator	101,528	105,621	108,790	89,640 1.00	91,440 1.00	1,800 0.00
1111	Principal	123,151	128,114	131,960	143,160 1.00	156,600 1.00	13,440 0.00
1112	Assistant Principal	526,391	547,608	622,773	643,680 6.00	653,040 6.00	9,360 0.00
1115	Teacher on Special Assignment	208,535	192,705	176,655	201,960 3.00	266,400 4.00	64,440 1.00
1120	Teacher, Classroom	9,445,506	10,303,653	10,619,272	10,368,144 158.60	9,815,040 151.60	(553,104) (7.00)
1121	Librarian	120,992	127,398	139,565	134,640 2.00	133,200 2.00	(1,440) 0.00
1122	Counselor	478,974	538,993	562,027	538,560 8.00	599,400 9.00	60,840 1.00
1140	Teacher Assistant	205,831	222,308	241,134	242,400 10.00	240,400 10.00	0 0.00
1145	Computer Technologist	64,414	66,945	68,887	68,520 1.00	80,880 1.00	12,360 0.00
1148	Specialist	166,103	172,632	164,937	171,000 4.00	190,440 4.00	19,440 0.00
1150	Secretarial / Bookkeeper	531,133	559,605	614,842	543,600 14.00	630,312 16.00	86,712 2.00
1180	Natl Board Certified Teacher Incentive	27,500	20,000	17,500	0 0.00	0 0.00	0 0.00
1190	Custodian	463,040	463,219	474,577	484,140 14.00	490,200 14.00	6,060 0.00
1200	Overtime	8,774	2,396	6,697	10,000	10,000	0
1201	Straight Time	8,714	6,215	13,380	7,000	7,000	0
1300	Temporary Employee	64,654	67,771	37,385	45,000	45,000	0
1500	Substitute Teacher	149,699	164,277	154,494	150,000	125,000	(25,000)
1502	Substitute, Other	0	0	941	0	0	0
1600	Instructional Supplement	73,917	89,508	92,187	73,564	106,000	32,436
1601	Coaching Supplement	153,823	153,783	152,279	161,639	165,000	3,361
1602	Extra-Curr. Supplement	71,015	68,420	65,954	60,000	60,000	0
1603	Homebound Tutoring	328	0	0	0	0	0
2100	Social Security - FICA	957,952	1,032,577	1,058,482	1,081,454	1,060,853	(20,600)
2210	Retirement - VRS	1,724,548	1,785,831	2,106,149	2,247,782	2,199,841	(47,941)
2211	Retiree Health Care Credit	122,940	136,605	162,775	0	0	0
2220	Retirement - PWCS	113,402	117,035	123,328	112,034	109,731	(2,303)
2221	Defined Contribution Plan	19,235	42,673	60,905	0	0	0
2300	Health Insurance - HMP	1,398,155	1,520,706	1,622,026	1,684,599	1,623,281	(61,318)
2310	Short/Long Term Disability Premium	4,505	7,436	9,394	0	0	0
2400	Life Insurance - GLI	142,454	166,063	178,300	178,545	174,876	(3,669)
2830	Admin. Assoc. Fees	10,385	1,871	0	200	200	0
3100	Professional Services	1,000	0	0	0	0	0
3106	Sports Officials	30,286	29,766	33,478	25,000	25,000	0
3201	Telephone	3,596	3,044	3,229	5,000	5,000	0
3401	Travel Reimbursement	5,813	2,807	11,852	13,000	13,000	0
3402	Conference Expenses	21,896	13,035	14,776	20,000	20,000	0
3450	Field Trips	64,557	65,211	71,265	83,500	103,500	20,000
3504	Maint. Service Contracts	10	0	0	0	0	0
3700	In-Service Expenses	2,050	0	0	0	0	0
3902	Printing Services	12,883	7,166	5,124	11,500	11,500	0
3903	Postage	7,005	7,408	9,520	12,500	13,500	1,000
3905	Extra Curricular Expenses	33,297	71,693	39,220	20,000	48,000	28,000
3919	Tuition - Annual Year Governor's School	20,849	6,088	3,129	17,000	17,000	0
3921	Tuition - PWCS	666	450	405	100,000	30,000	(70,000)
3999	Other Contract Services	725	131	219	600	600	0
4001	Office Supplies	16,799	13,719	17,549	37,000	37,000	0
4002	Medical Supplies	2,375	3,129	5,325	6,000	6,000	0
4003	Custodial Supplies	46,306	44,475	47,879	60,000	60,000	0
4004	Repair/Maint. Supplies	7,685	24,328	10,499	65,000	55,000	(10,000)
4007	Wearing Apparel	10,603	3,781	3,129	5,500	5,500	0
4009	Extra Curricular Supplies	450	3,616	3,775	5,500	5,500	0
4010	Instructional Supplies	131,140	225,188	185,713	150,847	277,250	126,403
4011	Textbooks	83,009	110,400	20,240	80,000	131,000	51,000
4012	Emp. Training Supplies	146	59	757	0	0	0
4013	Testing Materials	139,895	158,010	149,261	201,000	209,515	8,515
4014	Food, Cafeteria	0	4,392	4,570	0	0	0
4016	Library Books	2,643	11,768	4,033	5,000	5,000	0
4017	Library Periodicals	827	649	821	7,000	7,000	0
4018	Library Supplies	6,172	7,416	6,190	2,000	2,000	0
4019	Food	16,492	17,563	10,979	4,000	8,000	4,000
4150	Lease Agreement	65,029	60,664	53,188	70,000	70,000	0
4310	Tech. Supp/Equip Add'l	35,356	166,902	7,228	75,000	75,000	0
4350	Tech. Supp/Equip Repl	7,299	22,317	0	50,000	50,000	0
4410	Software - Additional	2,753	0	0	10,000	10,000	0
4450	Software - Replacement	10,950	18,279	20,310	50,000	50,000	0
4510	General Equipment - Add'l	50,050	61,087	29,934	137,000	172,000	35,000
4550	General Equipment - Repl.	161	0	0	0	0	0
5101	Equipment - Additional	33,564	0	4,810	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		18,361,936	19,976,505	20,566,004	20,825,207 222.60	20,614,000 219.60	(211,207) (3.00)
Student Enrollment		2,444	2,560	2,554	2,671	2,644	
Positions		201.00	213.20	223.20	222.60	219.60	

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: AP Scholars
Programs: AP Scholars, Cosmetology, Project Lead the Way, Army JROTC



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1107	Admin Coordinator	0	0	69,828	89,640	1.00	0	0.00	(89,640)	(1.00)
1111	Principal	124,012	113,829	117,242	143,160	1.00	156,600	1.00	13,440	0.00
1112	Assistant Principal	531,513	593,975	611,870	643,680	6.00	761,880	7.00	118,200	1.00
1115	Teacher on Special Assignment	100,758	128,642	268,865	269,280	4.00	199,800	3.00	(69,480)	(1.00)
1120	Teacher, Classroom	10,104,811	9,765,707	9,661,441	9,855,792	150.80	9,878,702	152.46	22,910	1.66
1121	Librarian	176,600	140,593	145,435	134,640	2.00	133,200	2.00	(1,440)	0.00
1122	Counselor	542,118	513,847	558,082	538,560	8.00	599,400	9.00	60,840	1.00
1140	Teacher Assistant	76,685	94,517	120,127	145,440	6.00	145,440	6.00	0	0.00
1148	Specialist	131,362	147,788	152,072	136,800	3.00	179,160	4.00	42,360	1.00
1150	Secretarial / Bookkeeper	524,442	534,041	609,056	594,210	15.00	671,928	17.00	77,718	2.00
1180	Natl Board Certified Teacher Incentive	0	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	542,203	555,895	571,057	575,580	16.00	611,520	17.00	35,940	1.00
1200	Overtime	18,238	20,519	14,080	4,000		10,000		6,000	
1201	Straight Time	8,843	16,499	20,220	1,000		13,000		12,000	
1300	Temporary Employee	32,455	39,749	41,806	30,000		15,000		(15,000)	
1500	Substitute Teacher	174,928	164,201	153,124	160,000		160,000		0	
1600	Instructional Supplement	50,858	65,308	32,215	20,000		20,000		0	
1601	Coaching Supplement	173,213	179,128	169,539	174,000		190,000		16,000	
1602	Extra-Curr. Supplement	68,796	68,484	69,580	72,000		77,000		5,000	
1603	Homebound Tutoring	789	2,429	0	0		0		0	
2100	Social Security - FICA	984,127	964,528	984,974	1,039,468		1,057,433		17,966	
2210	Retirement - VRS	1,818,592	1,712,550	1,938,867	2,152,948		2,184,615		31,667	
2211	Retiree Health Care Credit	129,940	131,034	148,717	0		0		0	
2220	Retirement - PWCS	119,260	114,451	123,468	107,902		109,635		1,733	
2221	Defined Contribution Plan	22,019	37,835	54,682	0		0		0	
2300	Health Insurance - HMP	1,368,835	1,373,818	1,400,195	1,622,470		1,621,856		(614)	
2310	Short/Long Term Disability Premium	4,660	6,527	7,925	0		0		0	
2400	Life Insurance - GLI	150,971	160,474	164,503	171,960		174,723		2,763	
2830	Admin. Assoc. Fees	536	536	536	1,000		1,000		0	
3100	Professional Services	8,579	9,029	0	0		0		0	
3106	Sports Officials	31,052	10,572	0	25,000		25,000		0	
3201	Telephone	3,344	2,694	4,640	5,000		5,000		0	
3401	Travel Reimbursement	973	3,706	1,315	5,000		5,000		0	
3402	Conference Expenses	18,181	35,172	13,019	15,000		15,000		0	
3450	Field Trips	66,834	82,682	84,336	51,000		73,000		22,000	
3501	Repair/Maint. - Building	0	0	0	5,000		0		(5,000)	
3700	In-Service Expenses	4,934	3,436	0	5,000		5,000		0	
3902	Printing Services	5,936	10,239	7,725	18,000		10,500		(7,500)	
3903	Postage	1,767	4,549	2,603	6,000		5,000		(1,000)	
3919	Tuition - Annual Year Governor's School	4,468	9,131	12,516	14,000		14,000		0	
3921	Tuition - PWCS	8,898	6,750	12,821	30,000		12,821		(17,179)	
3999	Other Contract Services	0	4,870	5,970	0		5,000		5,000	
4001	Office Supplies	11,053	13,255	18,667	11,000		24,456		13,456	
4002	Medical Supplies	2,509	2,132	1,687	2,000		4,000		2,000	
4003	Custodial Supplies	55,576	66,284	46,445	50,000		50,000		0	
4004	Repair/Maint. Supplies	5,438	11,016	6,891	25,000		50,000		25,000	
4007	Wearing Apparel	236	3,359	1,669	2,000		3,000		1,000	
4009	Extra Curricular Supplies	80	50	0	0		0		0	
4010	Instructional Supplies	181,635	221,696	158,195	175,610		252,218		76,608	
4011	Textbooks	27,286	157,928	9,465	80,000		100,000		20,000	
4013	Testing Materials	128,225	129,129	108,113	80,000		80,000		0	
4014	Food, Cafeteria	0	1,815	9,076	0		10,000		10,000	
4016	Library Books	9,126	5,642	13,391	12,000		14,000		2,000	
4017	Library Periodicals	612	811	617	1,000		600		(400)	
4018	Library Supplies	14,325	5,408	4,166	1,000		1,000		0	
4019	Food	11,699	7,681	16,483	17,000		23,000		6,000	
4150	Lease Agreement	35,847	38,836	39,315	75,000		75,000		0	
4310	Tech. Supp/Equip Add'l	25,759	19,185	35,994	150,000		232,545		82,545	
4350	Tech. Supp/Equip Repl	28,428	47,134	26,451	0		0		0	
4450	Software - Replacement	1,010	2,528	2,349	0		33,000		33,000	
4510	General Equipment - Add'l.	166	27,098	28,302	150,000		100,000		(50,000)	
4550	General Equipment - Repl.	0	0	6,445	5,000		50,000		45,000	
5101	Equipment - Additional	15,697	14,202	11,744	0		0		0	
Totals		18,691,235	18,604,922	18,904,916	19,699,139	212.80	20,250,032	218.46	550,893	5.66
Student Enrollment		2,874	2,651	2,583	2,690		2,715			
Positions		212.00	200.20	207.20	212.80		218.46			

Financial Section

SPECIAL SCHOOLS SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111 Principal	913,479	945,816	800,651	681,240 5.00	908,292 6.10	227,052 1.10
1112 Assistant Principal	433,726	455,391	649,199	805,320 8.00	927,360 9.00	122,040 1.00
1115 Teacher, Admin. Assign.	171,567	192,998	305,755	206,844 3.10	204,612 3.10	(2,232) 0.00
1120 Teacher, Classroom	13,206,796	13,676,760	13,838,825	15,080,172 229.60	14,744,448 226.90	(335,724) (2.70)
1121 Librarian	253,587	274,533	271,870	269,280 4.00	266,400 4.00	(2,880) 0.00
1122 Counselor	571,377	578,448	546,200	639,048 9.20	751,608 11.00	112,560 1.80
1130 Social Worker	480,475	351,781	352,061	291,000 4.00	278,400 4.00	(12,600) 0.00
1133 Psychologist	236,888	246,327	253,416	300,480 4.00	297,120 4.00	(3,360) 0.00
1140 Teacher Assistant	1,760,649	1,466,942	1,524,058	1,541,664 63.60	1,565,904 64.60	24,240 1.00
1142 Cafeteria Aide	35,105	35,257	36,926	43,560 2.20	43,032 2.20	(528) 0.00
1148 Specialist	235,476	258,662	282,053	297,600 8.00	387,000 10.00	89,400 2.00
1150 Secretarial/Clerical	1,125,232	1,141,654	1,140,763	1,038,180 28.00	1,217,208 32.00	179,028 4.00
1180 Natl Board Certified Teacher Incentive	20,000	15,000	12,500	0 0.00	0 0.00	0 0.00
1190 Custodian	772,785	745,422	756,777	695,802 19.30	743,424 20.80	47,622 1.50
1200 Overtime	57,828	54,074	79,528	10,100	50,050	39,950
1201 Straight Time	67,631	72,275	91,034	17,350	57,650	40,300
1300 Temporary Employee	187,765	149,103	148,883	46,500	35,000	(11,500)
1500 Substitute Teacher	169,195	162,496	212,264	254,500	181,500	(73,000)
1502 Substitute, Other	15,291	8,618	17,503	10,200	7,200	(3,000)
1600 Supplemental Pay	113,540	142,911	120,204	123,000	76,000	(47,000)
1602 Extra Curr. Supplements	22,722	21,121	24,685	30,272	24,476	(5,796)
1603 Homebound Tutoring	27	0	718	0	0	0
2100 Social Security - FICA	1,519,897	1,535,560	1,566,409	1,712,234	1,741,652	29,419
2210 Retirement - VRS	2,826,597	2,793,098	3,161,005	3,611,730	3,681,671	69,940
2211 Retiree Health Care Credit	200,618	212,574	240,065	0	0	0
2220 Retirement - PWCS	188,487	202,521	210,321	179,578	183,238	3,660
2221 Defined Contribution Plan	26,389	39,608	51,467	0	0	0
2300 Health Insurance - HMP	2,285,003	2,299,667	2,405,433	2,700,243	2,710,680	10,437
2310 Short/Long Term Disability Premium	5,670	7,189	8,889	0	0	0
2400 Life Insurance - GLI	232,233	258,249	263,397	286,191	292,022	5,831
2830 Admin. Assoc. Fees	2,689	2,720	6,058	7,190	6,790	(400)
3100 Professional Services	1,837	234	1,479	400	0	(400)
3105 Contractual Services	0	0	0	1,000	1,000	0
3201 Telephone	13,770	14,616	12,955	10,400	7,400	(3,000)
3401 Travel Reimbursement	61,832	70,385	75,656	7,600	2,750	(4,850)
3402 Conference Expenses	29,965	44,039	26,437	39,000	27,500	(11,500)
3450 Field Trips	26,129	29,364	24,031	9,300	13,700	4,400
3501 Repair/Maint. - Building	0	6,848	0	6,000	5,000	(1,000)
3504 Maint. Service Contracts	5,845	8,641	4,786	500	500	0
3700 In-Service Expenses	9,725	8,628	5,454	9,000	6,700	(2,300)
3902 Printing Services	37,379	37,639	37,500	42,300	46,000	3,700
3903 Postage	11,529	5,251	6,019	4,550	3,450	(1,100)
3904 Freight/Shipping	1,057	478	442	1,000	700	(300)
3905 Extra Curricular Expenses	0	143	0	0	0	0
3911 Rental Equipment	13,045	12,942	14,119	20,000	18,000	(2,000)
3912 Rental Space	4,570	4,203	3,634	5,000	0	(5,000)
3921 Tuition - PW	5,962	7,686	12,303	9,000	4,500	(4,500)
3999 Other Contract Services	18,019	22,204	59	21,346	5,000	(16,346)
4001 Office Supplies	74,223	52,457	51,780	34,500	25,500	(9,000)
4002 Medical Supplies	1,456	5,061	2,061	3,800	5,100	1,300
4003 Custodial Supplies	84,178	60,243	79,668	56,000	75,720	19,720
4004 Repair/Maint. Supplies	344	648	5,805	7,000	8,000	1,000
4007 Wearing Apparel	14,735	6,530	7,623	10,900	6,500	(4,400)
4008 Reference Materials	1,394	187	231	0	0	0
4009 Extra Curricular Supplies	0	7,131	3,708	4,600	3,000	(1,600)
4010 Instructional Supplies	421,862	345,149	385,139	421,766	464,946	43,180
4011 Textbooks	149,445	60,140	41,093	129,900	110,900	(19,000)
4013 Testing Materials	6,995	3,106	4,157	9,656	10,500	844
4014 Food, Cafeteria	43,258	39,441	39,333	62,300	28,200	(34,100)
4016 Library Books	6,151	10,945	8,262	12,050	6,550	(5,500)
4017 Library Periodicals	6,301	3,830	5,511	3,500	3,500	0
4018 Library Supplies	8,582	1,410	3,622	3,500	2,300	(1,200)
4019 Food	42,163	28,472	23,694	31,900	18,050	(13,850)
4020 Printing Supplies	0	9,744	3,024	0	20,000	20,000
4310 Tech. Supp/Equip Add'l	226,327	168,091	319,851	187,794	147,098	(40,696)
4350 Tech. Supp/Equip Repl	33,575	0	6,005	0	0	0
4410 Software Additional	153,239	56,230	46,754	15,000	26,000	11,000
4450 Software Replacement	25,068	106,154	21,371	130,000	30,300	(99,700)
4510 General Equipment - Add'l.	58,881	167,323	40,715	53,770	40,500	(13,270)
4550 General Equipment - Repl.	7,841	14,768	5,786	4,500	2,500	(2,000)
5101 Equipment - Additional	11,301	1,761	1,378	5,000	5,000	0
5104 Software - Additional	7,167	0	0	0	0	0
5501 Equipment - Replacement	(10,703)	10,516	80,014	0	0	0
8002 General Reserve	0	0	0	8,000	15,000	7,000
	29,753,169	29,779,417	30,790,374	32,261,110 388.00	32,580,100 397.70	318,990 9.70

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	0	0	0	143,160 1.00	304,320 2.00	161,160	1.00
1112	Assistant Principal	0	0	0	536,400 5.00	653,040 6.00	116,640	1.00
1120	Teacher, Classroom	0	0	0	4,554,840 69.30	4,159,920 64.00	(394,920)	(5.30)
1121	Librarian	0	0	0	67,320 1.00	66,600 1.00	(720)	0.00
1122	Counselor	0	0	0	269,280 4.00	333,000 5.00	63,720	1.00
1130	Social Worker	0	0	0	150,240 2.00	139,200 2.00	(11,040)	0.00
1133	Psychologist	0	0	0	225,360 3.00	222,840 3.00	(2,520)	0.00
1140	Teacher Assistant	0	0	0	702,960 29.00	702,960 29.00	0	0.00
1148	Specialist	0	0	0	265,440 7.00	354,240 9.00	88,800	2.00
1150	Secretarial / Bookkeeper	0	0	0	490,140 12.00	610,464 15.00	120,324	3.00
1190	Custodian	0	0	8,812	179,490 5.00	216,360 6.00	36,870	1.00
1200	Overtime	0	0	0	0	39,500	39,500	
1201	Straight Time	0	0	0	0	40,000	40,000	
1500	Substitute Teacher	0	0	0	81,000	20,000	(61,000)	
1600	Instructional Supplement	0	0	0	12,000	10,000	(2,000)	
2100	Social Security - FICA	0	0	613	587,341	602,243	14,902	
2210	Retirement - VRS	0	0	522	1,260,686	1,286,759	26,073	
2211	Retiree Health Care Credit	0	0	18	0	0	0	
2220	Retirement - PWCS	0	0	80	62,345	63,811	1,467	
2300	Health Insurance - HMP	0	0	0	937,460	943,974	6,514	
2400	Life Insurance - GLI	0	0	105	99,360	101,694	2,335	
3201	Telephone	0	0	0	4,500	2,500	(2,000)	
3401	Travel Reimbursement	0	0	0	0	1,000	1,000	
3402	Conference Expenses	0	0	0	4,500	6,000	1,500	
3450	Field Trips	0	0	0	0	6,000	6,000	
3902	Printing Services	0	0	0	0	8,000	8,000	
3912	Rental Space	0	0	0	5,000	0	(5,000)	
3999	Other Contract Services	0	0	0	21,346	5,000	(16,346)	
4001	Office Supplies	0	0	0	3,000	2,000	(1,000)	
4002	Medical Supplies	0	0	0	0	2,000	2,000	
4003	Custodial Supplies	0	0	0	0	15,000	15,000	
4007	Wearing Apparel	0	0	0	9,000	5,000	(4,000)	
4009	Extra Curricular Supplies	0	0	0	4,600	3,000	(1,600)	
4010	Instructional Supplies	0	0	0	119,000	169,617	50,617	
4011	Textbooks	0	0	0	45,000	40,000	(5,000)	
4013	Testing Materials	0	0	0	5,656	6,000	344	
4014	Food, Cafeteria	0	0	0	60,000	25,000	(35,000)	
4019	Food	0	0	0	20,500	10,000	(10,500)	
4020	Printing Supplies	0	0	0	0	20,000	20,000	
4310	Tech. Supp/Equip Add'l	0	0	0	0	20,000	20,000	
4410	Software - Additional	0	0	0	0	5,000	5,000	
4450	Software - Replacement	0	0	0	118,000	20,000	(98,000)	
4510	General Equipment - Add'l.	0	0	0	27,270	20,000	(7,270)	
Totals		0	0	10,149	11,072,194 138.30	11,262,042 142.00	189,848	3.70
School Enrollment		0	0	0	610	586		
Positions		0.00	0.00	0.00	138.30	142.00		

*New Directions and New Dominion Alternative Schools along with PACE East Special School merged as Independence Nontraditional School effective FY 2019.

Financial Section

NEW DIRECTIONS ALTERNATIVE SCHOOL*

School: 231

Address:

Principal:

Main Office:

Grades: 9-12

Specialty:

Programs: Alternative Education Center



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	Approved Positions	FY 2020 Budget	Approved Positions	Increase/(Decrease) Budget	Positions
1111	Principal	130,653	135,917	139,994	0	0.00	0	0.00	0	0.00
1112	Assistant Principal	107,230	201,586	305,082	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,326,272	1,359,456	1,555,170	0	0.00	0	0.00	0	0.00
1122	Counselor	198,685	200,584	130,349	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	129,891	135,480	139,490	0	0.00	0	0.00	0	0.00
1148	Specialist	151,095	152,011	152,480	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	241,723	253,238	244,991	0	0.00	0	0.00	0	0.00
1180	Natl Board Certified Teacher Incentive Bon	0	0	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	70,625	73,403	75,530	0	0.00	0	0.00	0	0.00
1200	Overtime	35,370	41,934	57,898	0		0		0	
1201	Straight Time	37,500	47,348	51,765	0		0		0	
1300	Temporary Employee	6,762	0	6,647	0		0		0	
1500	Substitute Teacher	17,340	17,394	15,065	0		0		0	
1502	Substitute, Other	5,563	2,498	1,097	0		0		0	
1600	Instructional Supplement	58,382	71,103	47,110	0		0		0	
2100	Social Security - FICA	183,954	196,302	211,618	0		0		0	
2210	Retirement - VRS	334,767	357,680	430,759	0		0		0	
2211	Retiree Health Care Credit	23,528	26,915	32,306	0		0		0	
2220	Retirement - PWCS	23,188	26,453	30,547	0		0		0	
2221	Defined Contribution Plan	607	420	582	0		0		0	
2300	Health Insurance - HMP	291,312	329,516	396,176	0		0		0	
2310	Short/Long Term Disability Premium	171	124	140	0		0		0	
2400	Life Insurance - GLI	27,079	32,536	35,219	0		0		0	
2830	Admin. Assoc. Fees	1,083	338	1,370	0		0		0	
3100	Professional Services	1,500	0	660	0		0		0	
3201	Telephone	4,039	3,314	4,242	0		0		0	
3401	Travel Reimbursement	50,287	54,411	64,181	0		0		0	
3402	Conference Expenses	2,875	16,498	1,165	0		0		0	
3450	Field Trips	8,931	13,116	12,237	0		0		0	
3504	Maint. Service Contract	460	1,035	0	0		0		0	
3902	Printing Services	1,897	2,145	1,964	0		0		0	
3903	Postage	5,915	645	699	0		0		0	
3912	Rental Space	4,570	4,203	3,634	0		0		0	
3921	Tuition - PWCS	4,852	7,236	3,861	0		0		0	
3999	Other Contract Services	18,019	22,217	59	0		0		0	
4001	Office Supplies	5,219	5,172	5,999	0		0		0	
4002	Medical Supplies	143	1,023	131	0		0		0	
4003	Custodial Supplies	5,215	4,060	10,958	0		0		0	
4004	Repair/Maint. Supplies	200	208	241	0		0		0	
4007	Wearing Apparel	10,215	5,878	6,499	0		0		0	
4008	Reference Materials	0	187	0	0		0		0	
4009	Extra Curricular Supplies	0	6,902	1,487	0		0		0	
4010	Instructional Supplies	34,787	35,212	74,107	0		0		0	
4011	Textbooks	15,748	3,593	3,236	0		0		0	
4013	Testing Materials	5,652	2,217	4,157	0		0		0	
4014	Food, Cafeteria	37,408	35,335	30,750	0		0		0	
4019	Food	22,826	15,141	10,696	0		0		0	
4020	Printing Supplies	0	8,663	2,762	0		0		0	
4310	Tech. Supp/Equip Add'l	66,436	10,302	10,640	0		0		0	
4410	Software - Additional	71,555	(1,344)	1,292	0		0		0	
4450	Software - Replacement	460	67,368	1,104	0		0		0	
4510	General Equipment - Add'l.	16,106	22,136	15,475	0		0		0	
5501	Equipment - Replacement	0	0	80,014	0		0		0	
Totals		3,798,092	4,009,110	4,416,136	0	0.00	0	0.00	0	0.00
School Enrollment		459	471	457	0		0			
Positions		41.00	42.00	45.00	0.00		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:

Principal:

Main Office:

Grades: 6-8

Specialty:

Programs: Alternative Education Center



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	Approved Positions	FY 2020 Budget	Approved Positions	Increase/(Decrease) Budget Positions	
1111	Principal	105,773	106,082	0	0	0.00	0	0.00	0	0.00
1112	Assistant Principal	0	0	82,700	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	61,007	63,468	65,373	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	969,693	909,899	793,818	0	0.00	0	0.00	0	0.00
1122	Counselor	66,949	69,648	71,631	0	0.00	0	0.00	0	0.00
1130	Social Worker	112,429	116,962	120,473	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	186,397	160,285	145,337	0	0.00	0	0.00	0	0.00
1148	Specialist	45,353	47,138	48,416	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	164,284	169,078	154,528	0	0.00	0	0.00	0	0.00
1180	Natl Board Certified Teacher Incentive Bon	2,500	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	88,769	92,225	94,934	0	0.00	0	0.00	0	0.00
1200	Overtime	1,769	750	9,692	0		0		0	
1201	Straight Time	0	2,085	8,196	0		0		0	
1300	Temporary Employee	0	0	3,383	0		0		0	
1500	Substitute Teacher	0	0	9,378	0		0		0	
1600	Instructional Supplement	0	0	18,379	0		0		0	
2100	Social Security - FICA	132,740	128,276	119,218	0		0		0	
2210	Retirement - VRS	259,757	246,002	248,312	0		0		0	
2211	Retiree Health Care Credit	18,171	18,509	18,601	0		0		0	
2220	Retirement - PWCS	19,125	19,673	18,105	0		0		0	
2221	Defined Contribution Plan	832	1,765	1,906	0		0		0	
2300	Health Insurance - HMP	226,684	214,997	203,519	0		0		0	
2310	Short/Long Term Disability Premium	142	337	366	0		0		0	
2400	Life Insurance - GLI	21,236	22,814	20,833	0		0		0	
2830	Admin. Assoc. Fees	535	865	536	0		0		0	
3100	Professional Services	190	234	131	0		0		0	
3201	Telephone	1,889	3,004	1,086	0		0		0	
3401	Travel Reimbursement	247	190	1,006	0		0		0	
3402	Conference Expenses	740	920	0	0		0		0	
3450	Field Trips	1,831	1,918	1,204	0		0		0	
3504	Maint. Service Contract	5,385	6,076	3,256	0		0		0	
3700	In-Service Expenses	6,202	0	0	0		0		0	
3902	Printing Services	4,814	1,319	2,841	0		0		0	
3903	Postage	1,024	281	539	0		0		0	
4001	Office Supplies	10,677	17,996	5,275	0		0		0	
4002	Medical Supplies	454	0	0	0		0		0	
4003	Custodial Supplies	3,598	6,505	1,742	0		0		0	
4004	Repair/Maint. Supplies	0	109	0	0		0		0	
4007	Wearing Apparel	390	377	400	0		0		0	
4009	Extra Curricular Supplies	0	0	1,773	0		0		0	
4010	Instructional Supplies	19,352	27,465	25,196	0		0		0	
4011	Textbooks	0	64	13,338	0		0		0	
4014	Food, Cafeteria	5,553	3,184	2,806	0		0		0	
4016	Library Books	0	0	206	0		0		0	
4019	Food	7,048	7,609	6,054	0		0		0	
4310	Tech. Supp/Equip Add'l	2,774	0	0	0		0		0	
4350	Tech. Supp/Equip Repl	7,450	0	0	0		0		0	
4410	Software - Additional	26,997	35,664	0	0		0		0	
4450	Software - Replacement	11,800	468	474	0		0		0	
4510	General Equipment - Add'l.	70	96,178	4,678	0		0		0	
4550	General Equipment - Repl.	451	6,931	690	0		0		0	
Totals		2,603,081	2,609,849	2,330,330	0	0.00	0	0.00	0	0.00
School Enrollment		71	52	47	0		0			
Positions		34.00	32.00	29.90	0.00		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

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	106,516	110,809	114,133	134,520 1.00	147,720 1.00	13,200 0.00	
1112	Assistant Principal	90,207	93,843	96,658	89,640 1.00	91,440 1.00	1,800 0.00	
1115	Teacher on Special Assignment	14,708	30,809	67,689	67,320 1.00	66,600 1.00	(720) 0.00	
1120	Teacher, Classroom	3,266,886	3,733,027	3,673,716	3,797,232 57.80	3,810,012 58.60	12,780 0.80	
1121	Librarian	105,813	110,215	113,655	67,320 1.00	66,600 1.00	(720) 0.00	
1122	Counselor	128,189	128,491	159,657	167,016 2.40	179,160 2.60	12,144 0.20	
1140	Teacher Assistant	113,514	143,617	198,420	242,400 10.00	218,160 9.00	(24,240) (1.00)	
1142	Cafeteria Aide	10,785	11,151	13,619	15,840 0.80	15,648 0.80	(192) 0.00	
1148	Specialist	0	18,950	39,418	32,160 1.00	32,760 1.00	600 0.00	
1150	Secretarial / Bookkeeper	162,651	168,942	157,747	136,920 4.00	142,056 4.00	5,136 0.00	
1180	Natl Board Certified Teacher Incentive Bon	5,000	5,000	2,500	0 0.00	0 0.00	0 0.00	
1190	Custodian	111,699	126,475	124,567	159,120 4.50	156,180 4.50	(2,940) 0.00	
1200	Overtime	6,522	3,120	6,376	3,600	4,800	1,200	
1201	Straight Time	4,062	5,981	12,687	4,800	7,400	2,600	
1300	Temporary Employee	83,985	95,560	75,544	12,500	12,000	(500)	
1500	Substitute Teacher	74,225	55,087	75,452	85,000	85,000	0	
1502	Substitute, Other	4,743	2,275	4,960	4,000	3,000	(1,000)	
1600	Instructional Supplement	4,148	4,602	8,623	0	0	0	
1602	Extra-Curr. Supplement	10,209	9,327	12,446	10,272	10,476	204	
2100	Social Security - FICA	312,600	359,305	361,203	384,769	386,249	1,480	
2210	Retirement - VRS	567,889	629,945	714,217	808,672	811,869	3,197	
2211	Retiree Health Care Credit	40,391	47,735	53,953	0	0	0	
2220	Retirement - PWCS	39,031	47,616	49,209	40,226	40,366	140	
2221	Defined Contribution Plan	2,927	4,683	7,264	0	0	0	
2300	Health Insurance - HMP	471,922	533,098	573,726	604,855	597,140	(7,715)	
2310	Short/Long Term Disability Premium	621	855	1,215	0	0	0	
2400	Life Insurance - GLI	46,376	57,558	58,684	64,107	64,330	223	
2830	Admin. Assoc. Fees	0	425	1,275	1,200	1,200	0	
3401	Travel Reimbursement	553	456	22	250	0	(250)	
3402	Conference Expenses	4,847	3,885	7,573	3,000	1,000	(2,000)	
3450	Field Trips	4,041	4,387	6,221	2,500	2,500	0	
3700	In-Service Expenses	0	4,853	0	1,000	200	(800)	
3903	Postage	1,998	1,100	2,626	1,800	1,200	(600)	
4001	Office Supplies	9,043	6,706	25,346	14,000	12,000	(2,000)	
4002	Medical Supplies	0	1,022	802	800	600	(200)	
4003	Custodial Supplies	18,555	16,236	22,180	20,000	20,000	0	
4004	Repair/Maint. Supplies	144	0	4,826	0	1,000	1,000	
4010	Instructional Supplies	91,202	42,529	81,262	145,718	105,301	(40,417)	
4011	Textbooks	19,881	14,032	5,689	5,000	10,000	5,000	
4014	Food, Cafeteria	194	0	4,443	300	1,200	900	
4016	Library Books	3,040	4,766	4,086	5,000	2,000	(3,000)	
4017	Library Periodicals	0	381	0	500	300	(200)	
4018	Library Supplies	0	369	0	500	500	0	
4019	Food	4,040	937	2,348	2,400	2,000	(400)	
4310	Tech. Supp/Equip - Add'l	21,971	45,968	83,748	40,000	46,598	6,598	
4350	Tech. Supp/Equip - Repl	1,118	0	362	0	0	0	
4410	Software - Additional	0	0	10,332	0	5,000	5,000	
4450	Software - Replacement	610	468	425	0	0	0	
4510	General Equipment - Add'l.	14,830	41,588	13,550	9,000	4,000	(5,000)	
8002	General Reserve	0	0	0	5,000	5,000	0	
Totals		5,981,687	6,728,184	7,054,453	7,190,256 84.50	7,170,565 84.50	(19,691) 0.00	
School Enrollment		865	901	987	975	994		
Positions		67.47	75.97	80.10	84.50	84.50		

Financial Section

PACE EAST SPECIAL SCHOOL*

School: 201

Address:

Principal:

Main Office:

Grades: K-12

Specialty:

Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	123,481	128,456	132,310	0 0.00	0 0.00	0 0.00
1112	Assistant Principal	85,031	0	0	0 0.00	0 0.00	0 0.00
1120	Teacher, Classroom	1,358,355	1,107,099	1,182,198	0 0.00	0 0.00	0 0.00
1130	Social Worker	224,955	86,023	78,386	0 0.00	0 0.00	0 0.00
1133	Psychologist	164,577	171,168	176,072	0 0.00	0 0.00	0 0.00
1140	Teacher Assistant	738,187	415,462	421,612	0 0.00	0 0.00	0 0.00
1148	Specialist	39,028	40,563	41,739	0 0.00	0 0.00	0 0.00
1150	Secretarial / Bookkeeper	125,777	124,816	128,357	0 0.00	0 0.00	0 0.00
1180	Natl Board Certified Teacher Incentive Bon	2,500	2,500	2,500	0 0.00	0 0.00	0 0.00
1190	Custodian	128,951	79,026	71,926	0 0.00	0 0.00	0 0.00
1200	Overtime	8,163	1,937	1,509	0	0	0
1201	Straight Time	13,610	2,238	4,406	0	0	0
1300	Temporary Employee	40,349	9,112	726	0	0	0
1500	Substitute Teacher	6,807	5,654	0	0	0	0
1502	Substitute, Other	0	993	941	0	0	0
1600	Instructional Supplement	0	0	7,609	0	0	0
1603	Homebound Tutoring	27	0	718	0	0	0
2100	Social Security - FICA	222,569	155,342	165,203	0	0	0
2210	Retirement - VRS	428,639	306,380	352,161	0	0	0
2211	Retiree Health Care Credit	30,220	23,198	26,636	0	0	0
2220	Retirement - PWCS	25,931	21,475	21,760	0	0	0
2221	Defined Contribution Plan	2,494	2,833	3,852	0	0	0
2300	Health Insurance - HMP	385,529	294,997	281,985	0	0	0
2310	Short/Long Term Disability Premium	814	720	842	0	0	0
2400	Life Insurance - GLI	35,142	28,202	29,150	0	0	0
2830	Admin. Assoc. Fees	536	0	0	0	0	0
3201	Telephone	1,981	751	899	0	0	0
3401	Travel Reimbursement	3,639	6,852	1,890	0	0	0
3402	Conference Expenses	1,392	0	209	0	0	0
3450	Field Trips	5,275	1,478	998	0	0	0
3700	In-Service Expenses	287	0	0	0	0	0
3902	Printing Services	2,431	2,290	2,057	0	0	0
4001	Office Supplies	28,128	5,548	3,783	0	0	0
4002	Medical Supplies	374	243	0	0	0	0
4003	Custodial Supplies	16,428	5,962	478	0	0	0
4004	Repair/Maint. Supplies	0	332	69	0	0	0
4007	Wearing Apparel	3,724	0	135	0	0	0
4008	Reference Materials	1,394	0	231	0	0	0
4009	Extra Curricular Supplies	0	159	250	0	0	0
4010	Instructional Supplies	106,476	45,214	30,554	0	0	0
4011	Textbooks	2,590	874	557	0	0	0
4013	Testing Materials	0	(175)	0	0	0	0
4014	Food, Cafeteria	0	113	325	0	0	0
4019	Food	6,402	1,442	1,867	0	0	0
4020	Printing Supplies	0	1,081	262	0	0	0
4310	Tech. Supp/Equip Add'l	37,343	492	48	0	0	0
4350	Tech. Supp/Equip Repl	1,575	0	40	0	0	0
4410	Software - Additional	15,000	199	0	0	0	0
4450	Software - Replacement	1,118	1,818	474	0	0	0
4510	General Equipment - Add'l.	873	2,276	456	0	0	0
Totals		4,428,101	3,085,145	3,178,181	0 0.00	0 0.00	0 0.00
School Enrollment		109	87	88	0	0	
Positions		69.20	45.20	46.30	0.00	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

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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1111	Principal	131,000	136,280	140,368	134,520 1.00	147,720 1.00	13,200 0.00
1115	Teacher on Special Assignment	0	0	69,648	65,640 1.00	64,920 1.00	(720) 0.00
1120	Teacher, Classroom	1,073,666	1,117,048	1,077,467	1,050,240 16.00	1,038,720 16.00	(11,520) 0.00
1130	Social Worker	143,091	148,796	153,202	140,760 2.00	139,200 2.00	(1,560) 0.00
1133	Psychologist	72,311	75,159	77,344	75,120 1.00	74,280 1.00	(840) 0.00
1140	Teacher Assistant	412,473	432,668	433,776	412,080 17.00	412,080 17.00	0 0.00
1150	Secretarial / Bookkeeper	50,624	56,327	78,593	64,920 2.00	67,896 2.00	2,976 0.00
1190	Custodian	75,291	77,978	80,237	65,052 1.80	66,984 1.80	1,932 0.00
1200	Overtime	1,418	377	536		1,000	0
1201	Straight Time	3,875	3,542	602	2,550	3,000	450
1300	Temporary Employee	12,167	10,854	30,020	2,500	2,500	0
1500	Substitute Teacher	1,558	0	0	0	0	0
1600	Instructional Supplement	1,896	1,989	3,495	4,000	5,000	1,000
2100	Social Security - FICA	140,687	146,640	153,388	154,406	154,783	376
2210	Retirement - VRS	284,182	283,553	327,167	331,903	332,277	375
2211	Retiree Health Care Credit	19,897	21,841	25,152	0	0	0
2220	Retirement - PWCS	19,412	20,121	23,411	16,508	16,537	28
2221	Defined Contribution Plan	3,891	6,701	8,419	0	0	0
2300	Health Insurance - HMP	311,708	285,306	291,411	248,230	244,635	(3,595)
2310	Short/Long Term Disability Premium	597	957	1,162	0	0	0
2400	Life Insurance - GLI	22,793	26,305	27,346	26,309	26,354	45
2830	Admin. Assoc. Fees	0	0	1,072	590	590	0
3201	Telephone	0	0	0	900	900	0
3402	Conference Expenses	287	0	240	500	500	0
3450	Field Trips	1,477	1,109	1,862	2,500	2,500	0
3501	Repair/Maint. - Building	0	4,247	0	0	0	0
3700	In-Service Expenses	0	600	624	2,500	2,500	0
3902	Printing Services	10,564	11,044	8,157	7,000	9,000	2,000
3903	Postage	0	0	0	250	250	0
4001	Office Supplies	7,467	1,479	239	1,500	1,500	0
4002	Medical Supplies	0	0	0	500	500	0
4003	Custodial Supplies	8,491	661	7,705	4,000	5,050	1,050
4004	Repair/Maint. Supplies	0	0	0	1,500	1,500	0
4007	Wearing Apparel	164	175	199	200	200	0
4010	Instructional Supplies	43,466	36,611	19,127	7,429	6,122	(1,307)
4011	Textbooks	7,238	1,947	2,106	2,000	3,000	1,000
4014	Food, Cafeteria	0	703	0	1,500	1,500	0
4310	Tech. Supp/Equip Add'l	7,203	0	2,606	3,000	0	(3,000)
4350	Tech. Supp/Equip Repl	8,435	0	3,098	0	0	0
4450	Software - Replacement	460	468	7,029	3,000	800	(2,200)
8002	General Reserve	0	0	0	3,000	5,000	2,000
Totals		2,877,789	2,911,485	3,056,809	2,837,607 41.80	2,839,298 41.80	1,691 0.00
School Enrollment		82	88	82	88	79	
Positions		40.30	41.30	41.80	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 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	151,866	157,987	98,452	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	80,048	85,882	88,456	89,640	1.00	91,440	1.00	1,800	0.00
1120	Teacher, Classroom	2,351,216	2,480,611	2,521,922	2,605,908	39.70	2,566,020	39.50	(39,888)	(0.20)
1121	Librarian	75,033	78,056	80,396	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	94,532	98,342	101,292	101,376	1.40	100,248	1.40	(1,128)	0.00
1142	Cafeteria Aide	7,717	7,883	8,170	7,920	0.40	7,824	0.40	(96)	0.00
1150	Secretarial / Bookkeeper	171,245	152,282	153,109	163,680	5.00	171,072	5.00	7,392	0.00
1180	Natl Board Certified Teacher Incentive Bon	2,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	105,546	108,018	109,983	104,940	3.00	107,280	3.00	2,340	0.00
1200	Overtime	1,251	1,611	688	2,000		1,250		(750)	
1201	Straight Time	2,040	2,951	2,927	3,000		2,750		(250)	
1300	Temporary Employee	23,004	17,905	18,865	5,000		5,000		0	
1500	Substitute Teacher	33,980	42,716	55,820	42,500		42,500		0	
1502	Substitute, Other	784	470	4,669	3,000		1,000		(2,000)	
1600	Instructional Supplement	9,813	14,867	6,331	28,000		11,000		(17,000)	
1602	Extra-Curr. Supplement	12,513	11,794	12,239	20,000		14,000		(6,000)	
2100	Social Security - FICA	227,658	240,091	240,447	258,478		255,182		(3,296)	
2210	Retirement - VRS	418,038	430,960	474,496	540,075		536,949		(3,126)	
2211	Retiree Health Care Credit	29,688	32,661	36,021	0		0		0	
2220	Retirement - PWCS	25,995	29,067	28,364	26,858		26,718		(140)	
2221	Defined Contribution Plan	2,599	4,172	7,370	0		0		0	
2300	Health Insurance - HMP	295,372	307,152	292,482	403,849		395,246		(8,603)	
2310	Short/Long Term Disability Premium	667	924	1,523	0		0		0	
2400	Life Insurance - GLI	34,325	39,648	39,547	42,803		42,580		(223)	
2830	Admin. Assoc. Fees	0	0	850	0		0		0	
3401	Travel Reimbursement	690	1,230	1,681	750		750		0	
3402	Conference Expenses	1,141	2,855	1,621	5,000		2,000		(3,000)	
3450	Field Trips	344	2,503	806	1,500		1,500		0	
3504	Maint. Service Contract	0	1,530	1,530	0		0		0	
3700	In-Service Expenses	287	0	0	0		0		0	
3902	Printing Services	258	2,990	7,104	10,000		10,000		0	
3903	Postage	522	743	676	500		500		0	
3904	Freight/Shipping	1,057	478	442	1,000		700		(300)	
3905	Extra Curricular Expenses	0	143	0	0		0		0	
3921	Tuition - PWCS	0	0	8,442	7,500		3,000		(4,500)	
3999	Other Contract Services	0	(13)	0	0		0		0	
4001	Office Supplies	4,522	8,064	6,079	5,000		5,000		0	
4002	Medical Supplies	206	1,534	668	1,500		1,500		0	
4003	Custodial Supplies	7,775	10,736	15,336	10,000		10,000		0	
4004	Repair/Maint. Supplies	0	0	669	5,000		5,000		0	
4007	Wearing Apparel	75	0	226	500		300		(200)	
4009	Extra Curricular Supplies	0	70	198	0		0		0	
4010	Instructional Supplies	36,484	41,496	47,254	48,518		45,697		(2,821)	
4011	Textbooks	45,626	21,337	8,011	22,900		22,900		0	
4013	Testing Materials	1,343	1,065	0	3,000		3,000		0	
4014	Food, Cafeteria	0	48	720	0		0		0	
4016	Library Books	1,181	1,272	286	550		550		0	
4017	Library Periodicals	409	0	448	500		700		200	
4018	Library Supplies	911	747	1,122	2,000		1,300		(700)	
4019	Food	797	1,930	1,072	2,500		1,050		(1,450)	
4310	Tech. Supp/Equip Add'l	8,759	14,950	29,131	25,000		15,000		(10,000)	
4350	Tech. Supp/Equip Repl	14,998	0	0	0		0		0	
4410	Software - Additional	6,383	2,585	3,304	5,000		5,000		0	
4450	Software - Replacement	9,150	34,076	11,589	9,000		9,500		500	
4510	General Equipment - Add'l.	2,104	623	3,482	10,000		10,000		0	
5101	Equipment - Additional	11,301	1,761	1,378	5,000		5,000		0	
5104	Software - Additional	7,167	0	0	0		0		0	
Totals		4,320,927	4,503,303	4,540,194	4,833,084	52.50	4,752,326	52.30	(80,758)	(0.20)
School Enrollment		648	643	643	648		648			
Positions		50.90	51.20	52.60	52.50		52.30			

Financial Section

PORTER SCHOOL

School: 323
Address: 15311 Forest Grove Drive
 Woodbridge, VA 22191
Principal: Kaitlyn Engelmeier-Foor
Main Office: 703.580.6501
Grades: 1-8
Specialty:
Programs: Traditional School, Baldrige School,
 School of Excellence



		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	151,866	157,987	162,727	134,520	1.00	147,720	1.00	13,200	0.00
1112	Assistant Principal	71,210	74,080	76,303	89,640	1.00	91,440	1.00	1,800	0.00
1115	Teacher on Special Assignment	7,299	7,587	7,809	6,564	0.10	6,492	0.10	(72)	0.00
1120	Teacher, Classroom	2,309,042	2,397,627	2,447,115	2,546,832	38.80	2,520,576	38.80	(26,256)	0.00
1121	Librarian	72,741	86,262	77,819	67,320	1.00	66,600	1.00	(720)	0.00
1122	Counselor	83,022	81,383	83,271	101,376	1.40	139,200	2.00	37,824	0.60
1140	Teacher Assistant	81,526	84,806	87,265	87,264	3.60	87,264	3.60	0	0.00
1142	Cafeteria Aide	16,602	16,223	15,137	19,800	1.00	19,560	1.00	(240)	0.00
1150	Secretarial / Bookkeeper	167,409	173,818	179,035	148,320	4.00	151,920	4.00	3,600	0.00
1180	Natl Board Certified Teacher Incentive Bon	7,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	143,150	137,629	138,649	144,900	4.00	147,720	4.00	2,820	0.00
1200	Overtime	1,584	1,762	1,953	2,500		2,500		0	
1201	Straight Time	2,536	5,016	7,497	3,500		3,500		0	
1300	Temporary Employee	19,851	13,387	8,640	21,000		15,000		(6,000)	
1500	Substitute Teacher	28,098	28,467	42,165	31,000		26,000		(5,000)	
1502	Substitute, Other	4,044	786	3,292	2,200		2,200		0	
1600	Instructional Supplement	39,301	50,350	28,659	79,000		50,000		(29,000)	
2100	Social Security - FICA	235,912	244,139	246,901	266,659		266,043		(616)	
2210	Retirement - VRS	414,102	418,825	476,815	545,730		550,857		5,127	
2211	Retiree Health Care Credit	30,339	32,689	37,113	0		0		0	
2220	Retirement - PWCS	26,309	28,171	28,541	27,346		27,610		265	
2221	Defined Contribution Plan	12,363	17,756	20,569	0		0		0	
2300	Health Insurance - HMP	248,628	271,888	306,027	411,185		408,446		(2,738)	
2310	Short/Long Term Disability Premium	2,443	2,959	3,307	0		0		0	
2400	Life Insurance - GLI	35,410	40,002	41,018	43,580		44,002		422	
2830	Admin. Assoc. Fees	150	1,092	755	5,000		5,000		0	
3105	Contractual Services	0	0	0	1,000		1,000		0	
3201	Telephone	4,780	6,687	5,527	4,000		4,000		0	
3401	Travel Reimbursement	76	656	1,581	500		500		0	
3402	Conference Expenses	18,112	19,881	15,505	25,000		18,000		(7,000)	
3450	Field Trips	3,754	4,512	702	2,000		200		(1,800)	
3501	Repair/Maint. - Building	0	0	0	5,000		5,000		0	
3504	Maint. Service Contract	0	0	0	500		500		0	
3700	In-Service Expenses	2,797	3,175	4,008	5,000		4,000		(1,000)	
3902	Printing Services	17,415	17,722	15,318	25,000		19,000		(6,000)	
3903	Postage	1,680	2,321	1,233	1,500		1,500		0	
3911	Rental Equipment	13,045	12,942	14,119	20,000		18,000		(2,000)	
3921	Tuition - PWCS	1,110	450	0	1,500		1,500		0	
4001	Office Supplies	7,450	7,097	4,414	10,000		5,000		(5,000)	
4002	Medical Supplies	279	316	459	500		500		0	
4003	Custodial Supplies	22,149	13,808	19,244	20,000		15,670		(4,330)	
4004	Repair/Maint. Supplies	0	0	0	500		500		0	
4007	Wearing Apparel	0	100	164	1,000		1,000		0	
4010	Instructional Supplies	79,247	88,407	95,581	73,475		56,500		(16,975)	
4011	Textbooks	58,363	18,294	8,157	55,000		35,000		(20,000)	
4013	Testing Materials	0	0	0	1,000		1,000		0	
4014	Food, Cafeteria	103	0	289	500		500		0	
4016	Library Books	1,930	4,908	3,683	6,000		4,000		(2,000)	
4017	Library Periodicals	5,891	3,449	5,063	2,500		2,500		0	
4018	Library Supplies	7,670	294	2,500	500		500		0	
4019	Food	615	1,213	1,658	6,000		5,000		(1,000)	
4310	Tech. Supp/Equip Add'l	62,549	95,820	193,099	118,794		60,500		(58,294)	
4350	Tech. Supp/Equip Repl	0	0	2,505	0		0		0	
4410	Software - Additional	33,305	19,125	31,827	10,000		10,000		0	
4450	Software - Replacement	1,010	1,018	275	0		0		0	
4510	General Equipment - Add'l.	24,639	4,523	3,074	7,500		6,500		(1,000)	
4550	General Equipment - Repl.	84	2,047	1,100	2,500		2,500		0	
Totals		4,580,488	4,705,959	4,961,966	5,192,004	55.90	5,060,020	56.50	(131,984)	0.60
School Enrollment		685	684	683	672		672			
Positions		56.40	54.80	54.90	55.90		56.50			

Financial Section

WASHINGTON-REID PRESCHOOL

School: 244
Address: 16108 Dumfries Road
 Dumfries, VA 22025
Principal: Robert Lucciotti
Main Office: 703-670-3173
Grades:
Specialty:
Programs:

		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111	Principal	0	0	0	0	0.00	13,092	0.10	13,092	0.10
1115	Teacher on Special Assignment	0	0	0	0	0.00	66,600	1.00	66,600	1.00
1120	Teacher, Classroom	0	0	0	0	0.00	649,200	10.00	649,200	10.00
1140	Teacher Assistant	0	0	0	0	0.00	145,440	6.00	145,440	6.00
1150	Secretarial / Bookkeeper	0	0	0	0	0.00	73,800	2.00	73,800	2.00
1190	Custodian	0	0	0	0	0.00	48,900	1.50	48,900	1.50
1200	Overtime	0	0	0	0		1,000		1,000	
1201	Straight Time	0	0	0	0		1,000		1,000	
1300	Temporary Employee	0	0	0	0		500		500	
1500	Substitute Teacher	0	0	0	0		8,000		8,000	
1502	Substitute, Other	0	0	0	0		1,000		1,000	
2100	Social Security - FICA	0	0	0	0		77,153		77,153	
2210	Retirement - VRS	0	0	0	0		162,959		162,959	
2220	Retirement - PWCS	0	0	0	0		8,196		8,196	
2300	Health Insurance - HMP	0	0	0	0		121,239		121,239	
2400	Life Insurance - GLI	0	0	0	0		13,061		13,061	
3401	Travel Reimbursement	0	0	0	0		500		500	
3450	Field Trips	0	0	0	0		1,000		1,000	
4003	Custodial Supplies	0	0	0	0		10,000		10,000	
4010	Instructional Supplies	0	0	0	0		81,709		81,709	
4013	Testing Materials	0	0	0	0		500		500	
4310	Tech. Supp/Equip Add'l	0	0	0	0		5,000		5,000	
4410	Software - Additional	0	0	0	0		1,000		1,000	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		0	0	0	0	0.00	1,495,849	20.60	1,495,849	20.60
School Enrollment		0	0	0	0		89			
Positions		0.00	0.00	0.00	0.00		20.60			

Financial Section

WOODBINE PRESCHOOL

School: 219

Address:

Administrator:

Main Office:

Grades:

Specialty:

Programs:



		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions	
1111	Principal	12,324	12,298	12,667	0 0.00	0 0.00	0 0.00	
1115	Teacher on Special Assignment	88,552	91,134	95,236	67,320 1.00	0 0.00	(67,320) (1.00)	
1120	Teacher, Classroom	551,667	571,993	587,418	525,120 8.00	0 0.00	(525,120) (8.00)	
1140	Teacher Assistant	98,661	94,623	98,159	96,960 4.00	0 0.00	(96,960) (4.00)	
1150	Secretarial / Bookkeeper	41,519	43,152	44,403	34,200 1.00	0 0.00	(34,200) (1.00)	
1190	Custodian	48,753	50,669	52,140	42,300 1.00	0 0.00	(42,300) (1.00)	
1200	Overtime	1,750	2,581	876	1,000	0	(1,000)	
1201	Straight Time	4,009	3,114	2,954	3,500	0	(3,500)	
1300	Temporary Employee	1,646	2,286	5,060	5,500	0	(5,500)	
1500	Substitute Teacher	7,187	13,178	14,384	15,000	0	(15,000)	
1502	Substitute, Other	157	1,596	2,544	1,000	0	(1,000)	
2100	Social Security - FICA	63,776	65,465	67,818	60,580	0	(60,580)	
2210	Retirement - VRS	119,223	119,754	136,555	124,665	0	(124,665)	
2211	Retiree Health Care Credit	8,384	9,027	10,265	0	0	0	
2220	Retirement - PWCS	9,497	9,946	10,303	6,296	0	(6,296)	
2221	Defined Contribution Plan	676	1,278	1,506	0	0	0	
2300	Health Insurance - HMP	53,849	62,713	60,107	94,665	0	(94,665)	
2310	Short/Long Term Disability Premium	213	312	333	0	0	0	
2400	Life Insurance - GLI	9,872	11,185	11,493	10,033	0	(10,033)	
2830	Admin. Assoc. Fees	385	0	200	400	0	(400)	
3100	Professional Services	147	0	688	400	0	(400)	
3201	Telephone	1,080	861	1,201	1,000	0	(1,000)	
3401	Travel Reimbursement	6,338	6,590	5,294	6,100	0	(6,100)	
3402	Conference Expenses	570	0	124	1,000	0	(1,000)	
3450	Field Trips	478	342	0	800	0	(800)	
3501	Repair/Maint. - Building	0	2,601	0	1,000	0	(1,000)	
3700	In-Service Expenses	151	0	821	500	0	(500)	
3902	Printing Services	0	129	58	300	0	(300)	
3903	Postage	391	161	246	500	0	(500)	
4001	Office Supplies	1,717	395	644	1,000	0	(1,000)	
4002	Medical Supplies	0	923	0	500	0	(500)	
4003	Custodial Supplies	1,968	2,275	2,024	2,000	0	(2,000)	
4007	Wearing Apparel	168	0	0	200	0	(200)	
4010	Instructional Supplies	10,848	28,215	12,058	27,626	0	(27,626)	
4014	Food, Cafeteria	0	57	0	0	0	0	
4016	Library Books	0	0	0	500	0	(500)	
4018	Library Supplies	0	0	0	500	0	(500)	
4019	Food	436	199	0	500	0	(500)	
4310	Tech. Supp/Equip Add'l	19,291	558	579	1,000	0	(1,000)	
4450	Software - Replacement	460	468	0	0	0	0	
4510	General Equipment - Add'l.	258	0	0	0	0	0	
4550	General Equipment - Repl.	7,306	5,790	3,996	2,000	0	(2,000)	
5501	Equipment - Replacement	(10,703)	10,516	0	0	0	0	
Totals		1,163,004	1,226,382	1,242,154	1,135,965 15.00	0 0.00	(1,135,965) (15.00)	
School Enrollment		65	61	58	80	0		
Positions		15.00	15.00	15.00	15.00	0.00		

*In FY 2020, the preschool program at Woodbine transferred to Washington Reid Preschool.

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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 2020 revenue sources for the Debt Service Fund include the county General Fund Transfer \$102,308,751, Construction Fund Transfer \$712,000, federal tax credits for the Local Build America Bonds and Qualified School Construction Bonds \$1,259,145, other financing sources \$879,992, and the capital accumulation reserve \$1,000,000. The total fund budget amount is \$106,159,888.

The Debt Service Section includes a narrative of the fund and major changes for FY 2020, the budget data for fiscal years 2016-2020, 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 2020, a comparison of payments for FY 2019 and 2020 and a summary of outstanding balances for current bond issues and Literary Fund loans.

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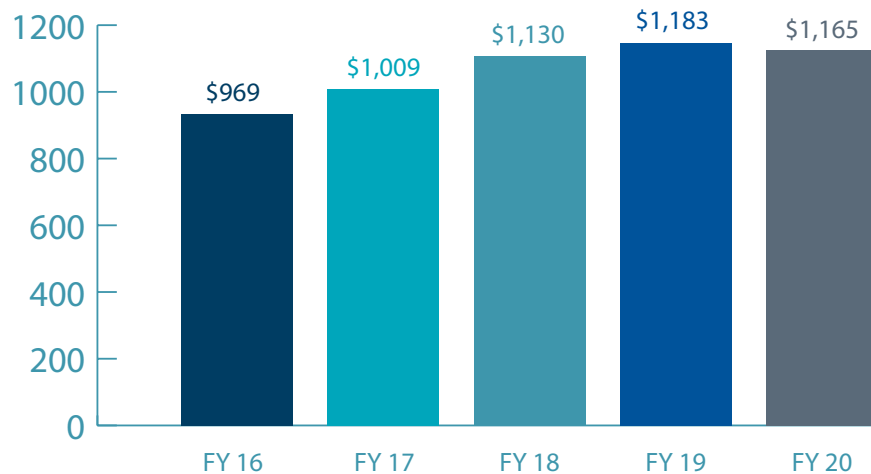
Financial Section

DEBT SERVICE FUND 004 054

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
6101 Bond Principal*	52,177,657	55,699,806	65,555,000	69,287,000	68,000,000	(1,287,000)
6103 Literary Loan Principal	250,000	0	0	0	0	0
6201 Bond Interest*	30,171,584	33,141,903	35,491,075	36,374,290	37,447,888	1,073,598
6203 Literary Loan Interest	80,000	0	0	0	0	0
6300 Other Debt Service Costs	1,085,722	514,290	322,903	612,000	312,000	(300,000)
6301 Bond Issuance Costs	758,697	357,616	213,273	600,000	400,000	(200,000)
8002 General Reserve	0	0	0	856,823	0	(856,823)
Totals	84,523,659	89,713,615	101,582,251	107,730,113	106,159,888	(1,570,225)

*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 2016-2020. Fiscal years 2016-2018 are calculated with actual expenditures and September 30th student membership data. Fiscal years 2019 and 2020 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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 6,030,155	4,451,971	3,784,765	2,684,504	5,597,039	5,597,039	5,597,039	5,597,039
FUNDING SOURCES:								
Intergovernmental:								
County:								
County general fund transfers	72,718,852	78,940,659	96,881,480	103,436,563	102,308,751	113,617,558	119,323,915	123,970,225
Debt interest refunds	1,790,355	1,843,534	1,969,989	2,103,105	2,139,137	1,211,442	1,150,085	1,086,775
Total funding sources	80,539,362	85,236,164	102,636,234	108,224,172	110,044,927	120,426,039	126,071,039	130,654,039
EXPENDITURES:	84,523,659	89,713,615	101,582,251	105,491,378	106,159,888	116,541,000	122,186,000	126,769,000
Excess of revenues over (under) expenditures	(3,984,297)	(4,477,451)	1,053,983	2,732,794	3,885,039	3,885,039	3,885,039	3,885,039
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Construction fund	8,436,268	8,262,216	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
Total other financing sources (uses), net	8,436,268	8,262,216	1,630,521	2,864,245	1,712,000	1,712,000	1,712,000	1,712,000
*FUND BALANCES, end of year	\$ 4,451,971	3,784,765	2,684,504	5,597,039	5,597,039	5,597,039	5,597,039	5,597,039
*GASB 54 Fund Balance								
Assigned:	4,451,971	3,784,765	2,684,504	5,597,039	5,597,039	5,597,039	5,597,039	5,597,039
	<u>\$ 4,451,971</u>	<u>3,784,765</u>	<u>2,684,504</u>	<u>5,597,039</u>	<u>5,597,039</u>	<u>5,597,039</u>	<u>5,597,039</u>	<u>5,597,039</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, 2018, 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, 2018, is 7.9%. 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, 2018 is \$1,136,475,000. 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 \$865,848,000 or 76.2% of the total county net tax-supported debt. Source: PWCS Comprehensive Annual Financial Report for fiscal year ended June 30, 2018. 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, 2019

Bond Issues*	Principal	Interest	Total
VPSA 1998A	0	0	0
VPSA 1999A	595,000	15,544	610,544
VPSA 2000A	3,360,000	188,160	3,548,160
VPSA 2001A	7,215,000	551,948	7,766,948
VPSA 2002A	10,520,000	1,073,040	11,593,040
VPSA 2003A	20,150,000	2,407,925	22,557,925
GOB 2004B	635,022	39,292	674,314
VPSA 2004A	14,635,000	2,238,518	16,873,518
VPSA 2005A	21,805,000	3,724,761	25,529,761
VPSA 2006A	24,640,000	4,670,435	29,310,435
VPSA 2007A	29,225,000	6,330,932	35,555,932
VPSA 2008A	22,940,000	5,738,885	28,678,885
VPSA 2009A	28,050,000	7,282,481	35,332,481
GOB 2010A	1,500,000	110,480	1,610,480
VPSA 2010B	48,375,000	15,542,190	63,917,190
VPSA 2010C	4,560,000	4,114,192	8,674,192
VPSA 2011A	18,570,000	3,842,950	22,412,950
GOB 2012B	1,465,000	14,137	1,479,137
VPSA 2012A	19,695,000	6,274,125	25,969,125
VPSA 2013A	29,990,000	10,306,200	40,296,200
VPSA 2014A	66,025,000	17,895,312	83,920,312
VPSA 2015A	83,710,000	25,703,040	109,413,040
VPSA 2016A	159,130,000	55,211,200	214,341,200
VPSA 2017A	69,890,000	24,233,700	94,123,700
VPSA 2018A	110,105,000	44,338,991	154,443,991
Totals	796,785,022	241,848,436	1,038,633,459

*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 2020 Debt Service Payments

Bond Issues*	Principal	Interest	Total
VPSA 1999A	595,000	15,544	610,544
VPSA 2000A	1,680,000	141,120	1,821,120
VPSA 2001A	2,405,000	306,638	2,711,638
VPSA 2002A	2,630,000	469,455	3,099,455
VPSA 2003A	4,030,000	884,585	4,914,585
GOB 2004B	0	26,195	26,195
VPSA 2004A	2,440,000	684,165	3,124,165
VPSA 2005A	3,115,000	993,685	4,108,685
VPSA 2006A	3,080,000	1,097,250	4,177,250
VPSA 2007A	3,250,000	1,315,879	4,565,879
VPSA 2008A	2,295,000	1,099,968	3,394,968
VPSA 2009A	2,550,000	1,278,825	3,828,825
GOB 2010A	500,000	53,434	553,434
VPSA 2010B	4,035,000	2,389,173	6,424,173
VPSA 2010C	570,000	514,274	1,084,274
VPSA 2011A	2,325,000	620,925	2,945,925
GOB 2012B	1,465,000	14,137	1,479,137
VPSA 2012A	3,285,000	853,425	4,138,425
VPSA 2013A	3,000,000	1,349,550	4,349,550
VPSA 2014A	4,130,000	2,414,250	6,544,250
VPSA 2015A	4,925,000	3,206,856	8,131,856
VPSA 2016A	6,015,000	6,964,725	12,979,725
VPSA 2017A	3,885,000	2,844,500	6,729,500
VPSA 2018A	5,795,000	4,831,581	10,626,581
VPSA 2018A	5,790,000	3,940,388	9,730,388
Totals	68,000,000	34,370,139	102,370,139

*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 2019 – FY 2020 Comparison of Budgeted Payments

Bond Issues*	FY 19 Approved Principal	FY 19 Approved Interest	FY 20 Approved Principal	FY 20 Approved Interest	Increase/ (Decrease) Principal	Increase/ (Decrease) Interest	Increase/ (Decrease) Total
VPSA 1995A	0	0	0	0	0	0	0
VPSA 1997A	0	0	0	0	0	0	0
VPSA 1998A	490,000	12,495	0	0	(490,000)	(12,495)	(502,495)
VPSA 1999A	595,000	46,633	595,000	15,544	0	(31,089)	(31,089)
VPSA 2000A	1,680,000	235,200	1,680,000	141,120	0	(94,080)	(94,080)
VPSA 2001A	2,405,000	429,293	2,405,000	306,638	0	(122,655)	(122,655)
VPSA 2002A	2,630,000	603,585	2,630,000	469,455	0	(134,130)	(134,130)
VPSA 2003A	4,035,000	1,090,243	4,030,000	884,585	(5,000)	(205,658)	(210,658)
GOB 2004B	0	26,195	0	26,195	0	0	0
VPSA 2004A	2,440,000	808,605	2,440,000	684,165	0	(124,440)	(124,440)
VPSA 2005A	3,115,000	1,136,975	3,115,000	993,685	0	(143,290)	(143,290)
VPSA 2006A	3,080,000	1,254,330	3,080,000	1,097,250	0	(157,080)	(157,080)
VPSA 2007A	3,250,000	1,481,629	3,250,000	1,315,879	0	(165,750)	(165,750)
VPSA 2008A	2,295,000	1,217,013	2,295,000	1,099,968	0	(117,045)	(117,045)
VPSA 2009A	2,550,000	1,394,850	2,550,000	1,278,825	0	(116,025)	(116,025)
GOB 2010A	500,000	86,538	500,000	53,434	0	(33,104)	(33,104)
VPSA 2010A	0	0	0	0	0	0	0
VPSA 2010B	4,035,000	2,563,364	4,035,000	2,389,173	0	(174,191)	(174,191)
VPSA 2010C	570,000	514,274	570,000	514,274	0	0	0
VPSA 2011A	2,325,000	713,925	2,325,000	620,925	0	(93,000)	(93,000)
GOB 2012B	1,725,000	43,196	1,465,000	14,137	(260,000)	(29,059)	(289,059)
VPSA 2012A	3,285,000	1,017,675	3,285,000	853,425	0	(164,250)	(164,250)
VPSA 2013A	3,000,000	1,499,550	3,000,000	1,349,550	0	(150,000)	(150,000)
VPSA 2014A	4,130,000	2,620,750	4,130,000	2,414,250	0	(206,500)	(206,500)
VPSA 2015A	4,925,000	3,453,107	4,925,000	3,206,856	0	(246,251)	(246,251)
VPSA 2016A	6,015,000	7,265,475	6,015,000	6,964,725	0	(300,750)	(300,750)
VPSA 2017A	3,885,000	3,038,750	3,885,000	2,844,500	0	(194,250)	(194,250)
VPSA 2018A	5,790,000	3,940,388	5,795,000	4,831,581	5,000	891,193	896,193
Bond Totals	68,750,000	36,494,038	68,000,000	34,370,139	(750,000)	(2,123,899)	(2,873,899)

*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
Totals	865,535,022	278,342,473	1,143,877,495	

*Schedule does not include debt that is anticipated in future years

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			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		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		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		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		5.23	595,000	15,544	610,544	0
	Totals		11,930,000	6,118,382	18,048,382	

Debt Total	11,930,000					
Premium (Discount)	102,311					
Grand Total	12,032,311					

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
	Totals		33,650,000	19,713,359	53,363,359	

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
Totals			48,175,000	26,599,513	74,774,513	

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
Totals			52,660,000	29,139,975	81,799,975	

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
Totals			80,675,000	42,679,891	123,354,891	

Debt Total	80,675,000					
Premium (Discount)	5,940,204					
Grand Total	86,615,204					

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
	Totals		27,301,457	12,529,954	39,831,411	

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			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		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		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		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		5.10	2,435,000	62,093	2,497,093	0
Totals			48,795,000	26,555,883	75,350,883	

Debt Total	48,795,000					
Premium (Discount)	3,525,418					
Grand Total	52,320,418					

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
Totals			62,320,000	32,685,114	95,005,114	

Debt Total	62,320,000					
Premium (Discount)	3,840,735					
Grand Total	66,160,735					

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
Totals			61,605,000	32,066,608	93,671,608	

Debt Total	61,605,000					
Premium (Discount)	2,230,162					
Grand Total	63,835,162					

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
Totals			64,975,000	33,937,851	98,912,851	

Debt Total	64,975,000					
Premium (Discount)	3,136,632					
Grand Total	68,111,632					

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
	Totals		45,890,000	24,678,937	70,568,937	

Debt Total	45,890,000					
Premium	3,342,793					
Discount	(88,568)					
Grand Total	49,144,225					

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			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		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		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		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		4.25	2,550,000	56,419	2,606,419	0
	Totals		51,020,000	25,784,461	76,804,461	

Debt Total	51,020,000					
Premium	4,752,863					
Discount	(244,647)					
Grand Total	55,528,217					

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
	Totals		5,000,000	1,371,684	6,371,684	

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
Totals			56,445,000	39,540,336	95,985,336	

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 VPSSA.

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
	Totals		9,685,000	8,689,802	18,374,802	

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
Totals			34,845,000	13,177,855	48,022,855	

Debt Total	34,845,000					
Premium/ (Discount)	2,235,742					
Grand Total	37,080,742					

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
	Totals		10,852,271	837,371	11,689,642	

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
	Totals		39,405,000	19,795,612	59,200,612	

Debt Total	39,405,000					
Premium/ (Discount)	12,300,857					
Grand Total	51,705,857					

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
	Totals		44,990,000	22,115,619	67,105,619	

Debt Total	44,990,000					
Premium/ (Discount)	7,785,731					
Grand Total	52,775,731					

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			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		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		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		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		3.00	4,125,000	61,875	4,186,875	0
Totals			82,545,000	30,307,909	112,852,909	

Debt Total	82,545,000					
Premium/ (Discount)	7,247,092					
Grand Total	89,792,092					

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
Totals			98,485,000	38,846,777	137,331,777	

Debt Total	98,485,000					
Premium/ (Discount)	8,030,191					
Grand Total	106,515,191					

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
Totals			171,160,000	75,916,090	247,076,090	

Debt Total	171,160,000					
Premium/ (Discount)	29,562,814					
Grand Total	200,722,814					

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
Totals			77,660,000	30,433,606	108,093,606	

Debt Total	77,660,000					
Premium/ (Discount)	6,554,103					
Grand Total	84,214,103					

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
	Totals		115,895,000	48,279,379	164,174,379	

Debt Total	115,895,000					
Premium/ (Discount)	11,371,288					
Grand Total	127,266,288					

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 2020 are determined by the costs of projects begun or continued in FY 2019 and by the costs of new projects to be started in FY 2020. 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 2020, the budget data for fiscal years 2016-2020, the Construction Fund Statement, and a summary of the Capital Improvements Program.

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Budget Data

Fund Statement

Summary of the Capital Improvements Program

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Financial Section

CONSTRUCTION FUND 007 037

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	0	130,672	96,535	114,480	1.00	113,160	1.00	(1,320)	0.00
1107 Admin. Coordinator	356,343	427,626	541,478	493,920	5.00	502,680	5.00	8,760	0.00
1200 Overtime	148,227	129,575	104,743	0		0		0	
1201 Straight Time	13,229	6,747	11,309	0		0		0	
1300 Temporary Employee	656,229	692,280	673,572	0		0		0	
2100 Social Security - FICA	88,885	104,028	107,634	46,543		47,113		570	
2210 Retirement - VRS	51,225	81,308	104,404	102,698		103,954		1,256	
2211 Retiree Health Care Credit	3,698	6,146	7,869	0		0		0	
2220 Retirement - PWCS	2,255	3,911	7,050	5,001		5,062		61	
2300 Health Insurance - HMP	17,987	48,932	54,028	75,198		74,886		(312)	
2400 Life Insurance - GLI	4,151	7,294	8,381	7,970		8,067		97	
3104 Engineering Services	7,500,025	8,077,066	9,330,463	4,337,072		19,792,854		15,455,782	
3109 Wcomp Admin	0	0	0	0		0		0	
3201 Telephone	13,883	8,362	6,402	0		0		0	
4003 Custodial Supplies	71,803	165,340	133,183	0		0		0	
4016 Library Books	112,001	240,981	71,353	0		0		0	
4310 Tech. Supply Equip. Addnl.	1,154,819	2,364,994	2,208,223	0		0		0	
4410 Software Additional	698,896	1,155,175	1,998,406	0		0		0	
4510 General Equipment - Add'l.	1,173,452	3,736,270	1,820,991	0		0		0	
5101 Equipment - Additional	248,849	664,047	535,579	0		0		0	
5103 DP Equipment - Add'l	0	18,050	0	0		0		0	
5104 Software - Additional	0	715	0	0		0		0	
5140 Site Acquisition	363,961	28,603,362	56,338	15,000,000		0		(15,000,000)	
5142 Building, New	81,449,460	43,953,141	23,147,456	26,756,827		880,000		(25,876,827)	
5143 Building, Additions	12,974,560	24,220,932	28,857,784	0		8,500,000		8,500,000	
5144 Building, Alteration	22,911,028	37,494,007	22,796,419	33,707,643		47,664,814		13,957,171	
5145 Asbestos Removal	170,777	640,051	905,680	0		0		0	
5146 Trailers/Modulars, New	768,287	543,743	370,480	500,000		500,000		0	
6400 Arbitrage	(50,912)	(124,938)	0	0		0		0	
8002 General Reserve	0	0	0	300,000		1,411,078		1,111,078	
8606 Transfer Out	2,436,268	2,262,216	0	2,200,000		1,712,000		(488,000)	
8804 Transfer to Debt Service Fund	0	0	1,630,521	0		0		0	
Totals	133,339,384	155,662,031	95,586,279	83,647,352	6.00	81,315,668	6.00	(2,331,684)	0.00

CONSTRUCTION FUND 007 047 Maintenance Projects

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
3104 Engineering Services	10,269	6,150	38,760	0		0		0	
3109 Wcomp Admin	0	0	0	0		0		0	
3500 Miscellaneous Projects	538,542	556,561	556,267	808,900		842,000		33,100	
3505 Stormwater	170,124	325,911	70,287	500,000		500,000		0	
5144 Building, Alteration	754,204	715,194	905,319	1,918,710		3,381,655		1,462,945	
5145 Asbestos Removal	0	6,081	80,235	0		0		0	
Totals	1,473,139	1,609,897	1,650,868	3,227,610	0.00	4,723,655	0.00	1,496,045	0.00
Positions	0.00	0.00	0.00	0.00		0.00			

CONSTRUCTION FUND 007 049 Energy Improvements

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1160 Maintenance Personnel	29,797	33,084	34,046	42,300	1.00	44,040	1.00	1,740	0.00
1200 Overtime	89	1,773	68	0		0		0	
1201 Straight Time	42	476	354	0		0		0	
1300 Temporary Employee	1,226	1,418	1,294	0		0		0	
2100 Social Security - FICA	2,361	2,786	2,711	3,237		3,370		133	
2210 Retirement - VRS	2,048	1,734	1,699	2,521		2,625		104	
2211 Retiree Health Care Credit	64	73	75	0		0		0	
2220 Retirement - PWCS	0	0	0	348		362		14	
2221 Defined Contribution Plan	292	414	511	0		0		0	
2300 Health Insurance - HMP	4,906	6,487	6,586	5,228		5,355		127	
2310 Short/Long Term Disability Premium	96	109	112	0		0		0	
2400 Life Insurance - GLI	347	433	446	554		577		23	
3104 Engineering Services	173,256	70,107	260,027	0		0		0	
3109 Wcomp Admin	0	0	0	0		0		0	
3500 Miscellaneous Projects	552,934	312,740	436,822	945,812		943,671		(2,141)	
Totals	767,460	431,633	744,750	1,000,000	1.00	1,000,000	1.00	0	0.00
Positions	1.00	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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 65,950,670	193,571,720	163,496,991	213,809,599	105,282,275	175,986,607	186,191,129	194,335,387
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	1,657,794	1,375,883	1,697,910	5,651,255	854,922	863,471	872,106	880,827
Intergovernmental:								
County:								
Proceeds from bond sale	243,690,449	106,899,384	133,466,288	0	124,510,000	118,467,800	100,130,000	151,832,000
Proffers	0	0	0	0	6,000,000	6,000,000	6,000,000	6,000,000
Miscellaneous	40,625	1,191,922	1,411,667	417,990	411,078	300,000	300,000	300,000
Total funding sources	<u>311,339,538</u>	<u>303,038,909</u>	<u>300,072,856</u>	<u>219,878,844</u>	<u>237,058,275</u>	<u>301,617,878</u>	<u>293,493,235</u>	<u>353,348,214</u>
EXPENDITURES:	<u>133,194,627</u>	<u>146,372,002</u>	<u>96,351,376</u>	<u>137,469,316</u>	<u>91,327,323</u>	<u>138,498,749</u>	<u>123,143,848</u>	<u>207,948,178</u>
Excess of revenues over expenditures	<u>178,144,911</u>	<u>156,666,907</u>	<u>203,721,480</u>	<u>82,409,528</u>	<u>145,730,952</u>	<u>163,119,129</u>	<u>170,349,387</u>	<u>145,400,036</u>
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
General fund	17,213,077	17,601,357	11,388,640	25,236,992	31,967,655	24,175,000	24,998,000	26,748,000
Food & nutrition services fund	650,000	700,000	330,000	500,000	0	609,000	700,000	600,000
TRANSFERS OUT:								
Debt service fund	(2,436,268)	(2,262,216)	(1,630,521)	(2,864,245)	(1,712,000)	(1,712,000)	(1,712,000)	(1,712,000)
Aquatics Center	0	(9,209,057)	0	0	0	0	0	0
Total other financing sources (uses), net	<u>15,426,809</u>	<u>6,830,084</u>	<u>10,088,119</u>	<u>22,872,747</u>	<u>30,255,655</u>	<u>23,072,000</u>	<u>23,986,000</u>	<u>25,636,000</u>
*FUND BALANCES, end of year	<u>\$ 193,571,720</u>	<u>163,496,991</u>	<u>213,809,599</u>	<u>105,282,275</u>	<u>175,986,607</u>	<u>186,191,129</u>	<u>194,335,387</u>	<u>171,036,036</u>
*GASB 54 Fund Balance								
Restricted:	165,353,720	143,326,496	193,540,334	82,394,388	154,639,432	163,606,145	170,762,505	150,289,365
Assigned:	28,218,000	20,170,495	20,269,265	22,887,887	21,347,175	22,584,984	23,572,882	20,746,671
	<u>\$ 193,571,720</u>	<u>163,496,991</u>	<u>213,809,599</u>	<u>105,282,275</u>	<u>175,986,607</u>	<u>186,191,129</u>	<u>194,335,387</u>	<u>171,036,036</u>

Capital Improvements Program Summary

Fiscal Years 2020 – 29

Summary Contents

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Overview

The total 2018-19 enrollment is 90,203 students with permanent capacity for 88,964 students. This capacity is supplemented with 206 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 12,623 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 97 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 reduce portable classrooms by addressing the need for construction of new school facilities and classroom additions to existing schools. Elements of the CIP also include site acquisition, renewals of existing facilities, upgrading and maintaining the School Division's infrastructure, Title IX

improvements, Energy Infrastructure improvements, and technology improvements.

The CIP is a blueprint of work to be performed over the next ten-year period as determined in assessments of building infrastructure needs, school capacities, and school space 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 2020) combined with a more general planning schedule for four additional years (FY 2021-24) and then an estimate of projects needed for FY 2025-29.

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 Board of County 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. The comprehensive strategic plan is a road-map allowing PWCS to focus on critical areas.

The CIP must meet the following goal and 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, seven new schools and additions at 13 schools have been constructed, costing over \$489 million and adding capacity for 9,194 additional students. The new schools include four elementary schools, one high school, the Kilby Elementary School replacement, and the Independence Nontraditional School. The new 54,323 square foot Independence Nontraditional School was completed at the Independent Hill complex. The PACE East students transitioned to the new school in April 2018 and the rest of the school was completed for the school year opening in August 2018.

The new John D. Jenkins Elementary School is under construction to open in the fall of 2019, adding 749 elementary student seats in eastern Prince William County. The additions at Lake Ridge Middle School and Pattie Elementary School were completed and opened in September 2018, adding 13 middle school classrooms and 10 elementary school classrooms.

The classroom additions at Leesylvania Elementary School (four), Antietam Elementary School (13), Lake Ridge Elementary School (13), Springwoods Elementary School (13), Minnieville Elementary School (10), and Stonewall Middle School (17) are in the final stages of construction to open September 2019, adding 53 elementary school classrooms and 17 middle school classrooms.

Major renewals of 15 schools were completed in the last five years at a cost of over \$145 million. Considerable progress has been made in adding activity rooms to elementary schools with renewals and 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, 2018, is 90,203 students. From 2017 to 2018, total enrollment grew by 342 students, or 0.4 percent growth rate. This is compared to growth from 2016 to 2017 of 941 students, or 1.1 percent.

Student enrollment projections are utilized for a variety of planning and decision-making functions, among which operational and capital budgeting needs are most prominent. Predicting future student enrollment is important for long-range planning, budgeting, staffing, and predicting future building and capital needs for housing PWCS students. 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.

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. 2019-20 enrollment is projected to be 91,095 students, an increase of 892 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.

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 1.0 percent. This will result in about 4,334 additional students during this period. Projected enrollments beyond 2019-20 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. Whereas, 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. The calculation of current programs housed at

a specific elementary school include 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 2018 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. The capacity for middle and high schools remains as Planning Capacity.

Changes From The 2019-28 CIP

Significant Issues Impacting the CIP

- Divisionwide enrollment grew by only 342 students, or 0.4%, from 2017-18 to 2018-19
 - Smallest numerical increase in the student enrollment since 1984
 - Smallest kindergarten cohort in five years (2013)
 - Overall decrease in elementary enrollment for two consecutive years
 - 10-year projections revised downward to reflect current conditions
 - Decrease in the number of anticipated students in 2027 from last year's projections by nearly 5,900
 - Residential development has slowed to levels similar to 2009/2010
- 2019 Program Capacity Changes
 - Updates to K-3 class-size reduction qualifying data (free lunch percentage), special education classroom use, and other specialized classroom use at each elementary school
 - Results in the capacity reduction of 1,005 seats across all elementary schools
- 2021
 - Renovation of Office/Admin Areas at Osbourn Park and Stonewall Jackson High Schools added
- 2022
 - Additions at Bull Run, Gainesville, and Marsteller Middle Schools (11 Classrooms each) added
- 2024
 - Elementary School (Yorkshire Area) delayed from 2024 to 2028
 - Middle School West (Linton Hall Area) delayed from 2024 to beyond current CIP
- 2025
 - Occoquan Elementary School Replacement moved forward from 2028 to 2025
- 2026
 - Middle School (TBD) delayed from 2026 to beyond scope of current CIP
- 2027
 - 15th High School (TBD) delayed from 2027 to beyond scope of current CIP

Major Changes to CIP

- 2020
 - Auxiliary Gyms at Woodbridge High School and Garfield High School added
 - Stonewall Jackson High School Stadium Upgrades (lighting and concession buildings) added
 - Woodbridge High School Stadium Upgrades (lighting and concession buildings) added

Major Changes – Plan to Reduce Portable Classrooms

- 2022/2024
 - Site Acquisition Funds – Elementary School (TBD) added to 2022 and 2024
- 2025
 - Elementary School (Cardinal Area) added

- **2027**
 - Elementary School (South Route 1 Area) added
- **2028**
 - Mid-County Area Elementary School Addition (8 classrooms) added
 - Ferlazzo Area Elementary School Addition (5 classrooms) added
 - Middle School Addition (TBD) (24 classrooms) added

Renewal/Renovation Changes

- Funding totals adjusted downward to reflect changes in enrollment projections
- Artificial Turf Fields
 - Battlefield High School and Forest Park High School added to FY 20
 - Brentsville High School (including stadium lights, restroom bldg.) and Hylton High School added to FY 21
 - Gar-Field High School (including stadium lights) and Osbourn Park High School (including stadium lights) added to FY 22

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 Risk Management 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.

The School Division will still collect monetary contributions on rezoning cases filed prior to July 1, 2016. After this date, the School Division will be receiving monetary contributions based on the rezoning applicant's methodology to determine a proffer amount using only generated students that exceed existing capacity. The estimated proffer amounts will then be applied to the proposed residential units to be constructed.

Proposed proffers need to address an impact that is specifically attributable to a proposed new residential development that creates a need for one or more public facility improvements in excess of existing public facility capacity at the time of the rezoning and the new residential development receives a direct and material benefit from a proffer made with response to any such public facility improvement.

New Schools/Additions/School Facilities (Bond-Funded) (FY 2020-2028)

Scheduled Completion	Project	Cost
September 2020	Beville Middle School – Renewal (Funding Phase 1a)	\$9,901,400
	Mountain View ES – Renewal (Funding Phase 1a)	\$6,450,700
	Gar-Field High School – Auxiliary Gym	\$8,000,000
	Woodbridge High School – Auxiliary Gym	\$8,000,000
	Stonewall Jackson High School – Stadium Upgrades (Lighting, Concession Bldgs.)	\$1,650,000
	Woodbridge High School – Stadium Upgrades (Lighting, Concession Bldgs.)	\$2,150,000
	Total	\$36,152,100
September 2021	Middle School at Potomac Shores (\$6 m proffer)	\$64,119,000
	13th High School (2,557 capacity)	\$127,400,000
	Osborn Park High School – Renovation of Office/Admin Areas	\$1,000,000
	Stonewall Jackson High School – Renovation of Office/Admin Areas	\$1,000,000
	Bennett Elementary School – Renewal	\$8,934,143
	Penn Elementary School – Renewal	\$295,157
	Hylton High School – Renewal	\$18,429,000
	Total	\$221,177,300
September 2022	Elementary School (Rosemount Lewis)	\$36,980,000
	Bull Run Middle School Addition (11 rooms)	\$14,375,000
	Gainesville Middle School Addition (11 rooms)	\$14,375,000
	Marsteller Middle School Addition (11 rooms)	\$14,375,000
	Total	\$80,105,000
September 2023	Elementary School (Ocoquan/Woodbridge Area) ¹	\$38,650,000
	Elementary School (Potomac Shores #2)	\$38,650,000
	Renewal of Various Schools (Bond-Funded portion)	\$21,207,000
	Total	\$98,507,000
September 2024	14th High School (Mid-County) ¹ (2,557 capacity)	\$147,500,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	Total	\$172,500,000
September 2025	Ocoquan Elementary School – Replacement	\$43,062,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	Total	\$68,062,000
September 2026	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	Total	\$25,000,000
September 2027	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	Total	\$25,000,000
September 2028	Elementary School (Yorkshire Area) ¹	\$47,105,000
	Renewal of Various Schools (Bond-Funded portion)	\$25,000,000
	Total	\$72,105,000
New Schools, Additions, and Other Projects TOTAL		\$798,608,400

Note 1 - Sites needed by proffer or purchase (Limited site acquisition funds identified in current CIP)

Note 2 - Middle School Music Rooms added to renewal plans (TBD)

Financial Section

Plan to Reduce Portable Classrooms		
Scheduled Completion	Project	Proposed Cost
2022	Site Acquisition Funds- ES (TBD)	\$9,015,000
2024	Site Acquisition Funds- ES (TBD)	\$9,380,000
2025	Elementary School (Cardinal Area) ¹	\$42,215,000
2027	Elementary School (Route 1 South Area) ¹	\$46,110,000
2028	Elementary School Addition (Mid-County Area) [8 rooms]	\$16,300,000
2028	Elementary School Addition (Ferlazzo Area) [5 rooms]	\$12,605,000
2028	Middle School Addition (TBD) [24 rooms]	\$38,440,000
New Schools, Additions, Land Acquisition to Reduce Portable Classrooms TOTAL		\$174,065,000

Projects at School Facilities	
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
Battlefield High School (Funded FY 20, complete Sept. 2020)	\$1,500,000
Forest Park High School (Funded FY 20, complete Sept. 2020)	\$1,500,000
Brentsville High School (Funded FY 21, complete Sept. 2021) [includes stadium lights, restroom bldg.]	\$4,116,000
Hylton High School (Funded FY 21, complete Sept. 2021)	\$1,646,000
Gar-Field High School (Funded FY 22, complete Sept. 2022) [includes stadium lights]	\$2,294,000
Osbourne Park High School (Funded FY 22, complete Sept. 2022) [includes stadium lights]	\$2,294,000
TOTAL	\$16,350,000

Projects Funded with End-of-Year (EOY) Funds	
Hylton High School –Stadium lights and bleacher upgrades (Funded FY19)	\$450,000
Middle Schools – Track Improvements (Funded FY 19)	\$565,382
TOTAL	\$1,015,382

Site Acquisition

FY 19 Property Acquisition			
School Facility	Acres	Date Acquired	Purchase Price
Occoquan Elementary School Adjacent Property	0.6144	January 2019	\$865,000
Potomac Shores Elementary School #2	5.0	Final Settlement Pending	\$2,500,000
Property Acquisition TOTAL			\$3,365,000

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.

Land acquisition will continue to figure prominently in this and future capital improvement budgets. Funding for school site acquisition comes from a combination of developer proffer contributions from rezoning cases submitted prior to July 1, 2016, 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

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 land for construction of 14 schools and facilities since 2000, spending almost \$70,000,000. Site acquisition funding for the two elementary schools is included in the PWCS Budget via bond funding. Even with purchased and proffered sites, there are still five school sites needed by 2029.

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	Funding Source
2022	2019	ES (Rosemount Lewis Park)	PWC Site Identified	NA	NA
2023	2020	ES (Occoquan/Woodbridge Area)	Site Needed	\$7,500,000	Bond
	2019	ES (Potomac Shores #2)	Site Pending	\$6,000,000	Bond
2024	2019-20	14th High School (2,557 capacity)	Site Needed	14,000,000	Proffer, Cash
2025	2021	ES (Cardinal Area)	Site Needed	\$9,015,000	Bond
2027	2022-23	ES (Route 1 South Area)	Site Needed	\$9,380,000	Bond
2028	2023	OES (Yorkshire Area)	Site Needed	\$9,568,000	Bond
Total Estimated Cost of School Site Needs				\$55,463,000	

Joint CIP Planning Committee

The Joint Capital Improvements Program (CIP) Committee is comprised of School Board and Board of County Supervisor members. 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-one of the Division's 97 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 schools with renewals and music rooms to middle schools with renewals.

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 \$2,957,247,000.

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 2020 for repairs, renovations, and maintenance is \$88,717,000 (3.0% of value), with the estimated budget for maintenance renovations, renewals, technology, and energy improvements in FY 2020 at \$82,961,076 (2.8% of value); of which \$16,352,100 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. See Capital Improvements Plan on www.pwcs.edu for prioritization list.

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	

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 established an Infrastructure Task Force to examine, evaluate, recommend, and prioritize a long-term plan for resolving facility inequities amongst school facilities. Last year, the School Board approved a one-time budget expenditure of \$742,000 for the Task Force Elementary School Security-related recommendation.

This year the Task Force prioritized potential improvements for middle and high schools. Recommendations included improvements for CTE programs at Brentsville High

School, (especially the horticulture program), correct HVAC, electrical, intercom/PA, and plumbing issues at all Tier 1 middle and high schools that are not scheduled for renovations in the next three years of the CIP and have not been renovated in the last 10 years, and address renovation items at Stonewall Jackson High School and Osbourn Park High School that were not completed when the open classrooms were enclosed.

The auxiliary gymnasiums at Woodbridge High School and Gar-Field High School have been approved for an expenditure of \$16,000,000, as well as the renovation of front office space at Osbourn Park and Stonewall Jackson High Schools for \$2,000,000.



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

Five Year Schedule of Renovations and Renewals

(For Ten Year Schedule see Capital Improvements Plan on www.pwcs.edu)

Project	2020	2021	2022	2023	2024
School Maintenance and Repair					
Asphalt - Upgrades		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
HVAC Equipment and Controls - Upgrades	\$850,000	\$1,200,000	\$1,900,000	\$1,700,000	\$1,600,000
Kitchen - Upgrades		\$609,000	\$700,000	\$600,000	\$1,000,000
Municipal Separate Storm Sewer Systems (MS4)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Portable Classroom Relocation	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Roof Replacements/Repairs (TBD)	\$900,000	\$2,300,000	\$2,851,000	\$2,700,000	\$4,000,000
Fenestration Improvements (TBD)			\$1,900,000		\$1,400,000
Title IX Improvements	\$290,000	\$300,000	\$310,000	\$310,000	\$330,000
Energy Infrastructure Improvements	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Specific Facility-Based Projects					
Belmont Elementary School - Roof Replacement (partial)	\$772,000				
Potomac View Elementary School - Roof Replacement	\$1,150,000				
Rippon Middle School - Fenestration Improvements	\$1,500,000				
Transportation Bus Parking (TBD)		\$1,000,000			
School Renewals					
Beville Middle School [Bond Funded \$9.9014M]	\$16,690,000	\$769,047			
Leesylvania Elementary School	\$3,600,000				
Marshall Elementary School	\$3,421,000				
Montclair Elementary School	\$3,421,000				
Mountain View Elementary School [Bond Funded \$6.4507M]	\$7,955,000	\$3,308,667			
Old Bridge Elementary School	\$3,600,000				
Bennett Elementary School [Bond Funded \$8,934,143]		\$8,934,143	\$2,850,000		
Hylton High School [Bond Funded \$18,429,000]		\$18,429,000	\$5,666,000		
Penn Elementary School [Bond Funded \$295,157]		\$8,934,143	\$2,850,000		
Bristow Run Elementary School			\$8,610,000	\$4,000,000	
Parkside Middle School			\$12,360,000		
Signal Hill Elementary School			\$8,610,000	\$4,000,000	
Brentsville High School				\$17,500,000	
Cedar Point Elementary School				\$7,740,000	
Parkside Middle School				\$5,265,000	
Swans Creek Elementary School				\$7,740,000	\$5,891,000
Benton Middle School					\$16,713,000
Brentsville High School					\$8,845,000
Cedar Point Elementary School					\$5,891,000
Featherstone Elementary School					\$9,115,000
Renewal of Various Schools (based on age, condition, and availability of funds) See School Facility Renewal Prioritization List at www.pwcs.edu					
Technology Improvement Program					
Technology Improvement Program - Upgrades	\$5,000,000	\$5,500,000	\$6,000,000	\$6,500,000	\$7,000,000
Total	\$51,149,000	\$54,284,000	\$57,607,000	\$61,055,000	\$64,785,000

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	\$2,467,567
Middle School	\$1,345,830
Elementary School	\$870,222

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
FY 2020	\$124,509,600	\$39,126,000
FY 2021	\$118,467,800	\$41,441,000
FY 2022	\$109,145,000	\$43,923,000
FY 2023	\$151,832,000	\$46,515,000
FY 2024	\$109,520,000	\$49,355,000
FY 2025	\$107,320,000	\$52,171,000
FY 2026	\$37,017,000	\$52,538,000

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.

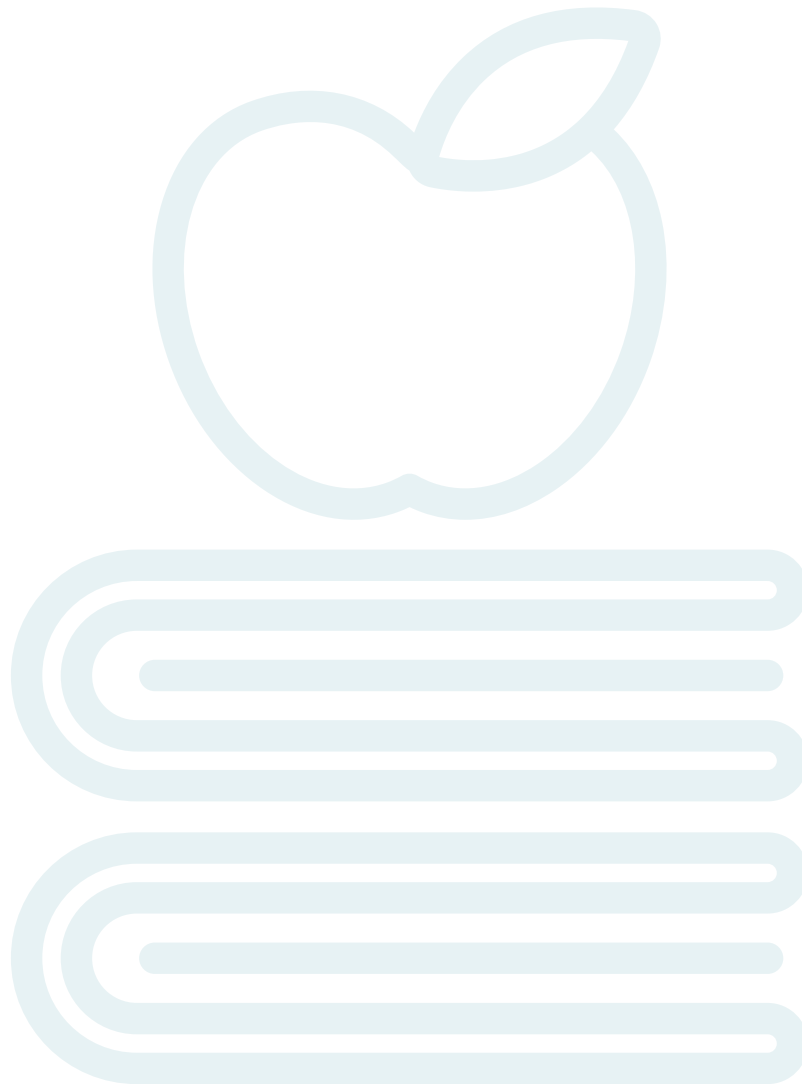
Summary

Existing Conditions	
Projected Growth in Students (2018-2029)	9,375
Student Enrollment (2018-2019)	90,203
Student Enrollment (2028-2029)	99,578
Current Student Capacity	88,964
Current Portable Classrooms in Use	206

Proposed Capital Improvements Plan	
New School Facilities	10
New Elementary Schools	6
New Middle Schools	1
New High Schools	2
Replacement Elementary School	1
School Additions (Classrooms)	70
Elementary School Additions (2 Schools)	13
Middle School Additions (4 Schools)	57
High School Additions	—
Support Facilities	2
Western Transportation Center	1
New Dominion – Special Needs Transportation	1
Proposed Capacity to be Constructed	12,623
Proposed Costs	
New School Facilities	\$633,699,000
Classroom Additions	\$136,970,000
Renewals	\$664,524,000
Site Acquisition	\$18,395,000

Key Highlights of Fiscal Year 2020 Budget - Capital Projects Funded

- Opening of the new John D. Jenkins Elementary School
- First phase funding for renewals at Mountain View Elementary School and Beville Middle School
- Funding to expand auxiliary gyms with multiple courts at Gar-Field High School and Woodbridge High School
- Stadium upgrades, including lighting and concession buildings, at Stonewall Jackson High School and Woodbridge High School



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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 presented 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 2016 through 2019.

Projections for fiscal year 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 25,417,864	27,874,184	29,064,037	31,904,620	35,114,398	35,114,398	35,484,631	36,843,963
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	530,667	(93,756)	64,079	1,325,427	200,000	202,000	204,020	206,060
Charges for services	17,854,705	18,926,777	18,410,101	17,951,784	20,423,000	21,035,690	21,666,761	22,316,764
Intergovernmental:								
Federal	25,418,175	26,974,844	28,416,537	29,093,661	29,297,000	30,468,880	31,687,635	32,955,140
State	752,009	938,005	1,074,050	1,097,930	875,000	1,084,791	1,095,639	1,106,595
Miscellaneous	904,084	1,015,417	775,973	1,033,062	800,000	814,772	1,084,715	840,000
Total funding sources	<u>70,877,504</u>	<u>75,635,471</u>	<u>77,804,777</u>	<u>82,406,484</u>	<u>86,709,398</u>	<u>88,720,531</u>	<u>91,223,401</u>	<u>94,268,522</u>
EXPENDITURES:	<u>42,353,320</u>	<u>44,841,799</u>	<u>45,570,157</u>	<u>46,792,086</u>	<u>51,595,000</u>	<u>52,626,900</u>	<u>53,679,438</u>	<u>54,753,027</u>
Excess of revenues over (under) expenditures	<u>28,524,184</u>	<u>30,793,672</u>	<u>32,234,620</u>	<u>35,614,398</u>	<u>35,114,398</u>	<u>36,093,631</u>	<u>37,543,963</u>	<u>39,515,495</u>
OTHER FINANCING (USES):								
TRANSFERS OUT:								
General fund	0	(1,029,635)	0	0	0	0	0	0
Construction fund	(650,000)	(700,000)	(330,000)	(500,000)	0	(609,000)	(700,000)	(600,000)
Total other financing (uses), net	<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>	<u>(600,000)</u>
*FUND BALANCES, end of year	<u>\$ 27,874,184</u>	<u>29,064,037</u>	<u>31,904,620</u>	<u>35,114,398</u>	<u>35,114,398</u>	<u>35,484,631</u>	<u>36,843,963</u>	<u>38,915,495</u>
*GASB 54 Fund Balance								
Nonspendable:	1,495,025	1,454,854	1,696,151	1,529,254	1,582,777.89	1,638,175.12	1,695,511.25	1,754,854.14
Restricted:	26,379,159	27,609,183	30,208,469	33,585,144	33,531,620	33,846,456	35,148,452	37,160,641
	<u>\$ 27,874,184</u>	<u>29,064,037</u>	<u>31,904,620</u>	<u>35,114,398</u>	<u>35,114,398</u>	<u>35,484,631</u>	<u>36,843,963</u>	<u>38,915,495</u>

School Food and Nutrition Services

Description

The Office of School Food and Nutrition Services provides meal service(s) 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 2020

- 4.8% salary increase to support Superintendent's initiative; and
- Addition of a 1.0 FTE Cafeteria Manager position.

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 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	156,005	162,290	124,383	127,863	1.00	147,720	1.00	19,857	0.00
1106 Supervisor	0	0	76,956	95,544	1.00	115,200	1.00	19,656	0.00
1107 Admin. Coordinator	361,424	375,992	365,986	386,519	4.00	400,200	4.00	13,681	0.00
1148 Specialist	45,999	61,608	51,112	119,626	2.00	144,720	2.00	25,094	0.00
1150 Secretarial/Bookkeeper	416,772	433,154	445,713	505,094	10.00	464,760	10.00	(40,334)	0.00
1191 Warehouse Personnel	0	89,616	178,518	294,518	8.00	229,440	8.00	(65,078)	0.00
1192 Cafeteria Manager	3,497,617	3,692,007	3,726,430	3,983,798	103.00	4,305,600	104.00	321,802	1.00
1193 Cafeterial Staff	8,786,728	9,041,346	9,292,924	10,668,726	525.86	10,888,062	525.86	219,336	0.00
1200 Overtime	250,246	304,732	220,100	310,000		325,057		15,057	
1201 Straight Time	842,596	961,315	970,314	1,640,000		1,640,000		0	
1300 Temporary Employee	55,882	55,167	40,393	55,000		56,100		1,100	
1502 Substitute, Other	576,263	623,044	744,673	690,000		703,800		13,800	
2100 Social Security - FICA	1,082,188	1,140,539	1,173,401	1,486,174		1,485,680		(494)	
2210 Retirement - VRS	950,543	900,944	994,438	1,137,575		1,604,202		466,627	
2211 Retiree Health Care Credit	54,131	59,392	66,041	69,900		69,900		0	
2220 Retirement - PWCS	85,223	90,957	92,042	127,000		137,237		10,237	
2221 Defined Contribution Plan	9,974	21,469	33,651	0		0		0	
2300 Health Insurance - HMP	1,783,562	1,955,708	2,069,907	2,000,000		2,030,199		30,199	
2310 Short/Long Term Disability Premium	2,636	5,167	8,379	0		0		0	
2400 Life Insurance - GLI	94,056	110,536	115,901	119,000		218,715		99,715	
2820 Tuition Assistance	0	0	0	1,500		0		(1,500)	
2830 Admin. Assoc. Fees	874	3,077	7,961	3,000		8,000		5,000	
3107 Data Processing	0	0	0	4,000		4,000		0	
3109 Wcomp Admin	0	0	0	0		0		0	
3401 Travel Reimbursement	32,224	31,355	29,319	60,000		61,000		1,000	
3402 Conference Expenses	9,767	8,265	28,391	25,000		30,000		5,000	
3501 Repair/Maint. - Building	38,237	107,937	134,705	125,000		50,000		(75,000)	
3502 Repair/Maint. - Equipment	0	0	0	0		130,000		130,000	
3504 Maint. Service Contract	66,043	87,551	77,621	90,000		50,000		(40,000)	
3700 In-Service Expenses	67,022	15,103	13,974	25,000		25,000		0	
3902 Printing Services	46,411	47,613	34,343	50,000		40,000		(10,000)	
3904 Freight/Shipping	117,007	72,047	85,139	100,000		100,000		0	
3960 Armored Car Service	0	0	3,176	0		90,000		90,000	
4001 Office Supplies	87,603	66,597	171,949	160,000		150,000		(10,000)	
4007 Wearing Apparel	65,924	112,732	82,925	115,000		300,000		185,000	
4014 Food, Cafeteria	18,974,489	20,047,138	20,211,646	22,157,614		22,477,369		319,755	
4015 Food Service Supplies	861,849	1,573,573	1,395,501	1,900,000		1,843,039		(56,961)	
4019 Food	9,327	19,182	9,613	20,000		15,000		(5,000)	
4310 Tech. Supply Equip. Add.	13,225	139,854	82,088	80,000		80,000		0	
4350 Techn Supply/Equip Repl.	211,202	168,878	84,099	120,000		120,000		0	
4410 Software Additional	25,135	123,419	0	10,000		10,000		0	
4510 General Equipment - Add'l.	3,970	56,127	43,241	75,000		50,000		(25,000)	
4550 General Equipment - Repl.	88,023	31,706	60,703	25,000		50,000		25,000	
4999 Other Materials/Supplies	2,351,727	1,830,565	0	2,500,000		0		(2,500,000)	
5101 Equipment - Additional	23,429	113,539	66,430	15,000		20,000		5,000	
5110 Vehicle, Additional	0	0	41,855	0		125,000		125,000	
5501 Equipment - Replacement	326,695	235,700	104,150	300,000		300,000		0	
6900 Reimbursement Account	(118,711)	(135,143)	0	0		0		0	
8606 Transfer Out	650,000	1,729,635	0	500,000		500,000		0	
8807 Transfer to Construction Fund	0	0	330,000	0		0		0	
Totals	43,003,320	46,571,434	43,890,089	52,277,451	654.86	51,595,000	655.86	(682,451)	1.00
Positions	565.26	591.80	596.60	654.86		655.86			

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 2016 through 2019.

Projections for fiscal years 2021 through 2023 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years.

FUND STATEMENT Distribution Center Fund

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 464,338	458,494	438,661	439,270	663,548	663,548	687,048	710,900
OPERATING REVENUES:								
Charges for services	4,862,829	4,964,977	4,812,006	4,429,451	5,000,000	4,723,500	4,794,353	4,866,268
Total operating revenues	5,327,167	5,423,471	5,250,667	4,868,721	5,663,548	5,387,048	5,481,401	5,577,169
EXPENSES	4,868,673	4,984,810	4,811,397	4,205,173	5,000,000	4,700,000	4,770,500	4,842,058
Excess of revenues over (under) expenses	458,494	438,661	439,270	663,548	663,548	687,048	710,900	735,111
NET POSITION, end of year	<u>\$ 458,494</u>	<u>438,661</u>	<u>439,270</u>	<u>663,548</u>	<u>663,548</u>	<u>687,048</u>	<u>710,900</u>	<u>735,111</u>

DISTRIBUTION CENTER FUND 015 056

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
3109 Wcomp Admin	0	0	0	0	0	0
4999 Other Materials/Supplies	0	0	0	5,000,000	0	(5,000,000)
6800 Breakage	686	2,128	687	0	0	0
6805 Initial System	0	(1,676)	0	0	0	0
6810 Obsolete/Excess	(8,558)	28,539	15,782	0	0	0
6815 Price change	1,642	756	(1,165)	0	0	0
6820 Shrinkage/Overage	11,274	14,110	9,390	0	0	0
6825 Unit of Issue	1,020	(12)	20	0	0	0
6835 Physical Inventory	(780)	(4,925)	780	0	0	0
6840 Issue of Back order	831	1,117	2,109	0	0	0
6845 Add to Stock	(15,397)	(20,837)	(13,420)	0	0	0
COGS Cost of Goods Sold	4,873,761	4,964,743	4,795,153	0	5,000,000	5,000,000
Totals	4,864,480	4,983,943	4,809,337	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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 3,045,460	3,204,781	3,301,046	3,350,060	3,549,071	3,549,071	3,459,071	3,258,461
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	72,222	(9,954)	11,305	166,005	0	0	0	0
Use of property	1,191,536	1,254,764	1,122,710	1,105,680	1,200,000	1,206,000	1,212,030	1,218,090
Total funding sources	4,309,218	4,449,591	4,435,061	4,621,745	4,749,071	4,755,071	4,671,101	4,476,551
EXPENDITURES:	1,115,732	1,149,363	1,089,176	1,072,674	1,200,000	1,296,000	1,412,640	1,553,904
Excess of revenues over (under) expenditures	3,193,486	3,300,228	3,345,885	3,549,071	3,549,071	3,459,071	3,258,461	2,922,647
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	11,295	818	4,175	0	0	0	0	0
Total other financing sources	11,295	818	4,175	0	0	0	0	0
FUND BALANCES, end of year	\$ 3,204,781	3,301,046	3,350,060	3,549,071	3,549,071	3,459,071	3,258,461	2,922,647

FACILITIES USE FUND 018 062

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1148 Specialist	46,666	48,501	49,908	51,353 1.00	53,847 1.00	2,494 0.00
1190 Custodian	517,412	556,254	594,737	560,000 0.00	590,000 0.00	30,000 0.00
1200 Overtime	504	514	210	2,160	1,000	(1,160)
1201 Straight Time	666	660	818	2,160	2,000	(160)
1300 Temporary Employee	0	9,788	16,383	22,000	22,000	0
1900 Other Salary / Wages	169,090	152,708	132,280	160,000	160,000	0
2100 Social Security - FICA	53,428	56,844	57,345	61,022	63,407	2,385
2210 Retirement - VRS	7,028	7,110	8,145	8,668	9,596	928
2211 Retiree Health Care Credit	495	538	614	614	0	(614)
2300 Health Insurance - HMP	6,190	6,487	6,586	6,224	6,810	586
2400 Life Insurance - GLI	555	635	654	673	745	72
3109 Wcomp Admin	0	0	0	0	0	0
3401 Travel Reimbursement	2,814	0	0	0	0	0
3402 Conference Expenses	0	0	861	0	2,000	2,000
3999 Other Contract Expenses	22,537	23,664	0	0	13,000	13,000
4001 Office Supplies	0	0	0	0	595	595
4310 Tech. Supply Equip. Addnl.	76,594	53,498	64,282	99,341	75,000	(24,341)
5501 Equipment - Replacement	211,752	232,161	156,354	200,000	200,000	0
Totals	1,115,731	1,149,363	1,089,176	1,174,215 1.00	1,200,000 1.00	25,785 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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 63,203	57,069	64,876	69,792	82,712	82,712	88,264	99,756
FUNDING SOURCES:								
Charges for services	298,143	299,338	429,622	405,188	555,200	577,408	600,504	624,524
Total funding sources	361,346	356,407	494,498	474,980	637,912	660,120	688,768	724,280
EXPENDITURES:	304,277	291,531	424,706	392,268	555,200	571,856	589,012	606,682
Excess of revenues over (under) expenditures	57,069	64,876	69,792	82,712	82,712	88,264	99,756	117,598
FUND BALANCES, end of year	<u>\$ 57,069</u>	<u>64,876</u>	<u>69,792</u>	<u>82,712</u>	<u>82,712</u>	<u>88,264</u>	<u>99,756</u>	<u>117,598</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 2020

- Decrease in supply expenditures;
- A decrease in food costs and overtime; and
- One position title reclassification per recommendation from the compensation and classification study.

Major Accomplishments (Past Five Years)

- Increased food sales to generate the necessary funds to cover expenses; and,
- Designed menu with a focus on staff wellness.



Financial Section

ADMINISTRATION BUILDING CAFETERIA FUND 18

060		FY 2016	FY 2017	FY 2018	FY 2019 Approved		FY 2020 Approved		Increase/(Decrease)	
		Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1192	Cafeteria Manager	57,455	59,710	61,442	61,308	1.00	66,260	1.00	4,952	0.00
1193	Cafeteria Staff	99,899	90,505	84,912	118,962	4.00	125,400	4.00	6,438	0.00
1200	Overtime	18,146	22,176	13,697	10,000		10,000		0	
1201	Straight Time	41,456	39,800	31,487	25,000		25,000		0	
1502	Substitute, Other	113	2,891	2,633	500		500		0	
2100	Social Security - FICA	16,278	16,317	14,600	16,506		17,378		872	
2210	Retirement - VRS	16,054	15,707	17,816	17,940		21,126		3,186	
2211	Retiree Health Care Credit	1,037	1,126	1,278	995		0		(995)	
2220	Retirement - PWCS	1,213	1,257	1,305	1,460		1,696		236	
2300	Health Insurance - HMP	6,190	6,487	6,586	17,000		20,649		3,649	
2400	Life Insurance - GLI	1,376	1,574	1,620	1,616		1,637		21	
3109	Wcomp Admin	0	0	0	0		0		0	
3401	Travel Reimbursement	615	83	183	300		0		(300)	
4007	Wearing Apparel	0	0	0	500		1,250		750	
4014	Food, Cafeteria	183,420	170,143	151,620	216,190		224,104		7,914	
4015	Food Service Supplies	22,277	16,905	19,358	22,000		25,000		3,000	
4550	General Equipment - Repl.	0	0	2,499	0		0		0	
4998	Sales Tax	14,106	14,225	13,673	14,900		15,200		300	
6900	Reimbursement Account	(175,357)	(167,374)	0	0		0		0	
Totals		304,277	291,531	424,706	525,177	5.00	555,200	5.00	30,023	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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 4.0% 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 721,071	544,863	1,732,609	1,293,422	1,893,683	1,056,920	1,217,062	1,236,431
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	199,591	0	18,205	406,163	100,000	101,000	102,010	103,030
Charges for services	4,065,469	4,617,280	4,720,291	4,757,356	4,690,715	4,804,930	4,852,979	4,901,509
Total funding sources	4,986,131	5,162,143	6,471,105	6,456,941	6,684,398	5,962,850	6,172,051	6,240,970
EXPENSES:	4,441,268	3,435,774	5,177,683	4,563,258	5,627,478	4,745,788	4,935,620	5,133,045
Excess of revenues over (under) expenses	544,863	1,726,369	1,293,422	1,893,683	1,056,920	1,217,062	1,236,431	1,107,925
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	0	6,240	0	0	0	0	0	0
Total other financing sources	0	6,240	0	0	0	0	0	0
NET POSITION, end of year	<u>\$ 544,863</u>	<u>1,732,609</u>	<u>1,293,422</u>	<u>1,893,683</u>	<u>1,056,920</u>	<u>1,217,062</u>	<u>1,236,431</u>	<u>1,107,925</u>

Financial Section

SELF-INSURANCE FUND 022

064 065		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions		FY 2020 Approved Budget Positions		Increase/(Decrease) Budget Positions	
1107	Admin. Coordinator	78,575	93,474	96,280	99,166	1.00	135,672	1.00	36,506	0.00
1148	Specialist	72,412	75,261	77,440	79,685	1.00	83,555	1.00	3,870	0.00
1150	Secretarial/Bookkeeper	150,378	156,289	151,217	159,298	3.00	167,034	3.00	7,736	0.00
1200	Overtime	319	30	376	1,500		1,500		0	
1201	Straight Time	272	249	356	1,500		1,500		0	
1901	Worker's Compensation	372,757	168,047	400,859	375,000		375,000		0	
2100	Social Security - FICA	21,783	23,603	23,213	26,098		29,778		3,680	
2210	Retirement - VRS	43,874	46,708	51,469	58,629		65,707		7,078	
2211	Retiree Health Care Credit	3,190	3,608	4,047	4,096		0		(4,096)	
2220	Retirement - PWCS	3,164	3,549	3,308	2,773		0		(2,773)	
2221	Defined Contribution Plan	724	941	2,232	0		0		0	
2300	Health Insurance - HMP	28,209	30,109	31,873	40,984		46,633		5,649	
2310	Short/Long Term Disability Premium	239	248	393	191		0		(191)	
2400	Life Insurance - GLI	3,581	4,258	4,310	4,430		5,099		669	
2830	Admin. Assoc. Fees	675	685	905	1,000		1,000		0	
3100	Professional Services	119,456	77,680	109,422	152,000		100,000		(52,000)	
3102	Health Services	1,549,881	1,447,563	1,675,492	1,600,000		1,600,000		0	
3103	Legal Services	151,665	148,502	201,584	140,000		140,000		0	
3105	Consultant	0	0	6,000	20,000		20,000		0	
3109	Wcomp Admin	0	0	0	0		55,000		55,000	
3301	Insurance, General	96,792	105,677	106,515	145,000		145,000		0	
3302	Liability Insurance	210,619	140,256	164,704	265,000		265,000		0	
3303	Liability, Transportation	274,049	249,770	256,880	290,000		300,000		10,000	
3304	Fire Insurance	536,902	671,336	705,599	714,782		775,000		60,218	
3305	Worker's Compensation	410,595	433,225	455,701	455,000		500,000		45,000	
3306	Unemployment Comp.	81,945	46,508	70,126	215,000		215,000		0	
3308	Safety Patrol Insurance	2,700	2,700	2,700	4,000		4,000		0	
3309	IBNR	216,384	(546,872)	0	0		0		0	
3401	Travel Reimbursement	440	0	0	1,000		1,000		0	
3402	Conference Expenses	2,991	4,532	2,486	2,500		2,500		0	
3503	Rep/Maint. - Vehicles	0	4,251	0	25,000		25,000		0	
3700	In-Service Expenses	750	801	0	3,000		3,000		0	
3903	Postage	0	0	24	0		0		0	
3999	Other Contract Expenses	0	0	0	57,500		2,500		(55,000)	
4500	Self Insurance Replacement	5,947	(150)	0	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		4,441,268	3,392,836	4,605,514	5,506,132	5.00	5,627,478	5.00	121,346	0.00
Positions		5.00	1.00	5.00	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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 3-5% percent each following year.

FUND STATEMENT Health Insurance Fund

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 12,244,590	14,222,339	20,412,780	24,617,785	39,390,774	38,485,503	36,367,490	32,973,309
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	757,067	0	115,591	2,281,190	100,000	101,000	102,010	103,030
Charges for services	87,859,491	96,270,340	99,342,561	109,204,205	107,347,850	111,641,764	114,991,017	117,290,837
Total funding sources	100,861,148	110,492,679	119,870,932	136,103,180	146,838,624	150,228,267	151,460,517	150,367,176
EXPENSES:	90,556,658	94,079,899	96,253,147	98,512,406	110,153,121	115,660,777	120,287,208	123,895,824
Excess of revenues over (under) expenses	10,304,490	16,412,780	23,617,785	37,590,774	36,685,503	34,567,490	31,173,309	26,471,352
NON-OPERATING REVENUES:								
TRANSFERS IN:								
General fund	3,917,849	4,000,000	1,000,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total non-operating revenue	3,917,849	4,000,000	1,000,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
FUND BALANCES, end of year	<u>\$ 14,222,339</u>	<u>20,412,780</u>	<u>24,617,785</u>	<u>39,390,774</u>	<u>38,485,503</u>	<u>36,367,490</u>	<u>32,973,309</u>	<u>28,271,352</u>

Benefits and Retirement Services

Description

The Office of Benefits and Retirement Services is part of the Office of Human Resources (HR) 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 Plans. 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);
- Administration of the 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 2020

- Request for Proposal completed for Medical, Dental, and Vision. Contracts awarded to Anthem and Delta Dental;
- Zero percent increase in medical and dental premiums;
- One position title reclassification per recommendation from the compensation and classification study; 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;
- Implementation of 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;
- 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;
- Health and dental costs are lower than the national average increase of six percent. In FY 20, the increase is zero percent for PWCS;
- Implementation of more Wellness programs; and
- Implementation of KRONOS time keeping system.

Critical 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 version.

Financial Section

HEALTH INSURANCE FUND 023

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1104 Director	151,866	157,987	162,727	167,121	1.00	175,654	1.00	8,533	0.00
1148 Specialist	206,848	202,368	213,376	219,138	4.00	230,100	4.00	10,962	0.00
1150 Secretarial/Bookkeeper	54,186	44,216	43,145	44,310	1.00	46,525	1.00	2,215	0.00
1200 Overtime	1,696	1,662	3,622	4,000		5,000		1,000	
1201 Straight Time	2,103	3,085	6,616	4,000		5,000		1,000	
1300 Temporary Employee	4,357	4,267	5,145	20,000		15,000		(5,000)	
2100 Social Security - FICA	28,653	27,115	28,258	35,081		36,511		1,430	
2210 Retirement - VRS	60,460	57,457	66,776	72,680		76,345		3,665	
2211 Retiree Health Care Credit	4,399	4,483	5,157	0		0		0	
2220 Retirement - PWCS	4,470	4,376	5,723	3,574		3,754		180	
2221 Defined Contribution Plan	1,318	3,957	1,706	0		0		0	
2222 ER Pay for Missed ICMA EE Contribution	0	0	4,130	0		0		0	
2300 Health Insurance - HMP	47,646	60,555	68,869	52,185		54,183		1,998	
2310 Short/Long Term Disability Premium	241	200	155	0		0		0	
2350 Health Insurance Claims	79,004,172	63,619,533	64,290,572	72,578,648		71,002,837		(1,575,811)	
2351 Dental Premium	5,122,693	0	0	0		0		0	
2352 Health Ins Admin Expense	3,933,852	4,755,065	4,224,742	6,964,538		7,444,627		480,089	
2353 Patient Ctrd Outcomes Research Fee	24,473	25,860	27,748	0		0		0	
2354 Transitional Reinsurance Fee	512,676	389,614	64,827	0		0		0	
2356 Flexible Admin Exp	36,924	42,619	44,036	40,000		40,000		0	
2357 Dental Claims Payments	0	4,911,571	5,876,130	5,125,716		5,887,408		761,692	
2358 Dental Administrative Fees	0	351,010	366,877	318,874		311,738		(7,136)	
2359 Prescription Drug Claims Payments	0	18,419,525	19,008,913	21,491,054		22,519,078		1,028,024	
2360 Prescription Drug Administrative Fees	0	269,729	197,245	228,000		137,756		(90,244)	
2400 Life Insurance - GLI	4,938	5,290	5,492	5,640		5,925		285	
2830 Admin. Assoc. Fees	0	0	0	750		750		0	
3100 Professional Services	20,000	0	0	150,000		150,000		0	
3107 Data Processing	0	0	0	1,000		1,000		0	
3109 Wcomp Admin	0	0	0	0		0		0	
3309 IBNR	1,205,604	(554,286)	0	0		0		0	
3310 OPEB Trust	0	1,000,000	1,000,000	1,800,000		1,800,000		0	
3401 Travel Reimbursement	0	0	0	2,000		2,000		0	
3402 Conference Expenses	7,850	11,275	4,132	7,500		7,500		0	
3502 Repair/Maint. - Equipment	101,410	160,691	112,377	6,180		6,180		0	
3700 In-Service Expenses	0	0	0	1,500		1,500		0	
3902 Printing Services	7,671	5,739	7,040	15,000		15,000		0	
4001 Office Supplies	1,807	14,368	9,818	15,000		15,000		0	
4008 Reference Materials	190	0	0	9,000		9,000		0	
4019 Food	797	545	553	1,750		1,750		0	
4410 Software Additional	0	0	280,020	136,500		136,500		0	
4510 General Equipment - Add'l.	0	400	803	500		500		0	
4550 General Equipment - Repl.	0	0	0	1,500		1,500		0	
5101 Equipment - Additional	3,358	0	3,417	7,500		7,500		0	
Totals	90,556,658	94,000,275	96,140,147	109,530,239	6.00	110,153,121	6.00	622,882	0.00

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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 465,784	339,841	219,116	138,617	114,305	114,305	169,305	199,555
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	6,177	0	993	1,766	0	0	0	0
Charges for services	500,000	512,797	537,500	550,000	550,000	550,000	550,000	550,000
Total funding sources	971,961	852,638	757,609	690,383	664,305	664,305	719,305	749,555
EXPENSES:	632,120	633,522	618,992	576,078	550,000	495,000	519,750	545,738
Excess of revenues over (under) expenses	339,841	219,116	138,617	114,305	114,305	169,305	199,555	203,817
NET POSITION, end of year	<u>\$ 339,841</u>	<u>219,116</u>	<u>138,617</u>	<u>114,305</u>	<u>114,305</u>	<u>169,305</u>	<u>199,555</u>	<u>203,817</u>

Financial Section

SCHOOL AGE CHILD CARE PROGRAM FUND 024

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1106 Supervisor	124,796	128,652	132,512	135,825	1.00	149,412	1.00	13,587	0.00
1107 Admin. Coordinator	107,264	113,095	116,489	0	0.00	0	0.00	0	0.00
1130 Social Worker	41,831	43,517	44,821	0	0.00	0	0.00	0	0.00
1148 Specialist	40,566	42,085	43,277	55,400	1.00	58,059	1.00	2,659	0.00
1200 Overtime	462	6,628	0	0		1,000		1,000	
1201 Straight Time	385	720	224	500		1,000		500	
1300 Temporary Employee	0	25	0	0		0		0	
2100 Social Security - FICA	23,417	24,257	24,745	14,667		16,025		1,358	
2210 Retirement - VRS	47,303	48,000	55,032	32,280		35,021		2,741	
2211 Retiree Health Care Credit	3,329	3,634	4,148	2,515		2,515		0	
2220 Retirement - PWCS	3,642	4,515	6,651	1,568		4,000		2,432	
2300 Health Insurance - HMP	19,445	25,114	25,640	23,635		17,900		(5,735)	
2400 Life Insurance - GLI	3,738	4,289	4,417	2,505		2,718		213	
2830 Admin. Assoc. Fees	0	79	0	200		200		0	
2840 Conf. Expenses-Admin	0	7,130	2,844	10,000		10,000		0	
3100 Professional Services	2,203	9,430	3,000	3,000		6,000		3,000	
3105 Consultant	10,635	0	0	0		0		0	
3109 Wcomp Admin	0	0	0	0		0		0	
3201 Telephone	1,885	880	807	1,000		2,000		1,000	
3401 Travel Reimbursement	4,775	3,076	2,510	2,000		2,000		0	
3402 Conference Expenses	7,000	2,567	0	5,000		5,000		0	
3504 Maint. Service Contract	4,500	4,300	3,345	3,300		4,000		700	
3902 Printing Services	6,271	3,169	2,977	3,200		6,000		2,800	
3912 Rental Space	130,000	130,000	130,000	255,000		130,000		(125,000)	
4001 Office Supplies	2,134	3,008	3,435	5,000		7,000		2,000	
4003 Custodial Supplies	0	1,098	893	2,000		5,000		3,000	
4009 Extra Curricular Supplies	0	0	0	0		5,000		5,000	
4010 Instructional Supplies	4,813	2,108	955	5,000		2,000		(3,000)	
4012 Emp. Training Supplies	3,331	90	417	5,000		3,000		(2,000)	
4016 Library Books	0	0	0	0		10,000		10,000	
4019 Food	0	2,429	2,086	5,000		10,000		5,000	
4310 Tech. Supply Equip. Addnl.	0	0	0	0		6,000		6,000	
4410 Software Additional	24,892	0	0	0		0		0	
4510 General Equipment - Add'l.	13,505	18,810	7,768	51,405		44,150		(7,255)	
8002 General Reserve	0	0	0	5,000		5,000		0	
Totals	632,120	632,706	618,993	630,000	2.00	550,000	2.00	(80,000)	0.00
Positions	3.30	3.30	3.30	2.00		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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 24 of the Executive Summary for further details on changes impacting the Regional School Special Education Program.

FUND STATEMENT Regional School Fund

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 3,746,201	3,746,201	3,937,409	3,951,291	4,006,964	4,006,964	4,060,857	4,113,913
FUNDING SOURCES:								
Intergovernmental:								
State	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Charges for services	45,876,125	47,701,557	38,191,140	25,415,275	46,787,026	23,890,359	23,173,648	22,478,439
Total funding sources	49,648,326	51,473,758	42,154,549	29,392,566	50,819,990	27,923,323	27,260,505	26,618,352
EXPENDITURES:	45,902,125	47,536,349	38,203,258	25,385,602	46,813,026	23,862,466	23,146,592	22,452,194
Excess of revenues over (under) expenditures	3,746,201	3,937,409	3,951,291	4,006,964	4,006,964	4,060,857	4,113,913	4,166,158
FUND BALANCES, end of year	\$ 3,746,201	3,937,409	3,951,291	4,006,964	4,006,964	4,060,857	4,113,913	4,166,158

Financial Section

REGIONAL SCHOOL PROGRAM FUND 025

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions
1106 Supervisor	121,761	126,670	130,469	133,992 1.00	140,833 1.00	6,841 0.00
1150 Secretarial/Bookkeeper	158,801	170,888	174,437	180,908 3.50	187,727 3.50	6,819 0.00
1200 Overtime	0	0	344	0	0	0
1201 Straight Time	130	0	381	0	0	0
2100 Social Security - FICA	20,334	21,168	22,000	24,090	25,135	1,045
2210 Retirement - VRS	41,287	43,309	49,600	53,155	55,461	2,306
2211 Retiree Health Care Credit	2,934	3,306	3,771	0	0	0
2220 Retirement - PWCS	2,659	2,761	2,861	2,588	2,694	106
2221 Defined Contribution Plan	222	357	440	0	0	0
2300 Health Insurance - HMP	32,983	37,304	38,456	38,922	39,953	1,031
2310 Short/Long Term Disability Premium	62	94	97	0	0	0
2400 Life Insurance - GLI	3,294	3,902	4,017	4,125	4,304	179
3109 Wcomp Admin	0	0	0	0	0	0
3401 Travel Reimbursement	35	0	104	500	500	0
3502 Repair/Maint. - Equipment	4,553	2,257	0	18,632	12,354	(6,278)
3903 Postage	13	10	25	50	50	0
3999 Other Contract Expenses	45,477,648	47,083,392	37,748,683	50,807,716	46,300,000	(4,507,716)
4001 Office Supplies	5,065	7,945	1,573	9,015	9,015	0
4310 Tech. Supply Equip. Addnl.	26,457	26,268	26,000	30,000	30,000	0
4350 Techn Supply/Equip Repl.	3,888	873	0	4,000	4,000	0
4510 General Equipment - Add'l.	0	0	0	1,000	1,000	0
Totals	45,902,125	47,530,503	38,203,258	51,308,693 4.50	46,813,026 4.50	(4,495,667) 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 2016 through 2019.

Projections for fiscal years 2021 through 2023 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 6% each year.

FUND STATEMENT Governor's School @ Innovation Park Fund

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$ 186,954	79,796	166,447	239,158	218,176	451,312	627,721	743,823
FUNDING SOURCES:								
Intergovernmental:								
State	335,976	303,156	350,255	317,459	353,321	356,854	360,423	364,027
Charges for services	429,862	622,593	617,481	632,806	884,155	884,155	884,155	884,155
Miscellaneous	1,850	2,688	6,386	2,843	0	0	0	0
Total funding sources	954,642	1,008,233	1,140,569	1,192,266	1,455,652	1,692,321	1,872,299	1,992,005
EXPENDITURES:	874,846	841,786	901,411	974,090	1,004,340	1,064,600	1,128,476	1,196,185
Excess of revenues over (under) expenditures	79,796	166,447	239,158	218,176	451,312	627,721	743,823	795,820
*FUND BALANCES, end of year	<u>\$ 79,796</u>	<u>166,447</u>	<u>239,158</u>	<u>218,176</u>	<u>451,312</u>	<u>627,721</u>	<u>743,823</u>	<u>795,820</u>

Financial Section

GOVERNOR'S SCHOOL@INNOVATION PARK FUND 027

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1111 Principal	96,119	112,543	115,919	119,398	1.00	126,422	1.00	7,024	0.00
1120 Teacher, Classroom	374,211	387,017	399,937	411,863	6.00	431,246	6.00	19,383	0.00
1150 Secretarial/Bookkeeper	30,152	31,335	32,242	33,181	1.00	35,097	1.00	1,916	0.00
1201 Straight Time	0	2,500	2,500	0		0		0	
1500 Substitute Teacher	6,889	4,302	3,408	7,500		7,500		0	
1600 Supplemental Pay	7,534	7,280	7,560	8,064		9,693		1,629	
2100 Social Security - FICA	37,931	40,285	41,315	44,371		46,662		2,291	
2210 Retirement - VRS	61,822	66,331	75,639	98,317		100,059		1,742	
2211 Retiree Health Care Credit	4,684	5,220	5,978	0		0		0	
2220 Retirement - PWCS	1,772	2,881	1,117	4,598		4,860		262	
2221 Defined Contribution Plan	1,937	2,606	3,670	0		0		0	
2300 Health Insurance - HMP	34,399	38,238	36,650	69,765		70,658		893	
2310 Short/Long Term Disability Premium	636	659	668	477		572		95	
2400 Life Insurance - GLI	5,259	6,160	6,366	7,345		7,765		420	
3109 Wcomp Admin	0	0	0	0		0		0	
3201 Telephone	0	648	470	600		600		0	
3401 Travel Reimbursement	1,331	6,000	7,972	8,500		8,500		0	
3402 Conference Expenses	2,819	4,711	9,902	5,500		10,000		4,500	
3450 Field Trips	619	2,345	1,019	3,000		3,200		200	
3902 Printing Services	5,310	424	138	600		600		0	
3999 Other Contract Expenses	7,924	7,532	8,279	11,291		9,700		(1,591)	
4001 Office Supplies	11,986	18,420	23,509	18,027		27,806		9,779	
4009 Extra Curricular Supplies	21,515	28,609	19,605	21,343		37,000		15,657	
4010 Instructional Supplies	101,062	28,290	35,948	37,400		37,400		0	
4011 Textbooks	6,212	11,451	33,275	57,200		3,000		(54,200)	
4310 Tech. Supply Equip. Addnl.	0	26,000	28,323	26,000		26,000		0	
4350 Techn Supply/Equip Repl.	52,725	0	0	0		0		0	
Totals	874,846	841,786	901,411	994,340	8.00	1,004,340	8.00	10,000	0.00
Positions	8.00	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 through 2019.

Projections for fiscal years 2021 through 2023 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 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$0	0	9,113,066	8,785,127	8,519,531	8,519,531	8,561,276	8,647,929
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	0	0	2,823	0	0	0	0
Charges for services	0	309,555	510,038	522,967	914,906	969,800	1,027,988	1,089,668
Total operating revenues	0	309,555	9,623,104	9,310,917	9,434,437	9,489,331	9,589,265	9,737,597
EXPENSES:	0	905,546	1,237,977	1,191,386	1,314,906	1,328,055	1,341,336	1,354,749
Excess of revenues over (under) expenses	0	(595,991)	8,385,127	8,119,531	8,119,531	8,161,276	8,247,929	8,382,848
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	0	500,000	400,000	400,000	400,000	400,000	400,000	400,000
Construction in Progress	0	9,209,057	0	0	0	0	0	0
Total other financing sources	0	9,709,057	400,000	400,000	400,000	400,000	400,000	400,000
NET POSITION, end of year	\$0	9,113,066	8,785,127	8,519,531	8,519,531	8,561,276	8,647,929	8,782,848

Note: Aquatics Center fund did not begin until fiscal year 2017.

Financial Section

AQUATICS CENTER FUND 028

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		FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget Positions	FY 2020 Approved Budget Positions	Increase/(Decrease) Budget Positions		
1107	Admin. Coordinator	0	151,790	229,230	239,828 3.00	251,826 3.00	11,998	0.00	
1150	Secretarial/Bookkeeper	0	47,654	51,080	52,510 1.00	55,085 1.00	2,575	0.00	
1190	Custodian	0	13,865	38,732	39,683 1.50	56,471 2.00	16,788	0.50	
1200	Overtime	0	1,295	6,374	3,903	6,826	2,923		
1201	Straight Time	0	185	1,049	200	500	300		
1300	Temporary Employee	0	203,255	288,131	353,228	339,484	(13,744)		
2100	Social Security - FICA	0	30,998	45,736	52,736	54,329	1,593		
2210	Retirement - VRS	0	25,979	43,575	56,046	59,772	3,726		
2211	Retiree Health Care Credit	0	2,194	3,473	0	0	0		
2220	Retirement - PWCS	0	475	540	2,689	2,945	256		
2221	Defined Contribution Plan	0	2,994	3,309	0	0	0		
2300	Health Insurance - HMP	0	32,479	35,733	40,242	43,558	3,316		
2310	Short/Long Term Disability Premium	0	282	368	0	0	0		
2400	Life Insurance - GLI	0	2,589	3,941	4,351	4,762	411		
3100	Professional Services	0	1,365	4,872	17,055	17,577	522		
3201	Telephone	0	1,237	2,214	2,400	2,400	0		
3202	Electric Service	0	58,591	116,913	150,000	150,000	0		
3203	Fuel	0	12,941	20,840	20,000	20,000	0		
3204	Water Service	0	5,157	8,367	15,000	15,000	0		
3205	Sewer Service	0	11,477	16,168	22,000	22,000	0		
3401	Travel Reimbursement	0	300	139	600	2,000	1,400		
3402	Conference Expenses	0	13	2,872	3,000	4,500	1,500		
3450	Field Trips	0	13,798	23,344	30,000	30,000	0		
3501	Repair/Maint. - Building	0	118	5,016	2,000	5,000	3,000		
3502	Repair/Maint. - Equipment	0	0	18,970	30,000	45,472	15,472		
3504	Maint. Service Contract	0	1,298	0	0	0	0		
3902	Printing Services	0	696	178	600	600	0		
3903	Postage	0	69	20	100	100	0		
3906	Advertising	0	905	942	5,000	5,000	0		
3918	Permits and Fees	0	1,255	627	500	500	0		
3932	Processing Fees	0	11,093	17,498	20,000	20,000	0		
4001	Office Supplies	0	8,924	3,400	5,000	5,000	0		
4002	Medical Supplies	0	2,302	788	2,000	2,000	0		
4003	Custodial Supplies	0	7,901	8,950	20,000	20,000	0		
4004	Repair/Maint. Supplies	0	27,750	22,438	35,000	35,000	0		
4007	Wearing Apparel	0	6,444	6,343	15,000	5,000	(10,000)		
4008	Reference Materials	0	680	0	500	1,000	500		
4010	Instructional Supplies	0	28,882	8,245	21,170	7,000	(14,170)		
4011	Textbooks	0	708	0	0	0	0		
4012	Emp. Training Supplies	0	3,675	5,905	10,000	5,000	(5,000)		
4013	Testing Materials	0	21	0	0	0	0		
4019	Food	0	456	331	1,000	1,000	0		
4023	Concession Food Purchased	0	2,675	846	0	1,000	1,000		
4150	Lease/Purchase Agree.	0	1,083	1,624	1,700	2,500	800		
4310	Tech. Supply Equip. Addnl.	0	3,930	3,451	1,000	1,000	0		
4450	Software - Replacement	0	468	1,303	1,500	2,000	500		
4510	General Equipment - Add'l.	0	18,755	1,215	500	500	0		
4550	General Equipment - Repl.	0	0	0	500	5,000	4,500		
4998	Sales Tax	0	0	22	0	200	200		
4999	Other Materials/Supplies	0	0	0	3,000	3,000	0		
6842	Merchandise for Resale	0	0	517	0	3,000	3,000		
	Totals	0	751,000	1,055,628	1,281,541 5.50	1,314,906 6.00	33,365	0.50	
	Positions	0.00	3.50	5.50	5.50	6.00			

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 prior fiscal year 2019.

Projections for fiscal years 2021 through 2023 are displayed to provide the school division and the community anticipated revenues and expenditures for these years.

FUND STATEMENT Imaging Center

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Beginning Balance	\$0	0	0	0	(48,799)	(48,799)	(36,089)	(9,906)
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	0	0	0	0	0	0	0
Charges for services	0	0	0	539,595	635,516	660,937	687,374	714,869
Total operating revenues	0	0	0	539,595	586,717	612,138	651,285	704,963
EXPENSES:	0	0	0	588,394	635,516	648,226	661,191	674,415
Excess of revenues over (under) expenses	0	0	0	(48,799)	(48,799)	(36,089)	(9,906)	30,548
NET POSITION, end of year	\$0	0	0	(48,799)	(48,799)	(36,089)	(9,906)	30,548

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.)

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	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved Budget	Positions	FY 2020 Approved Budget	Positions	Increase/(Decrease) Budget	Positions
1148 Specialist	305,644	317,654	284,923	296,838	4.00	311,086	4.00	14,248	0.00
1200 Overtime	2,529	1,318	654	0		0		0	
1201 Straight Time	792	209	880	0		0		0	
1300 Temporary Employee	13,570	11,709	21,186	20,000		20,000		0	
2100 Social Security - FICA	23,905	24,620	23,232	24,238		25,328		1,090	
2210 Retirement - VRS	27,569	20,616	18,321	24,578		16,791		(7,787)	
2211 Retiree Health Care Credit	673	699	621	0		0		0	
2220 Retirement - PWCS	4,805	4,993	2,827	0		1,750		1,750	
2300 Health Insurance - HMP	31,051	33,855	40,984	38,332		37,269		(1,063)	
2400 Life Insurance - GLI	3,637	4,161	3,698	4,300		4,076		(224)	
3504 Maint. Service Contract	47,801	58,449	71,722	95,000		95,000		0	
4020 Printing Supplies	94,975	124,740	136,683	106,000		124,216		18,216	
4150 Lease/Purchase Agree.	2,158	3,419	0	0		0		0	
5101 Equipment - Additional	1,876	0	4,553	0		0		0	
6900 Reimbursement Account	(523,487)	(556,871)	0	0		0		0	
Totals	37,497	49,573	610,283	609,286	4.00	635,516	4.00	26,230	0.00
Positions	4.00	4.00	4.00	4.00		4.00			

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.

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., Chairman At-Large

Babur B. Lateef, M.D., was elected to serve as Chairman At-Large on November 6, 2018. He previously served in an interim capacity after the Board appointed him to fill an unexpired term in April of 2018.

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.



Justin D. Wilk, Vice Chairman, 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 has served for three years on the Safe Schools Advisory Council and the Regional Special Education Board. Before his election, Mr. Wilk was formerly a member of the Prince William Association of Educators, the Prince William Federation of Teachers, and an appointed member of the county's Solid Waste Management Committee.

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 Principal Skyles Calhoun'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 currently works in Arlington for a company that works with students on college and career readiness. Mr. Wilk serves as the college and career advisor for a number of school districts in the Midwest, including schools in his native state, Michigan. He is married to Lori Spitzer-Wilk, a teacher at Forest Park High School. Together, they have two sons, Dominic and Jackson. Mr. Wilk is active with the local autism community, a member of PWC-SEPTA, and a member of Ashland Elementary School's Military Family Committee.



William J. Deutsch, Coles District

Willie Deutsch was elected in November of 2015 to represent 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.



Lillie G. Jessie, Occoquan District

Mrs. Jessie 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. She was elected by the School Board to serve as Vice Chairman in 2016 and again in 2017. Mrs. Jessie, a former teacher, supervisor, 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 Elizabeth Vaughan Elementary School. Under her leadership, Vaughan became a National Model Professional Learning School. It was nationally recognized for closing the gap.

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." Her latest publication is "The Ten Principal's Principles for High Performance in Diverse, Low-income Schools." 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 as many as 3000 in attendance. Speakers were invited to speak at the White House and Governor's Mansion. PWCAC celebrated the 29th Anniversary of this project this year (2019).

Mrs. Jessie has received numerous awards for her contributions to the educational community. Recently her name was added to the Prince William County Walk of Fame. 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 Psi Phi Fraternity. A new wing added to Vaughan Elementary School in 2009 is named for Mrs. Jessie.

Mrs. Jessie served as a 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.



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 Gravelly 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. Rachel is a 2008 graduate of Battlefield High School and a 2011 graduate of Virginia Wesleyan College. Rebekah is a 2011 graduate of Battlefield High School, a 2015 graduate of George Mason University, and is currently pursuing a master's degree at George Mason University. Matthew is a 2012 graduate of Battlefield High School and a senior at Virginia Tech. Mark is a junior at Battlefield High School.



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. He and his wife Michelle have had three sons attend Prince William County schools. All three boys attended Brentsville District High School. His son Cody graduated from Virginia Tech University in 2017 and is a 2nd LT in the United States Marine Corps and is currently stationed at Marine Corps Air Station, Beaufort, SC. Their youngest, Walker, graduated from Brentsville District High School in 2018 and is a student at Virginia Tech as well. 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. Mr. Trenum is currently a project manager and a senior systems engineer with Leidos, Inc. He has worked on various projects in the fields of national security, intelligence, and information systems for over 20 years.

Mr. Trenum served as an active duty US Navy officer for 12 years before transitioning to a civilian career. He continued to serve his country as a Navy Reservist, completing a one-year mobilization in Djibouti, Africa in 2016 and 2017. He recently retired from the Navy as a Commander with over 28 years of total service. 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 wife Michelle have been active in the Nokesville community and on various local issues for many years.



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 Chair of the board for the Governor's School @ Innovation Park. She also serves on the Joint CIP Committee comprised of both the Prince William County School Board and the Prince William County Board of Supervisors. 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 two sons who attend Prince William County Public Schools. 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 the elementary, middle, and high 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. She is also a member of Zeta Phi Beta Sorority, Inc.

Ms. Williams is employed by a private corporation in Washington, D.C. as a Corporate Administrator. 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.

2019 – 2020 School Year Calendar

2019			Teaching Days	Workday/ InService	Total Days
August	15-16	New Teacher Induction Program			
	19	All Teachers Report			
	19-23	Teacher Professional Development/Workday			
	26	School Begins			
	30	Labor Day Weekend Holiday (All schools and offices closed)			
		August Totals	4	7	11
September	2	Labor Day Holiday			
		September Totals	20	0	20
October	14	Divisionwide Professional Learning Day – ES/MS/HS Closed			
		October Totals	22	1	23
November	4	Teacher Professional Development/Workday – ES/MS/HS Closed			
	5	Elementary Parent/Teacher Conference Day – ES Closed			
	5	Teacher Professional Development/Workday/Conference Day – MS/HS Closed			
	11	Veteran's Day Holiday (Observed)			
	27-29	Thanksgiving Break			
		November Totals	15	2	17
December	23-31	Winter Break for Students/Teachers			
		December Totals	15	0	15
2020					
January	1-3	Winter Break for Students/Teachers			
	6	School Reopens			
	20	Martin L. King Holiday			
	24	Elementary Parent/Teacher Conference Day (1/2 day)			
	27	Teacher Workday – ES/MS/HS Closed			
		January Totals	18	1	19
February	17	President's Day Holiday			
		February Totals	19	0	19
March	30	Teacher Professional Development/Workday			
		March Totals	21	0	21
April	6-10	Spring Break for Students/Teachers			
	13	Teacher Professional Development/Workday – ES/MS/HS Closed			
		April Totals	16	1	17
May	25	Memorial Day Holiday			
		May Totals	22	0	22
June	12	Last Day of School			
	15	Teacher Professional Development/Workday– ES/MS/HS			
		June Totals	10	1	11
		Year Totals	182	13	195

Enrollment Statistics

School	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
Elementary Schools								
Alvey Elementary	676	685	688	660	613	630	631	634
Antietam Elementary	635	650	660	643	828	840	842	845
Ashland Elementary	969	800	780	820	800	803	808	812
Bel Air Elementary	586	540	400	393	386	378	379	382
Belmont Elementary	448	432	447	462	506	520	535	547
Bennett Elementary	686	685	668	668	676	689	696	708
Bristow Run Elementary	657	676	663	657	645	634	634	637
Buckland Mills Elementary	688	667	651	670	649	652	655	668
Cedar Point Elementary	622	562	569	541	517	535	536	538
Chris Yung Elementary	660	697	650	661	744	774	784	789
Coles Elementary	507	456	419	408	388	391	394	394
Covington-Harper Elementary	0	0	543	632	679	678	766	881
Dale City Elementary	440	452	446	430	428	435	436	437
Dumfries Elementary	530	513	439	420	420	418	418	418
Ellis Elementary	620	588	565	523	542	528	531	536
Enterprise Elementary	484	401	422	377	367	379	380	382
Featherstone Elementary	574	592	505	489	493	508	510	509
Fitzgerald Elementary	837	872	810	814	831	871	892	911
Glenkirk Elementary	745	760	760	764	749	747	747	754
Gravely Elementary	764	759	779	795	797	800	810	820
Haymarket Elementary	686	770	825	887	909	880	885	893
Henderson Elementary	596	628	813	821	843	835	838	841
Jenkins Elementary	0	0	0	0	557	537	544	555
Kerrydale Elementary	508	511	469	452	350	336	337	339
Kilby Elementary	412	436	709	757	577	557	559	573
King Elementary	509	410	400	423	450	445	452	461
Lake Ridge Elementary	605	589	588	573	670	675	676	681
Leesylvania Elementary	783	771	779	745	731	730	731	734
Loch Lomond Elementary	531	556	544	507	515	509	512	520
Marshall Elementary	615	652	648	665	649	667	668	671
Marumsco Hills Elementary	767	828	636	645	578	578	586	619
McAuliffe Elementary	461	448	443	422	415	425	426	425
Minnieville Elementary	626	516	509	530	550	518	520	526
Montclair Elementary	603	581	589	629	647	644	646	652
Mountain View Elementary	573	578	584	541	517	527	529	535
Mullen Elementary	704	730	754	738	755	765	767	766
Neabsco Elementary	570	590	808	695	697	700	701	703

Informational Section

Enrollment Statistics

School	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
The Nokesville School	536	560	619	624	625	660	670	677
Occoquan Elementary	633	612	631	640	649	645	649	660
Old Bridge Elementary	733	720	735	728	464	462	463	466
Parks Elementary	792	748	717	697	690	644	644	648
Pattie Elementary	709	698	705	697	706	725	729	733
Penn Elementary	801	823	854	866	634	650	670	683
Pennington School	405	408	408	405	405	405	405	405
Piney Branch Elementary	757	809	810	806	792	807	810	812
Porter School	418	418	419	419	420	420	420	420
Potomac View Elementary	836	843	693	649	529	559	568	581
River Oaks Elementary	768	737	686	651	653	672	673	672
Rockledge Elementary	632	625	630	626	524	533	534	547
Signal Hill Elementary	690	717	744	720	702	722	728	733
Sinclair Elementary	741	757	728	735	731	715	717	720
Springwoods Elementary	705	732	709	664	893	881	882	886
Sudley Elementary	702	698	687	672	667	671	673	676
T. Clay Wood Elementary	926	931	900	915	899	915	916	918
Swans Creek Elementary	737	783	673	672	671	666	675	685
Triangle Elementary	783	775	779	777	776	757	762	767
Tyler Elementary	517	518	502	461	449	443	446	451
Vaughan Elementary	795	801	627	606	563	552	553	556
Victory Elementary	708	656	686	647	706	751	766	770
West Gate Elementary	543	534	522	489	487	493	494	495
Westridge Elementary	737	760	746	711	677	703	705	706
Williams Elementary	981	1,069	747	726	707	734	735	737
Wilson Elementary	0	640	742	880	879	875	885	897
Yorkshire Elementary	808	816	821	770	772	806	824	841
Total Elementary	40,070	40,569	40,482	40,110	40,152	40,421	40,767	41,253

Middle Schools

Benton Middle School	1,341	1,381	1,425	1,433	1,400	1,280	1,266	1,216
Beville Middle School	1,087	1,088	1,121	1,061	1,101	1,082	1,115	1,109
Bull Run Middle School	1,196	1,194	1,166	1,194	1,222	1,253	1,192	1,167
Gainesville Middle School	1,381	1,385	1,436	1,422	1,446	1,487	1,437	1,469
Graham Park Middle School	1,015	1,042	1,034	1,019	1,006	1,049	1,048	1,062
Hampton Middle School	1,094	1,050	1,087	1,046	1,073	1,085	1,069	1,099
Lake Ridge Middle School	1,220	1,220	1,275	1,381	1,435	1,446	1,414	1,398
Lynn Middle School	1,035	1,043	1,080	1,195	1,327	1,341	1,352	1,337
Marsteller Middle School	1,297	1,334	1,344	1,303	1,268	1,235	1,184	1,142
The Nokesville School	329	341	368	380	367	359	338	339
Parkside Middle School	1,224	1,212	1,313	1,411	1,519	1,543	1,533	1,528

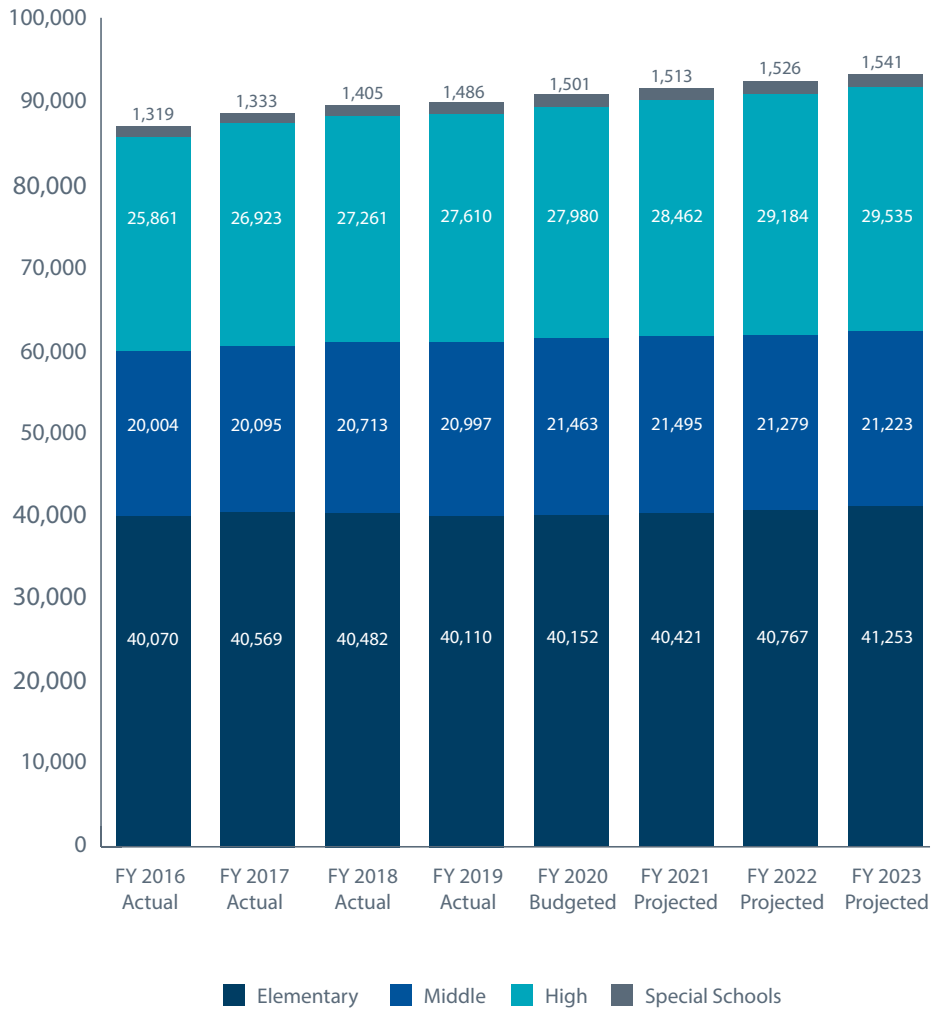
Informational Section

Enrollment Statistics

School	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
Pennington School	243	235	235	246	243	243	243	243
Porter School	267	266	264	262	252	252	252	252
Potomac Middle School	1,183	1,185	1,253	1,249	1,283	1,280	1,349	1,384
Reagan Middle School	1,281	1,256	1,383	1,389	1,429	1,381	1,363	1,329
Rippon Middle School	1,187	1,246	1,289	1,303	1,372	1,364	1,426	1,457
Saunders Middle School	1,159	1,159	1,168	1,201	1,205	1,230	1,127	1,084
Stonewall Middle School	1,171	1,097	1,112	1,167	1,186	1,249	1,252	1,300
Woodbridge Middle School	1,294	1,360	1,360	1,335	1,321	1,328	1,311	1,298
Total Middle	20,004	20,095	20,713	20,997	21,463	21,495	21,279	21,223
High Schools								
Battlefield High School	2,698	2,899	2,941	3,006	3,052	2,972	2,279	2,024
Brentsville High School	1,113	1,050	1,023	1,001	992	1,031	1,070	1,066
Colgan High School	0	1,541	2,250	2,542	2,622	2,696	2,616	2,596
Forest Park High School	2,227	2,163	2,165	2,197	2,293	2,347	2,446	2,427
Freedom High School	2,086	2,228	2,258	2,159	2,123	2,213	2,242	2,409
Gar-Field High School	2,527	2,515	2,403	2,311	2,207	2,174	2,161	2,202
Hylton High School	2,436	2,298	2,263	2,269	2,231	2,245	2,284	2,188
Osborn Park High School	2,804	2,278	2,173	2,357	2,510	2,671	3,063	3,163
Patriot High School	2,766	2,747	2,688	2,678	2,712	2,691	2,092	1,859
Potomac High School	1,886	1,995	1,961	1,913	1,880	1,887	1,921	2,071
Stonewall Jackson High School	2,444	2,560	2,554	2,475	2,644	2,676	2,125	1,966
Woodbridge High School	2,874	2,651	2,583	2,703	2,715	2,857	2,974	3,045
13th High School	0	0	0	0	0	0	1,911	2,520
Total High	25,861	26,923	27,261	27,610	27,980	28,462	29,184	29,535
Special Schools								
Child-Find	90	95	92	110	110	112	112	114
PACE (East)	109	87	88	0	0	0	0	0
New Directions Alternative	459	471	457	0	0	0	0	0
New Dominion Alternative	71	52	47	0	0	0	0	0
Independence Nontraditional School	0	0	0	586	586	588	590	590
PACE (West)	82	88	82	78	79	79	82	83
Special Education Private Facility	0	0	94	142	163	166	168	173
School-based Preschool	379	410	412	444	398	402	405	408
TJHS Regional Magnet	63	69	75	75	75	75	75	75
Washington-Reid Preschool	0	0	0	0	89	91	94	98
Woodbine Preschool	65	61	58	51	0	0	0	0
Total Special	1,319	1,333	1,405	1,486	1,500	1,513	1,526	1,541
Division Total	87,253	88,920	89,861	90,203	91,095	91,891	92,756	93,552

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.

The amount of new housing growth is fairly consistent with housing forecasts used for projecting population in PWC for the Metropolitan Washington Council of Governments (MWCOC). The spatial distribution of new housing throughout PWC is determined by two factors. First, residential projects in the inventory pipeline guide where residential development is most likely to occur. Second, locations where additional housing-unit density is permitted in accordance with current zoning are utilized to guide where future, new housing is most likely to be constructed. These processes described are similar in spirit to the Build-out Analysis produced by the Planning Office in PWC Government, but differs by only considering the current zoning's maximum residential development potential or, in other words, the maximum number of housing units that could exist on the property without undergoing rezoning.

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 7th grade cohort of Current Year.

2. Progression Ratio =

$$(4,024 + 4,184 + 4,525) / (3,888 + 4,066 + 4,348) = 1.0350$$

3. Forecasted $7^{\text{th}}_{\text{Year}(+1)}$ 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	829,387,544	82,680,409	61,405,210	64,735,122		48,588,406	47,624,761		1,134,421,452
004								106,159,888	106,159,888
007						87,039,323			87,039,323
010					51,595,000				51,595,000
015					5,000,000				5,000,000
018					1,755,200				1,755,200
020		635,516							635,516
022					5,627,478				5,627,478
023					110,153,121				110,153,121
024					550,000				550,000
025	46,813,026								46,813,026
027	1,004,340								1,004,340
028						1,314,906			1,314,906
Total	877,204,910	83,315,925	61,405,210	64,735,122	174,680,799	136,942,635	47,624,761	106,159,888	1,552,069,250

The Virginia General Assembly approved these state categories for expenditure budgeting and reporting.

The total budget amount as shown above of \$1,552,069,250 includes interfund transfers of \$35,879,655. Interfund transfers include budgeted amounts that appear in more than one fund for the same purpose.

Budget by State Category	FY 2020	FY 2019	FY 2018
Instruction	56.5%	56.4%	50.2%
Admin/Health/Attend.	5.4%	5.1%	1.9%
Pupil Transportation	4.0%	4.1%	3.8%
Operations/Maintenance	4.2%	4.1%	5.2%
Food Serv/Non-Instr.	11.2%	11.6%	9.9%
Facilities	8.8%	8.8%	19.8%
Technology	3.1%	2.8%	2.9%
Debt Service	6.8%	7.1%	6.0%
Contingency Reserves	0.0%	0.0%	0.3%
Totals	100.0%	100.0%	100.0%

	Budget by Fund Total	FY 2020	FY 2019	FY 2018
001	Operating Fund	73.1%	71.9%	62.2%
004	Debt Service Fund	6.9%	7.1%	6.0%
007	Construction Fund	5.6%	5.8%	18.9%
010	Food Services Fund	3.3%	3.5%	3.0%
015	Distribution Center Fund	0.3%	0.3%	0.3%
018	Facilities Use Fund	0.1%	0.1%	0.1%
020	Imaging Center Fund	0.0%	0.0%	0.0%
022	Self-Insurance Fund	0.4%	0.4%	0.3%
023	Health Insurance Fund	7.1%	7.3%	5.9%
024	SACC Program Fund	0.0%	0.0%	0.0%
025	Special Education Regional Fund	3.0%	3.4%	3.1%
027	Governors School @ Innovation Park Fund	0.1%	0.1%	0.1%
028	Aquatics Center Fund	0.1%	0.1%	0.1%
	Totals	100.0%	100.0%	100.0%

MOTION: PRINCIPI

**April 30, 2019
Regular Meeting
Res. No. 19-223**

SECOND: CADDIGAN

RE: BUDGET AND APPROPRIATE FISCAL YEAR 2020 SCHOOL BUDGET

ACTION: APPROVED

WHEREAS, Prince William County Schools held a duly advertised public hearing on March 6, 2019, on the Schools Fiscal Year 2020 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 2020 Proposed Budget and Capital Improvement Program for consideration by the Prince William Board of County Supervisors on April 2, 2019; and

WHEREAS, the public hearing regarding the Fiscal Year 2020 Budget was duly advertised on March 6 and 13, 2019, and held on April 9, 2019; 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 \$607,264,096; cable television capital grant revenue of \$847,290; class size reduction grant of \$1,000,000; 13th high school debt service support of \$870,013, and School security pilot program of \$500,000; and

WHEREAS, the school division budget is supported by an additional County general fund transfer of \$1,259,145 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 \$611,740,544;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors hereby budgets and appropriates the following Fiscal Year 2020 School Division budget by fund (lump sum) total as follows:

April 30, 2019
Regular Meeting
Res. No. 19-223
Page Two

<u>Description</u>	<u>Amount</u>
Operating Fund	\$ 1,134,421,452
Debt Service Fund	\$ 106,159,888
Construction Fund	\$ 87,039,323
Food Service Fund	\$ 51,595,000
Distribution Center Fund	\$ 5,000,000
Facilities Use Fund	\$ 1,755,200
Imaging Center Fund	\$ 635,516
Self-Insurance Fund	\$ 5,627,478
Health Insurance Fund	\$ 110,153,121
Regional School Fund	\$ 46,813,026
Governor's School @ Innovation Park	\$ 1,004,340
Aquatics Center	\$ 1,314,906
School Age Child Care Program Fund	\$ 550,000
All Funds Total	\$ 1,552,069,250

BE IT FURTHER RESOLVED that the Prince William Board of County Supervisors hereby approves the following Fiscal Year 2020 School Division budget by state category as follows:

<u>Description</u>	<u>Amount</u>
Instruction	\$ 877,204,910
Administration, Health & Attendance	\$ 83,315,925
Pupil Transportation	\$ 61,405,210
Operations and Maintenance	\$ 64,735,122
Food Services and Non-Instructional Funds	\$ 174,680,799
Facilities	\$ 136,942,635
Technology	\$ 47,624,761
Debt Service	\$ 106,159,888
Total	\$ 1,552,069,250

BE IT FURTHER RESOLVED that adjustments between amounts budgeted within specific funding categories 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 hereby authorizes the School Division to retain unexpended Fiscal Year 2019 funds to support the Fiscal Year 2020 school budget;

April 30, 2019
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Res. No. 19-223
Page Three

BE IT FURTHER RESOLVED that the Prince William Board of County Supervisors hereby authorizes the administrative adjustment of the adopted budgets to conform to defined program and internal service fund structures.

Votes:

Ayes: Anderson, Angry, Caddigan, Candland, 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: Andrea Madden
Clerk to the Board

Tuition Rates for the 2019-20 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	\$6,336*	\$12,453

* 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		\$24,292
Moderate Cognitive Impairment (MOCI)		\$18,855
Mild Cognitive Impairment (MICI)		\$18,855
Orthopedically Impaired		\$18,855
Seriously Emotionally Disturbed		\$18,471
Learning Disabled		\$18,471
Regular Education (85%) (county funding)		\$5,386
Transportation Costs		
Regular		\$410
Special		\$9,830
Additional (Resource) Programs		
Emotionally Disturbed		\$11,721
Learning Disabled		\$8,740
Visually Impaired		\$20,229
Speech		\$3,837
Occupational Therapy		\$7,083
Physical Therapy		\$6,769
Attendant Required		\$8,355
Adapted Physical Education		\$1,517

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 \$6,117 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. 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 ensure 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 ensure 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

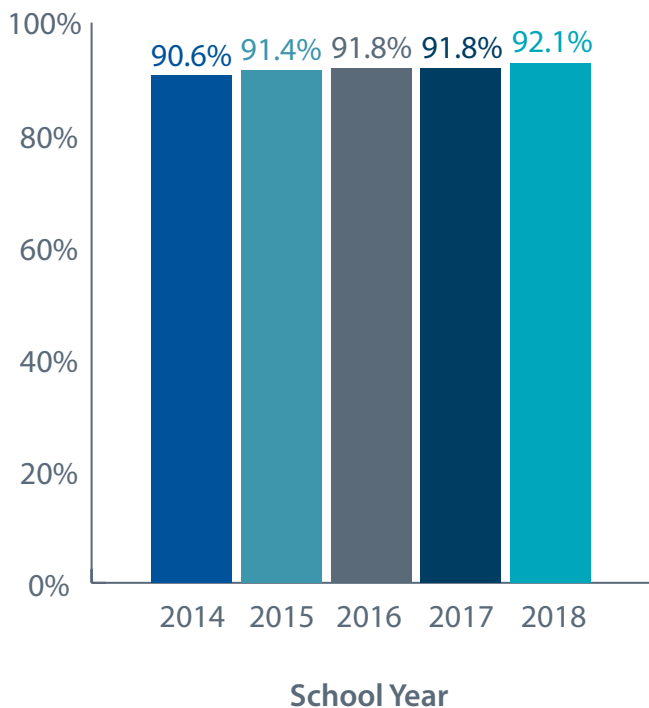
School and central office department plans and budgets and the School Division's budget shall reflect the Strategic Plan. Divisionwide goals, objectives and performance measures are included in the Strategic Plan. Associate superintendents review plans and budgets to ensure alignment and compliance with 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.

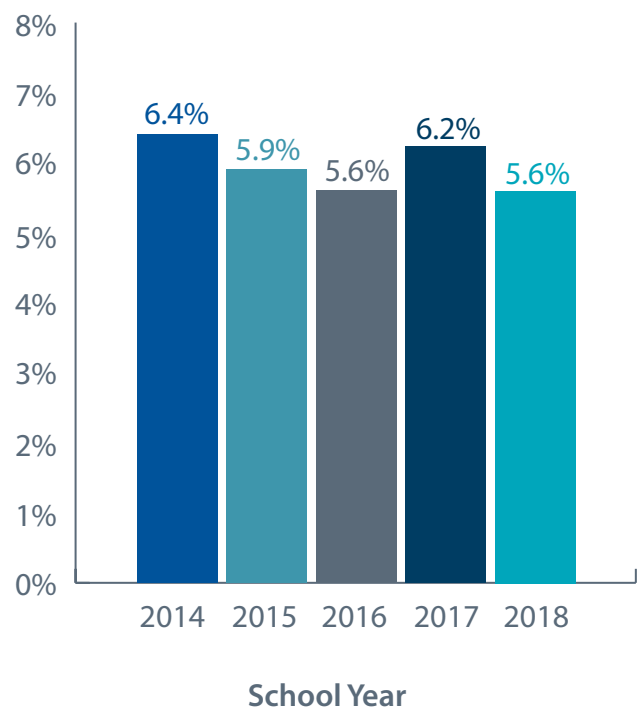
Conclusion

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 Indicator		2016-2017		2017-2018		2018-2019	
		Target	Actual*	Target	Actual*	Target	Actual*
1.1.02a.01	All student reading scores will meet or exceed all VDOE Federal Accountability targets.		80		79		79
1.1.02a.02	All asian student reading scores will meet or exceed all VDOE Federal Accountability targets.		89		87		87
1.1.02a.03	All black student reading scores will meet or exceed all VDOE Federal Accountability targets.		75		76		76
1.1.02a.04	All hispanic student reading scores will meet or exceed all VDOE Federal Accountability targets.		71		69		69
1.1.02a.05	All white student reading scores will meet or exceed all VDOE Federal Accountability targets.		90		89		89
1.1.02a.06	All special education student reading scores will meet or exceed all VDOE Federal Accountability targets.		52		51		53
1.1.02a.07	All economically disadvantaged student reading scores will meet or exceed all VDOE Federal Accountability targets.		69		68		68
1.1.02a.08	All English learner student reading scores will meet or exceed all VDOE Federal Accountability targets.		65		39		39
1.1.02a.09	All student math scores will meet or exceed all VDOE Federal Accountability targets.		79		76		83
1.1.02a.10	All asian student math scores will meet or exceed all VDOE Federal Accountability targets.		91		89		92
1.1.02a.11	All black student math scores will meet or exceed all VDOE Federal Accountability targets.		71		69		78
1.1.02a.12	All hispanic student math scores will meet or exceed all VDOE Federal Accountability targets.		71		67		76
1.1.02a.13	All white student math scores will meet or exceed all VDOE Federal Accountability targets.		88		86		90
1.1.02a.14	All special education student math scores will meet or exceed all VDOE Federal Accountability targets.		48		47		57
1.1.02a.15	All economically disadvantaged student math scores will meet or exceed all VDOE Federal Accountability targets.		68		65		74
1.1.02a.16	All English learner student math scores will meet or exceed all VDOE Federal Accountability targets.		67		49		61
1.1.02b.01	Each year, pass rates on state assessment reading tests for all students will increase over the previous year.	81	80	81	79	80	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	87	88	87
1.1.02b.03	Each year, pass rates on state assessment reading tests for black students will increase over the previous year.	75	75	76	76	77	76
1.1.02b.04	Each year, pass rates on state assessment reading tests for hispanic students will increase over the previous year.	72	71	72	69	70	69
1.1.02b.05	Each year, pass rates on state assessment reading tests for white students will increase over the previous year.	90	90	91	89	90	89
1.1.02b.06	Each year, pass rates on state assessment reading tests for special education students will increase over the previous year.	50	52	53	51	52	53
1.1.02b.07	Each year, pass rates on state assessment reading tests for economically disadvantaged students will increase over the previous year.	70	69	70	68	69	68
1.1.02b.08	Each year, pass rates on state assessment reading tests for English learner students will increase over the previous year.	62	65	66	39	40	39
1.1.02b.09	Each year, pass rates on state assessment math tests for all students will increase over the previous year.	80	79	80	76	77	83
1.1.02b.10	Each year, pass rates on state assessment math tests for asian students will increase over the previous year.	92	91	92	89	90	92
1.1.02b.11	Each year, pass rates on state assessment math tests for black students will increase over the previous year.	72	71	72	69	70	78
1.1.02b.12	Each year, pass rates on state assessment math tests for hispanic students will increase over the previous year.	72	71	72	67	68	76
1.1.02b.13	Each year, pass rates on state assessment math tests for white students will increase over the previous year.	89	88	89	86	87	90
1.1.02b.14	Each year, pass rates on state assessment math tests for special education students will increase over the previous year.	49	48	49	47	48	57
1.1.02b.15	Each year, pass rates on state assessment math tests for economically disadvantaged students will increase over the previous year.	70	68	69	65	66	74
1.1.02b.16	Each year, pass rates on state assessment math tests for English learner students will increase over the previous year.	66	67	68	49	50	61
1.1.03a	Percent of students taking the Virginia SOL Reading tests scoring at the advanced level.	19	19	20	17	18	16
1.1.03b	Percent of students taking the Virginia SOL Math tests scoring at the advanced level.	18	17	18	16	17	16
1.1.03c	Percent of students taking the Virginia SOL History tests scoring at the advanced level.	27	28	29	26	27	25
1.1.03d	Percent of students taking the Virginia SOL Science tests scoring at the advanced level.	16	15	16	14	15	17

*Results are preliminary.

SCHOOL-BASED PERFORMANCE RESULTS*

School_Year	Indicator	2016-2017		2017-2018		2018-2019	
		Target	Actual*	Target	Actual*	Target	Actual*
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.	36	35	36	34	35	TBD
1.1.05a	SAT composite scores will meet or exceed national average.	1,044	1,097		1,100		TBD
1.1.05b	SAT composite scores will meet or exceed state average.	1,095	1,097		1,100		TBD
1.1.05c	ACT composite scores will meet or exceed national average.	21	23		23		TBD
1.1.05d	ACT composite scores will meet or exceed state average.	24	23		23		TBD
1.1.06a	The Average Daily Attendance (ADA) for individual schools and the Division will be at least 95%.	95	94	95	95	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.	8	11	12	17	18	TBD
1.1.10a	The percentage of all graduates earning an Advanced Studies Diploma will increase over the prior year.	52	52	53	50	51	TBD
1.1.10b	The percentage of black graduates earning an Advanced Studies Diploma will increase over the prior year.	43	43	44	42	43	TBD
1.1.10c	The percentage of hispanic graduates earning an Advanced Studies Diploma will increase over the prior year.	38	36	37	37	38	TBD
1.1.10d	The percentage of white graduates earning an Advanced Studies Diploma will increase over the prior year.	64	65	66	62	63	TBD
1.1.10e	The percentage of economically disadvantaged graduates earning an Advanced Studies Diploma will increase over the prior year.	36	34	35	34	35	TBD
1.1.10f	The percentage of English learner graduates earning an Advanced Studies Diploma will increase over the prior year.	14	21	22	18	19	TBD
1.1.10g	The percentage of special education graduates earning an Advanced Studies Diploma will increase over the prior year.	9	6	7	7	8	TBD
1.2.01a.1	The participation of economically disadvantaged grades 4-5 students in gifted programs will increase.	9	9	10	9	10	10
1.2.01a.2	The participation of minority grades 4-5 students in gifted programs will increase.	15	15	16	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	4	5	4
1.2.01a.4	The participation of English learner students grades 4-5 in gifted programs will increase.	7	10	11	9	10	10
1.2.01b.1	The participation of economically disadvantaged students grades 6-8 in gifted programs will increase.	9	9	10	10	11	10
1.2.01b.2	The participation of minority students grades 6-8 in gifted programs will increase.	15	14	15	15	16	16
1.2.01b.3	The participation of students in grades 6-8 with disabilities in gifted programs will increase.	5	4	5	4	5	4
1.2.01b.4	The participation of English learner students grades 6-8 in gifted programs will increase.	2	5	6	6	7	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.	74	74	75	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	76	77	76	77	76
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.	68	68	69	68	69	67
1.2.02a	The over-classification of economically disadvantaged students as students with disabilities as a result of inappropriate identification will decrease.	10	12	11	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.	10	11	10	12	11	12
1.2.02c	The over-classification of black students as students with disabilities as a result of inappropriate identification will decrease.	12	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	10	9	10	9	11
1.2.02e	The over-classification of white students as students with disabilities as a result of inappropriate identification will decrease.	9	10	9	10	9	11
2.2.01a	Increase positive behavior supports such that the disproportionate numbers of discipline referrals for economically disadvantaged students will decrease Divisionwide.	15	18	17	16	15	15

*Results are preliminary.

SCHOOL-BASED PERFORMANCE RESULTS*

School_Year	Indicator	2016-2017		2017-2018		2018-2019	
		Target	Actual*	Target	Actual*	Target	Actual*
2.2.01b.	Increase positive behavior supports such that the disproportionate numbers of discipline referrals for English learner students will decrease Divisionwide.	10	13	12	12	11	11
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	21	20	19
2.2.01d.	Increase positive behavior supports such that the disproportionate numbers of discipline referrals for black students will decrease Divisionwide.	20	22	21	20	19	19
2.2.01e.	Increase positive behavior supports such that the disproportionate numbers of discipline referrals for hispanic students will decrease Divisionwide.	12	15	14	14	13	13
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	8
2.2.02b.	The percentage of students who are chronically absent (miss more than 10 days in a given school year) will decrease.	25	31	30	29	28	27
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	80	81	78	79	77
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.	85	85	86	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.	95	93	94	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	87	88	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.	82	81	82	81	n/a	N/A
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	96
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.	91	89	90	90	91	91
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.	77	76	77	75	n/a	N/A
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	90	91	89	90	86
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.	90	92	93	92	93	93
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.	86	85	86	84	85	81
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.	92	90	91	90	n/a	N/A
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	89
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	92	93	93

*Results are preliminary.

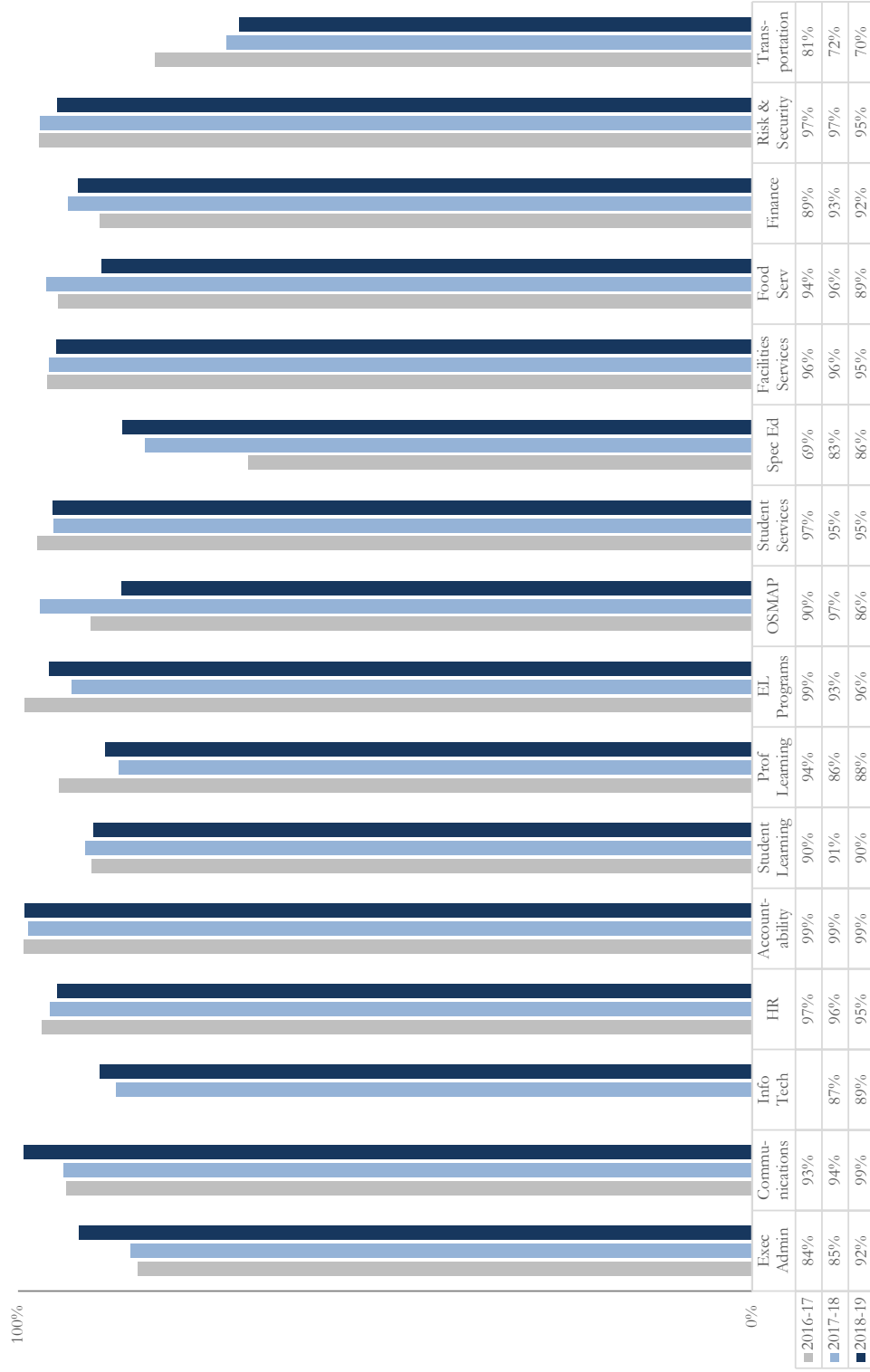
SCHOOL-BASED PERFORMANCE RESULTS*

School_Year Indicator	2015-2016				2016-2017		2017-2018	
	Target	Actual	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	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	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	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	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	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	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	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	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	91	92	92

*Results are preliminary



Overall Satisfaction 3 Year Comparison (Excellent & Good percentage)



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	2015	2016	2017	2018	2019
Outcome	91%	93%	94%	94%	96%

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	2015	2016	2017	2018	2019
Outcome	81%	82%	83%	83%	75%

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	2015	2016	2017	2018	2019
Outcome	94%	99%*	99%*	92%*	97%*
*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	2015	2016	2017	2018	2019
Outcome	99%	99%	98%	99%	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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
Outcome	99.9%	99.9%	99.69%	99.7%	99.9%

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	2015	2016	2017	2018	2019
Outcome	87.85%	86.00%	86.27%	86.77%	86.7%

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	2015	2016	2017	2018	2019
Outcome	99.9%	100%	100%	99.9%	97.9%

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	2015	2016	2017	2018	2019
Outcome	97.42%	96.72% ¹	96.74% ²	96.71%	96.64%

¹Date reported April 12, 2016

²Data 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	2015	2016	2017	2018	2019
Outcome					
Percentage Minority Employees	32.2% ¹	32.9% ³	33.9% ⁵	34.3% ⁷	35.6% ⁹
Percentage Minority in Community	56.6% ²	58.5% ⁴	59.6% ⁶	60.7% ⁸	61.6% ¹⁰
Percentage Compliance	56.9%	56.2%	56.9%	56.5%	57.7%

¹Data reported by Office of Accountability, June 2015.

²U.S. Census Bureau: State & County QuickFacts (2014-Updated May 29, 2015).

³Data reported by Office of Accountability, July 2016 (Data as of June 30, 2016).

⁴U. S. Census Bureau: Quick Facts “Prince William County, Virginia.” Accessed July 6, 2016. (Data updated as of July 1, 2015).

⁵Data reported by Office of Accountability, July 2017 (Data as of June 30, 2017).

⁶U. S. Census Bureau: Quick Facts “Prince William County, Virginia.” Accessed July 5, 2017. (Data updated as of July 1, 2016).

⁷Data reported by Office of Accountability, July 2018 (Data as of June 30, 2018).

⁸U. S. Census Bureau: Quick Facts “Prince William County, Virginia.” Accessed July 13, 2018. (Data updated as of July 1, 2017).

⁹Data reported by Office of Accountability, July 2018 (Data as of June 30, 2019).

¹⁰U. S. Census Bureau: QuickFacts “Prince William County, Virginia.” Accessed July 25, 2019. (Data updated as of July 1, 2018).

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	2015	2016	2017	2018	2019
Outcome	99.986%	99.921%	99.927%	99.930%	99.837%

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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
Outcome	98%	99%	99%	100%	99%

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	2015	2016	2017	2018	2019
Outcome	91%	92%	92%	90%	88%

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	2015	2016	2017	2018	2019
Outcome	.59%	.58%	.66%	.71%	.79%

Accountability

Test Administration – Strategic Plan Goal 1

Objective:	To have a test irregularity rate of less than 1 percent of all testing records within the Virginia Assessment Program (Standards of Learning, alternate, and alternative tests administered in summer, fall, and spring of each year).
Output:	Total number of test records and total number of irregularities.
Efficiency:	Calculate rate of irregularities.
Quality:	Conduct analysis of the types of irregularities and provide training to reduce irregularities.
Outcome:	Report rate of irregularities.

Fiscal Year	2015	2016	2017	2018	2019
Outcome:					
Number of Tests Administered	203,774	209,225	209,244	214,323	199,087
Number of Irregularities	779	563	687	789	591
Irregularity Rate	0.4%	0.3%	0.3%	0.4%	0.3%

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	2015	2016	2017	2018	2019
Outcome:					
Number of Reports:	96	98	103	132	132
Completed:	96	98	103	132	132
Accuracy:	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	2015	2016	2017	2018	2019
Outcome:					
Claim Frequency:	758	976	793	770	889
Claims Cost:	\$2,175,166	\$2,193,759	\$1,629,805	\$1,905,707	\$1,706,617
% Compliance:	Frequency: 100% Cost: 83%	Frequency: 100% Cost: 91%	Frequency: 100% Cost: 100%	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	2015	2016	2017	2018	2019
Outcome:					
Claim Frequency:	37	34	35	29	32
Claims Cost:	\$51,771	\$102,470	\$120,815	\$75,858	\$136,500
% 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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
Outcome	73%	73%	76%	76%	75%

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	2015	2016	2017	2018	2019
Outcome	84.0%	78.4%	88.0%	85.0%	88.0%

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	2015	2016	2017	2018	2019
Outcome	88.0%	89.0%	87.8%	85.1%	83.7%

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	2015	2016	2017	2018	2019
Outcome:					
Technical:	14.4%	27.5%	21.8%	38.7%	71.6%
Management:	70.4%	63.6%	24.2%	100.0%	10.4%
Safety:	73.6%	98.0%	96.8%	96.8%	100.0%

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. Antietam Elementary School Independence Nontraditional School Lake Ridge Middle School Pattie Elementary School River Oaks Elementary School Saunders Middle School Westridge 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	2015	2016	2017	2018	2019
Outcome	100%	100%	100%	100%	85.7%

Facilities Services

Project Completion – Strategic Plan Goal 2	
Objective:	To complete 99 percent of projects on time.
Output:	List completed projects. Antietam Elementary School Independence Nontraditional School Lake Ridge Middle School Pattie Elementary School River Oaks Elementary School Saunders Middle School Westridge Elementary School
Efficiency:	Identify projects completed on time. Antietam Elementary School Independence Nontraditional School Lake Ridge Middle School Pattie Elementary School River Oaks Elementary School Saunders Middle School Westridge Elementary School
Quality:	Identify percentage of projects completed on time.
Outcome:	Percentage of projects completed on time will be reported.

Fiscal Year	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
Outcome:					
Breakfast:	43%	67%	68%	78%	37%
A la Carte:	33%	47%	26%	32%	28%
Lunch:	43%	24%	43%	56%	26%
Adult:	4%	44%	41%	32%	90%

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	2015	2016	2017	2018	2019
Outcome	77%	80%	69%	71%	72%

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	2015	2016	2017	2018	2019
Outcome	96%	95%	93%	94%	95%

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	2015	2016	2017	2018	2019
Outcome	87.01%	89.7%	90.2%	92.1%	95.7%

Note: The percent satisfaction rate for FY19 represents a compilation of feedback from 278 offerings listed in the Division's Electronic Register Online (ERO) Professional Learning Catalog. The FY18 result was calculated using 230 workshop offerings. FY17 offerings totaled 254. FY16 offerings totaled 317. FY15 offerings totaled 325.

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	2015	2016	2017	2018	2019
Outcome	99.0%	99.0%	89.1%	98%	95%

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	2015	2016	2017	2018	2019
Outcome	N/A	N/A	23.0%	37.8%	24.6%

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	2015	2016	2017	2018	2019
Outcome:					
Referred:	25	29	28	28	31
Reviewed:	24	29	28	28	28*
Resolution:	96%	100%	100%	100%	97%**

* (1) Parent moved and reviewed concerns via phone with cluster supervisor, (1) Scheduled, parent did not attend or reschedule,

(1) Issue resolved, parent withdrew COR request

** (1) PWCS requested the parent to participate in mediation following a COR

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	2015	2016	2017	2018	2019
Outcome:					
1.2.1c:					
3 rd Grade Reading:	60.72%	56.58%	60.14%	54.53%	49.10%
5 th Grade Reading:	50.37%	55.09%	57.53%	55.18%	56.70%
3 rd Grade Math:	54.20%	52.19%	55.13%	52.47%	63.80%
5 th Grade Math:	52.48%	55.94%	54.64%	49.79%	57.30%

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	2015	2016	2017	2018	2019
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	2015	2016	2017	2018	2019
Outcome	99%	99%	100%	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	2015	2016	2017	2018	2019
Outcome	89%	91%	94%	86%	TBD*

*OPL is still in the process of collecting data for this fiscal year.

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	2015	2016	2017	2018	2019
Outcome:					
CRI Session Attendees:	95	129	7,028*	495	TBD
Attendees identify Cognitive Coaching has positive impact on work performance:	95.1%	99%	98%	98%	97%
Mentors Assigned to Mentees:	525	529	476	496	392
Schools with Lead Mentor:	100%	100%	100%	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:	91%	89%	100%	100%	100%
Adaptive Schools Seminar Training:	N/A	100%	100%	100%	100%

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 97 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	2015	2016	2017	2018	2019
Outcome:					
ERO Registrants	35,931	36,000	47,515	56,399*	52,637
Lynda.com/LinkedIn Learning Registrants	N/A	185	632	N/A*	N/A*

*Note: Because of the rollover from Lynda.com to LinkedIn Learning for 2018-19, there is no access to data for FY18 or FY19.

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	2015	2016	2017	2018	2019
Outcome:					
Student Leadership Conference Attendance:	1,266	1,075	1,344	1,252	541*
EEE Leadership Conference Attendance:	N/A	950	953	1,147	1,145
AP/AI Summer Conference Day Attendance:	125/100%	130/100%	149/100%	80/100%	72/100%
Middle School Conference Attendance:	N/A	298	405	165	184
PWCS Connect Attendance/Satisfaction:	626/85%	769/98%	805/98%	704/96%	800/95%

*Note: Conference was moved to a Saturday in 2019 which may have affected attendance.

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	2015	2016	2017	2018	2019
Outcome:					
PWCS Teacher Retention Rate*:	91.3%	91.2%	89.7%	91.4%	91.4%
Instructional Coaches:	N/A	7	8	9	9

**Retention rate excludes retired/deceased teachers.*

Prince William County Public Schools
Fiscal Year 2020 Approved Budget Salary Schedule
230-Day Contract Length (Except Year=19.5-Day)

Grade	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	32
1		\$22,773	\$23,021	\$23,692	\$24,377	\$25,085	\$25,812	\$26,560	\$27,333	\$28,122	\$28,936	\$29,780	\$30,642	\$31,531	\$32,443	\$33,387	\$34,353	\$35,349	\$36,376	\$37,430	\$38,515	\$39,633	\$40,782	\$41,965	\$43,184	\$44,435	\$45,723	\$47,049	\$48,413	\$49,818	\$51,263	\$52,750	
2		\$24,444	\$25,153	\$25,884	\$26,631	\$27,405	\$28,200	\$29,018	\$29,861	\$30,725	\$31,617	\$32,534	\$33,475	\$34,449	\$35,448	\$36,475	\$37,534	\$38,620	\$39,741	\$40,894	\$42,078	\$43,300	\$44,556	\$45,850	\$47,178	\$48,548	\$49,955	\$51,404	\$52,896	\$54,432	\$56,013	\$57,638	
3		\$26,702	\$27,419	\$28,281	\$29,180	\$29,942	\$30,810	\$31,704	\$32,622	\$33,568	\$34,542	\$35,544	\$36,575	\$37,635	\$38,726	\$39,851	\$41,007	\$42,194	\$43,417	\$44,677	\$45,974	\$47,308	\$48,678	\$50,091	\$51,541	\$53,038	\$54,577	\$56,160	\$57,789	\$59,465	\$61,190	\$62,965	
4		\$29,176	\$30,022	\$30,993	\$31,992	\$32,711	\$33,658	\$34,639	\$35,640	\$36,674	\$37,740	\$38,833	\$39,959	\$41,115	\$42,309	\$43,535	\$44,797	\$46,096	\$47,433	\$48,808	\$50,226	\$51,682	\$53,183	\$54,725	\$56,311	\$57,945	\$59,624	\$61,353	\$63,132	\$64,963	\$66,847	\$68,786	
5		\$31,874	\$32,996	\$33,946	\$34,942	\$35,733	\$36,770	\$37,836	\$38,932	\$40,062	\$41,225	\$42,421	\$43,650	\$44,915	\$46,219	\$47,560	\$48,938	\$50,357	\$51,815	\$53,319	\$54,862	\$56,451	\$58,081	\$59,757	\$61,510	\$63,298	\$65,130	\$67,018	\$68,962	\$70,962	\$73,021	\$75,139	
6		\$34,825	\$36,098	\$37,246	\$38,490	\$39,642	\$40,874	\$42,174	\$43,500	\$44,860	\$46,253	\$47,680	\$49,141	\$50,635	\$52,164	\$53,729	\$55,330	\$56,966	\$58,638	\$60,346	\$62,090	\$63,871	\$65,688	\$67,541	\$69,430	\$71,356	\$73,319	\$75,320	\$77,358	\$79,433	\$81,546	\$83,698	
7		\$37,941	\$39,368	\$40,742	\$42,163	\$43,528	\$44,938	\$46,384	\$47,866	\$49,386	\$50,944	\$52,541	\$54,177	\$55,853	\$57,569	\$59,326	\$61,124	\$62,963	\$64,844	\$66,767	\$68,732	\$70,739	\$72,788	\$74,879	\$76,913	\$78,990	\$81,103	\$83,254	\$85,443	\$87,671	\$89,938	\$92,245	
8		\$41,361	\$42,768	\$44,008	\$45,282	\$46,597	\$47,946	\$49,335	\$50,766	\$52,239	\$53,754	\$55,312	\$56,913	\$58,566	\$60,265	\$62,014	\$63,811	\$65,657	\$67,546	\$69,479	\$71,456	\$73,478	\$75,545	\$77,658	\$79,817	\$82,023	\$84,276	\$86,578	\$88,929	\$91,330	\$93,781	\$96,283	
9		\$45,007	\$46,723	\$48,076	\$49,471	\$50,909	\$52,380	\$53,892	\$55,446	\$57,071	\$58,729	\$60,432	\$62,184	\$63,989	\$65,843	\$67,740	\$69,716	\$71,741	\$73,818	\$75,959	\$78,164	\$80,430	\$82,765	\$85,164	\$87,635	\$90,178	\$92,795	\$95,485	\$98,255	\$101,103	\$104,035	\$107,052	
10		\$49,858	\$51,306	\$52,795	\$54,324	\$55,899	\$57,520	\$59,191	\$60,904	\$62,671	\$64,490	\$66,360	\$68,284	\$70,265	\$72,303	\$74,401	\$76,559	\$78,777	\$81,063	\$83,412	\$85,830	\$88,329	\$90,884	\$93,520	\$96,241	\$99,023	\$101,893	\$104,848	\$107,889	\$111,020	\$114,241	\$117,555	
11		\$54,868	\$56,051	\$57,677	\$59,348	\$61,067	\$62,840	\$64,663	\$66,538	\$68,468	\$70,452	\$72,495	\$74,600	\$76,766	\$78,989	\$81,279	\$83,638	\$86,064	\$88,559	\$91,129	\$93,771	\$96,491	\$99,289	\$102,170	\$105,133	\$108,183	\$111,320	\$114,547	\$117,869	\$121,287	\$124,804	\$128,454	
12		\$60,207	\$62,011	\$63,870	\$65,785	\$67,760	\$69,794	\$71,887	\$74,045	\$76,265	\$78,552	\$80,910	\$83,336	\$85,837	\$88,413	\$91,063	\$93,796	\$96,608	\$99,507	\$102,494	\$105,569	\$108,716	\$111,997	\$115,357	\$118,819	\$122,385	\$126,058	\$129,840	\$133,698	\$137,710	\$141,842	\$146,044	
13		\$63,799	\$65,772	\$67,744	\$69,777	\$71,872	\$74,025	\$76,247	\$78,535	\$80,891	\$83,318	\$85,818	\$88,391	\$91,041	\$93,773	\$96,585	\$99,483	\$102,466	\$105,540	\$108,708	\$111,966	\$115,326	\$118,786	\$122,350	\$125,919	\$129,590	\$133,263	\$136,938	\$140,615	\$144,297	\$148,044	\$151,844	
14		\$71,086	\$73,222	\$75,448	\$77,768	\$80,177	\$82,672	\$85,247	\$87,870	\$90,534	\$93,241	\$96,000	\$98,819	\$101,689	\$104,610	\$107,583	\$110,608	\$113,685	\$116,816	\$119,999	\$123,235	\$126,525	\$129,868	\$133,265	\$136,716	\$140,221	\$143,781	\$147,395	\$151,063	\$154,785	\$158,560	\$162,388	
15		\$78,677	\$80,938	\$83,240	\$85,584	\$87,965	\$90,384	\$92,841	\$95,334	\$97,863	\$100,429	\$103,032	\$105,673	\$108,351	\$111,066	\$113,818	\$116,608	\$119,436	\$122,303	\$125,209	\$128,155	\$131,141	\$134,167	\$137,233	\$140,339	\$143,485	\$146,671	\$149,897	\$153,163	\$156,469	\$159,815	\$163,201	
16		\$86,677	\$89,137	\$91,640	\$94,187	\$96,774	\$99,401	\$102,068	\$104,776	\$107,524	\$110,312	\$113,140	\$116,008	\$118,916	\$121,864	\$124,852	\$127,880	\$130,945	\$134,049	\$137,192	\$140,374	\$143,595	\$146,856	\$150,156	\$153,495	\$156,873	\$160,290	\$163,746	\$167,241	\$170,775	\$174,348	\$177,960	\$181,611
17		\$90,536	\$93,336	\$96,137	\$98,937	\$101,734	\$104,529	\$107,324	\$110,119	\$112,914	\$115,708	\$118,501	\$121,293	\$124,085	\$126,876	\$129,667	\$132,457	\$135,246	\$138,034	\$140,821	\$143,607	\$146,392	\$149,176	\$151,959	\$154,741	\$157,522	\$160,302	\$163,081	\$165,859	\$168,636	\$171,412	\$174,187	\$176,961
18		\$94,569	\$97,496	\$100,421	\$103,344	\$106,267	\$109,189	\$112,110	\$115,030	\$117,949	\$120,867	\$123,784	\$126,699	\$129,614	\$132,528	\$135,441	\$138,353	\$141,264	\$144,174	\$147,083	\$150,000	\$152,915	\$155,828	\$158,740	\$161,651	\$164,561	\$167,470	\$170,378	\$173,285	\$176,191	\$179,096	\$182,000	\$184,903
19		\$99,598	\$102,653	\$105,744	\$108,871	\$112,034	\$115,221	\$118,436	\$121,674	\$124,943	\$128,242	\$131,571	\$134,920	\$138,289	\$141,678	\$145,087	\$148,516	\$151,964	\$155,432	\$158,920	\$162,428	\$165,955	\$169,506	\$173,076	\$176,665	\$180,273	\$183,908	\$187,571	\$191,262	\$194,981	\$198,727	\$202,500	\$206,301
20		\$104,768	\$107,959	\$111,184	\$114,443	\$117,731	\$121,048	\$124,394	\$127,770	\$131,176	\$134,612	\$138,079	\$141,575	\$145,099	\$148,651	\$152,231	\$155,839	\$159,474	\$163,136	\$166,827	\$170,546	\$174,292	\$178,065	\$181,866	\$185,693	\$189,545	\$193,422	\$197,324	\$201,251	\$205,203	\$209,181	\$213,184	\$217,211
21		\$110,169	\$113,494	\$116,853	\$120,245	\$123,670	\$127,129	\$130,622	\$134,149	\$137,703	\$141,284	\$144,891	\$148,524	\$152,183	\$155,867	\$159,585	\$163,328	\$167,105	\$170,916	\$174,751	\$178,610	\$182,493	\$186,400	\$190,331	\$194,286	\$198,264	\$202,265	\$206,290	\$210,338	\$214,410	\$218,506	\$222,626	\$226,770
22		\$115,722	\$119,187	\$122,688	\$126,224	\$129,794	\$133,395	\$137,028	\$140,684	\$144,363	\$148,065	\$151,790	\$155,538	\$159,310	\$163,106	\$166,926	\$170,770	\$174,638	\$178,530	\$182,445	\$186,383	\$190,344	\$194,328	\$198,335	\$202,365	\$206,418	\$210,493	\$214,590	\$218,709	\$222,850	\$227,013	\$231,198	\$235,405
23		\$121,441	\$124,994	\$128,579	\$132,194	\$135,840	\$139,516	\$143,222	\$146,959	\$150,727	\$154,526	\$158,355	\$162,204	\$166,073	\$169,972	\$173,899	\$177,853	\$181,835	\$185,836	\$189,856	\$193,895	\$197,953	\$202,039	\$206,152	\$210,292	\$214,458	\$218,649	\$222,864	\$227,103	\$231,366	\$235,652	\$239,961	\$244,293
24		\$127,356	\$130,999	\$134,672	\$138,374	\$142,104	\$145,863	\$149,651	\$153,468	\$157,304	\$161,168	\$165,060	\$168,980	\$172,928	\$176,903	\$180,903	\$184,928	\$188,977	\$193,050	\$197,141	\$201,250	\$205,377	\$209,521	\$213,681	\$217,857	\$222,049	\$226,266	\$230,507	\$234,772	\$239,061	\$243,374	\$247,710	\$252,068
25		\$133,415	\$137,148	\$140,911	\$144,702	\$148,520	\$152,364	\$156,233	\$160,126	\$164,043	\$167,983	\$171,945	\$175,928	\$179,931	\$183,954	\$187,995	\$192,062	\$196,154	\$200,270	\$204,400	\$208,543	\$212,708	\$216,894	\$221,101	\$225,329	\$229,578	\$233,847	\$238,136	\$242,444	\$246,771	\$251,116	\$255,480	\$259,862
26		\$139,528	\$143,351	\$147,204	\$151,085	\$154,994	\$158,929	\$162,889	\$166,873	\$170,881	\$174,912	\$178,966	\$183,042	\$187,139	\$191,257	\$195,395	\$199,552	\$203,727	\$207,920	\$212,131	\$216,360	\$220,607	\$224,881	\$229,181	\$233,506	\$237,855	\$242,228	\$246,626	\$251,048	\$255,494	\$259,964	\$264,458	\$268,976
27		\$145,699	\$149,612	\$153,555	\$157,527	\$161,527	\$165,554	\$169,606	\$173,682	\$177,782	\$181,904	\$186,048	\$190,214	\$194,401	\$198,608	\$202,835	\$207,081	\$211,346	\$215,629	\$219,930	\$224,258	\$228,603	\$232,965	\$237,344	\$241,740	\$246,152	\$250,580	\$255,023	\$259,481	\$263,953	\$268,445	\$272,956	\$277,487
28		\$151,924	\$155,926	\$159,957	\$164,016	\$168,102	\$172,214	\$176,351	\$180,512	\$184,696	\$188,903	\$193,134	\$197,390	\$201,670	\$205,973	\$210,300	\$214,641	\$218,996	\$223,366	\$227,754	\$232,161	\$236,586	\$241,029	\$245,489	\$249,965	\$254,456	\$258,962	\$263,487	\$268,030	\$272,591	\$277,168	\$281,761	\$286,379
29		\$158,405	\$162,508	\$166,640	\$170,799	\$174,985	\$179,196	\$183,431	\$187,690	\$191,972	\$196,277	\$200,604	\$204,953	\$209,323	\$213,713	\$218,123	\$222,552	\$226,999	\$231,464	\$235,946	\$240,445	\$244,961	\$249,493	\$254,040	\$258,601	\$263,176	\$267,766	\$272,370	\$276,988	\$281,619	\$286,264	\$290,932	\$295,614
30		\$165,046	\$169,240	\$173,463	\$177,714	\$181,991	\$186,292	\$190,617	\$194,965	\$199,336	\$203,728	\$208,141	\$212,574	\$217,036	\$221,517	\$226,016	\$230,532	\$235,064	\$239,611	\$244,172	\$248,748	\$253,338	\$257,941	\$262,557	\$267,186	\$271,828	\$276,484	\$281,154	\$285,839	\$290,538	\$295,251	\$299,977	\$304,716
31		\$171,747	\$175,941	\$180,164	\$184,415	\$188,692	\$192,993	\$197,316	\$201,661	\$206,027	\$210,413	\$214,819	\$219,245	\$223,690	\$228,153	\$232,634	\$237,131	\$241,644	\$246,171	\$250,712	\$255,268	\$259,839	\$264,424	\$269,023	\$273,636	\$278,262	\$282,900	\$287,550	\$292,212	\$296,887	\$301,576	\$306,279	\$310,995
32		\$177,710	\$181,904	\$186,127	\$190,377	\$194,657	\$198,962	\$203,291	\$207,643	\$212,017	\$216,412	\$220,827	\$225,262	\$229,716	\$234,189	\$238,680	\$243,189	\$247,715	\$252,257	\$256,814	\$261,386	\$265,972	\$270,573	\$275,189	\$279,820	\$284,465	\$289,124	\$293,796	\$298,481	\$303,179			

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
High Schools				
Academic Club, Level 1	3	836	64	2,700
Academic Club, Level 2	4	1,258	96	5,416
Academic Club, Level 3	4	1,676	128	7,216
Activity Supervision	1	5,789	443	6,232
Athletic Trainer	1	7,287	557	7,844
Band	1	2,427	186	2,613
Band Assistant	1	1,420	109	1,529
Baseball, Head	1	3,628	278	3,906
Baseball, J.V.	1	2,372	181	2,553
Basketball, Head	2	4,896	375	10,542
Basketball, Assistant	6	3,186	244	20,580
Cheerleader	3	4,049	310	13,077
Choral Director	1	2,427	186	2,613
Choral Assistant	1	1,420	109	1,529
Crew, Head	2	3,346	256	7,204
Crew, Assistant	6	2,178	167	14,070
Cross Country	2	3,343	256	7,198
Debate	1	2,023	155	2,178
Dramatics	1	2,430	186	2,616
Drill Team	1	2,430	186	2,616
Educator Rising	1	510	39	549
Field Hockey, Head	1	3,628	278	3,906
Field Hockey, Assistant	1	2,358	180	2,538
Football, Head	1	7,195	550	7,745
Football, Assistant	6	5,114	391	33,030
Forensics	1	2,023	155	2,178
Golf	1	2,280	174	2,454
Gymnastics	1	3,255	249	3,504
Indoor Track	2	3,349	256	7,210
Lacrosse, Head	2	3,628	278	7,812
Lacrosse, Assistant	2	2,358	180	5,076
Literary Magazine	1	2,023	155	2,178
Marching Band	1	3,035	232	3,267

Informational Section

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
Marching Band, Assistant	1	1,620	124	1,744
Newspaper	1	4,049	310	4,359
Orchestra	1	2,427	186	2,613
Robotics	1	1,215	93	1,308
SCA	1	4,049	310	4,359
Soccer, Head	2	3,628	278	7,812
Soccer, Assistant	2	2,358	180	5,076
Softball, Head	1	3,628	278	3,906
Softball, Assistant	1	2,372	181	2,553
Swimming, Head	1	4,040	309	4,349
Swimming, Assistant	1	2,632	201	2,833
Tennis	2	2,992	229	6,442
Track, Head	2	3,349	256	7,210
Track, Assistant	2	2,177	167	4,688
Volleyball, Head	1	3,608	276	3,884
Volleyball, Assistant	2	2,427	186	5,226
Wrestling, Head	1	4,040	309	4,349
Wrestling, Assistant	1	2,631	201	2,832
Yearbook	1	4,049	310	4,359
To Be Assigned	2	1,215	93	2,616

Middle Schools				
Academic Club, Level 1	9	728	56	7,056
Academic Club, Level 2	6	969	74	6,258
Athletic Coordinator	1	4,857	372	5,229
Baseball, Head	1	2,026	155	2,181
Basketball, Head	2	2,026	155	4,362
Basketball, Assistant	2	2,026	155	4,362
Cheerleader	1	2,026	155	2,181
Football, Head	1	2,310	177	2,487
Football, Assistant	1	1,620	124	1,744
Intramurals	3	927	71	2,994
Robotics	1	927	71	998
Soccer, Head	2	2,026	155	4,362
Softball	1	2,026	155	2,181
Track, Head	2	2,026	155	4,362

Informational Section

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
Track, Assistant	2	1,620	124	3,488
Volleyball	1	2,026	155	2,181
Wrestling	1	2,026	155	2,181
Yearbook	1	1,215	93	1,308
To Be Assigned	3	927	71	2,994

Elementary Schools				
SCA	1	811	62	873
Robotics	1	811	62	873
To Be Assigned	2	811	62	1,746

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
	15-16*	3,401	513	507	487
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
	15-16*	455	532	534	515
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
	15-16*	137	510	505	487
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
	15-16*	342	521	511	485
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
	15-16*	149	456	439	433
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
	15-16*	200	494	481	463
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
	15-16*	387	490	486	466
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
	15-16*	439	535	527	508
Patriot High School	12-13	216	513	516	500
	13-14	381	527	527	510
	14-15	564	541	542	522
	15-16*	472	537	536	512
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
	15-16*	197	467	464	441
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
	15-16*	210	489	482	465
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
	15-16*	410	518	511	494

*Includes SAT tests administered through January 2016

Scores provided by College Board

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
Division	3,461	557	540	1097

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

Prince William County Public Schools

Scholastic Aptitude Test (SAT): 2017 – 2018*

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	3,652	558	54,902	563	1,793,522	529
Math		542		547		520
Total		1100		1110		1049

Prince William, Virginia & National Summary by Ethnicity									
Subgroup	Evidence-Based Reading/Writing			Mathematics			Total		
	PWCS	Virginia	Nation	PWCS	Virginia	Nation	PWCS	Virginia	Nation
Asian	577	608	586	586	630	613	1163	1239	1119
Black	521	498	478	496	473	457	1017	971	935
Hispanic	542	543	496	527	525	484	1069	1068	979
White	588	586	562	571	566	552	1159	1152	1114

Prince William Summary – by School				
School	No. Tested	Evidence-Based Reading/Writing	Math	Total
Battlefield High School	534	585	575	1159
Brentsville High School	152	584	570	1154
Colgan High School	259	577	546	1123
Forest Park High School	335	567	551	1118
Freedom High School	183	497	474	971
Gar-Field High School	234	533	513	1046
Hylton High School	325	546	529	1075
Osborn Park High School	298	580	565	1145
Patriot High School	505	578	568	1146
Potomac High School	256	509	493	1003
Stonewall Jackson High School	214	524	510	1034
Woodbridge High School	353	556	539	1095
Division	3,652	558	542	1100

Data reflect 2018 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, 2018. 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): 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
CRITICAL READING	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
MATH	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
WRITING	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
CRITICAL READING + MATH+ WRITING	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

Informational Section

PRINCE WILLIAM COUNTY PUBLIC SCHOOLS
Scholastic Aptitude Test (SAT): 2016-17 thru 2017-18
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
Evidence-Based Reading/Writing	16-17	1,426,258	527	51,613	558	3,461	557
	17-18	1,793,522	529	54,902	563	3,652	558
Math	16-17	1,426,258	517	51,613	538	3,461	540
	17-18	1,793,522	520	54,902	547	3,652	542
Total	16-17	1,426,258	1044	51,613	1095	3,461	1097
	17-18	1,793,522	1049	54,902	1110	3,652	1100

Operating Fund Personnel Position History

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
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	12.0
1104	Director	13.8	14.0	15.0	15.0	16.0	17.0
1106	Supervisor	57.0	62.0	61.0	62.0	66.0	68.9
1107	Administrative Coordinator	104.0	102.0	103.5	107.0	110.0	124.0
1108	Legal Counsel	1.0	1.0	1.0	1.0	2.0	2.0
1111	Principal	93.0	95.0	96.0	95.0	95.0	96.1
1112	Assistant Principal	148.0	154.0	155.4	163.0	165.0	182.0
1115	Teacher on Special Assignment	63.9	61.1	73.4	75.9	78.4	78.5
1120	Teacher, Classroom	5,603.1	5,700.7	5,902.7	6,117.4	6,189.1	6,278.3
1121	Librarian	111.0	113.0	117.0	118.0	119.0	120.0
1122	Counselor	213.5	221.7	227.1	233.6	238.6	290.4
1130	Social Worker	49.4	49.6	49.6	51.1	64.6	67.6
1131	Licensed School Nurse	0.0	0.0	0.0	95.0	95.0	90.3
1133	Psychologist	44.7	48.6	50.6	50.6	52.6	57.6
1134	School Nurse	85.0	86.0	88.5	0.0	0.0	7.7
1136	Diagnostician	14.0	14.0	15.0	15.0	15.0	15.0
1138	Support Professional	28.0	28.0	32.8	33.0	35.0	35.0
1140	Teacher Assistant	639.7	640.8	645.4	706.2	736.8	745.8
1141	Student Attendant	2.0	0.0	0.0	0.0	0.0	0.0
1142	Cafeteria Aide	43.0	43.0	45.2	45.8	47.4	47.0
1143	Aide, Bus	155.7	153.9	156.4	163.5	171.0	165.2
1144	Attendance Personnel	11.0	11.0	12.0	12.0	12.0	16.0
1145	Technician	55.0	55.0	55.0	55.0	52.0	52.0
1146	Home-School Coordinator	7.7	9.6	9.7	12.7	12.7	12.7
1147	Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
1148	Specialist	246.4	247.4	259.4	273.9	283.1	297.0
1150	Secretarial/Clerical	644.3	653.6	668.5	686.3	691.4	709.5
1160	Maintenance Personnel	171.0	171.0	171.0	172.0	170.0	174.0
1170	Bus Drivers	717.0	720.1	693.9	702.4	711.9	695.5
1171	Garage Employees	48.0	48.0	48.0	48.0	48.0	53.0
1172	Bus Service Attendant	11.0	11.0	11.0	11.0	11.0	13.0
1190	Custodian	473.8	476.7	489.4	500.6	501.2	517.5
1191	Warehousemen	29.0	29.0	29.0	29.0	29.0	29.0
	Total	9,904.0	10,040.8	10,302.5	10,671.0	10,838.8	11,079.6

Authorized FTEs by Position Type

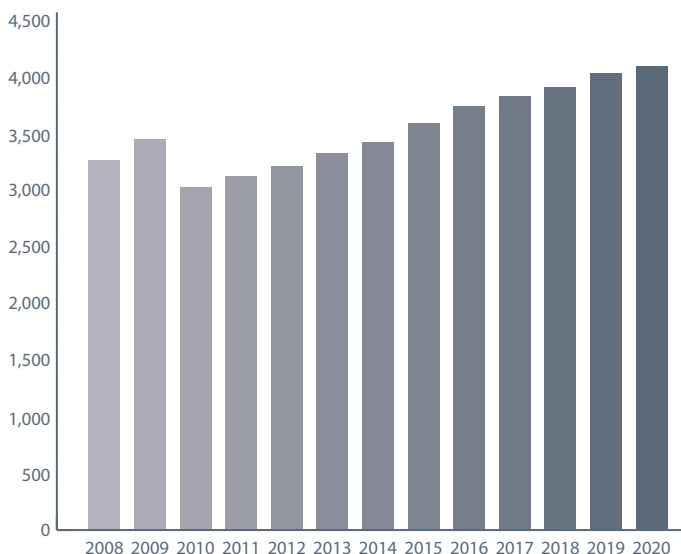
	FY 2019	FY 2020	Change
School-Based Positions			
Teacher Scale Positions	6,510.72	6,654.77	144.05
Administrators	326.60	344.80	18.20
Educational Specialists	196.20	206.20	10.00
Instructional Assistants	736.82	745.76	8.94
Office Support	542.60	539.00	(3.60)
Custodial Staff	477.20	492.50	15.30
Noninstructional Specialists	96.00	99.00	3.00
Other	97.55	104.50	6.95
Total School-Based Positions	8,983.69	9,186.53	202.84
Nonschool-Based Positions			
School Board Members	8.00	8.00	0.00
Leadership	13.00	15.00	2.00
Technical Support	180.50	199.50	19.00
Management	213.67	236.37	22.70
Educational Specialists	122.80	129.00	6.20
Office Support	118.80	127.50	8.70
Custodial/Maintenance Staff	247.00	248.00	1.00
Other	3.00	1.00	(2.00)
Total Nonschool-Based Positions	906.77	964.37	57.60
Bus Drivers, Bus Drivers' Aides, and Cafeteria Staff	948.32	928.68	(19.64)
Total Authorized FTEs	10,838.78	11,079.58	240.80
Percent School-Based	90.83%	90.50%	
Percent Nonschool-Based	9.17%	9.50%	

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
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	\$4,040	\$1.125	\$359,100	3.59%	0.00%	3.58%
2019	2020	\$4,177	\$1.125	\$371,309	3.39%	0.00%	3.40%

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 2020 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 2020, the tax rate held flat at \$1.125. As the chart depicts, there will be a 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	
	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	
	2018	\$1.125	\$3.70	\$633,041	\$185,701	\$818,742	
(1)	2019	\$1.125	\$3.70	\$662,120	\$197,631	\$859,751	Pre-Audit
(2)	2020	\$1.125	\$3.70	\$694,102	\$207,180	\$901,282	Estimate

(1) Fiscal Year 2019, Fourth Quarter General Revenue Update (Pre-Audit).

(2) Source: Prince William County Adopted FY 2020-2024 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
	2017	2018	58,290,321,614	65,844,401,200
(1)	2018	2019	61,580,731,417	66,877,307,800
(1)	2019	2020	64,042,907,122	68,882,957,400
	2020	2021	66,713,124,355	
	2021	2022	69,485,013,461	
	2022	2023	72,295,838,502	
	2023	2024	75,209,261,859	

(1) Ratios are from the Department of Taxation Sales Ratio Study. Since the ratios for the two most current years (2018 and 2019) 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 2019 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: Prince William County 2018 Annual Report, Real Estate Assessment Office, Table 7.
Prince William County Adopted Fiscal Year 2020 – 2024 Estimate of General County Revenue.

Statistical Information

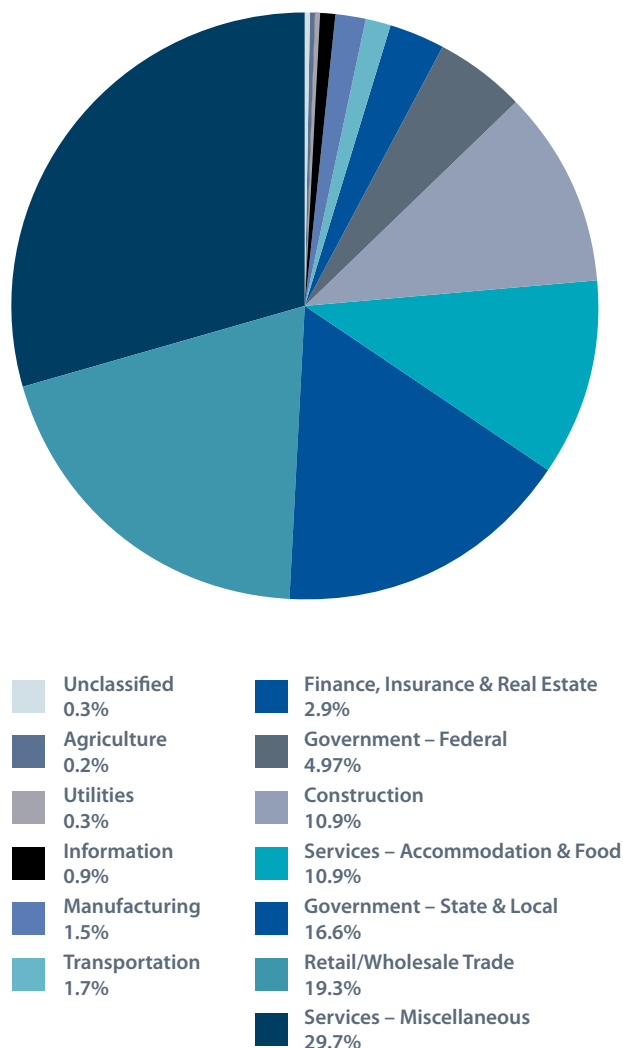
Employment

PWC February 2019 unemployment rate was 2.9%. The unemployment rate continues to remain below national and state averages. The average annual unemployment rate in Virginia, as of February 2019, was 3.2%. In the United States, the April 2019 unemployment rate was 3.6%.

The services, government and retail sectors reflect the greatest sources of employment within PWC.

Source: [PWC Geographic Information Systems - Select Economic Stats](#); [National rate data](#); [Virginia Employment Commission](#)

Employment by Industry



Unemployment Rates

Year	Prince William	Virginia	United States
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%
2018	2.7%	3.0%	3.9%

Source: [PWC Geographic Information System - Average Annual Unemployment Rates](#)

Source: [Bureau of Labor Statistics - Labor Force Statistics from the Current Population](#)

Informational Section

Employment by Industry

Industries	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Agriculture	0.20%	0.17%	0.14%	0.13%	0.12%	0.13%	0.14%	0.12%	0.12%	0.12%	0.10%
Construction	10.90%	10.76%	10.56%	11.08%	10.59%	10.66%	10.23%	9.81%	9.81%	9.62%	11.40%
Finance, Insurance & Real Estate	2.90%	3.00%	3.03%	3.10%	2.98%	2.99%	3.03%	3.00%	3.00%	2.95%	2.98%
Government – Federal	4.97%	4.95%	5.01%	5.34%	5.73%	5.99%	21.62%	23.53%	23.71%	23.45%	21.35%
Government – State & Local	16.60%	16.55%	16.34%	16.92%	16.68%	15.69%	—	—	—	—	—
Information	0.91%	0.96%	0.85%	1.18%	1.16%	1.17%	1.16%	1.10%	1.21%	1.28%	1.33%
Manufacturing	1.46%	1.57%	1.59%	1.53%	1.58%	1.64%	1.89%	1.94%	1.67%	1.68%	1.92%
Retail/Wholesale Trade	19.27%	19.81%	20.52%	21.64%	21.07%	20.68%	20.64%	21.23%	21.43%	21.70%	21.59%
Services – Miscellaneous	29.68%	29.26%	28.85%	25.89%	27.62%	27.83%	39.19%	37.19%	36.61%	36.81%	37.01%
Services – Accommodation & Food	10.87%	10.80%	10.92%	11.02%	10.53%	11.17%	—	—	—	—	—
Transportation	1.70%	1.60%	1.65%	1.73%	1.65%	1.72%	1.77%	1.87%	2.06%	2.00%	1.81%
Unclassified	0.25%	0.27%	0.26%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Utilities	0.29%	0.31%	0.28%	0.29%	0.30%	0.32%	0.33%	0.36%	0.38%	0.40%	0.40%
Total Employment	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source (2018): [Virginia Employment Commission, Prince William County Community Profile, August 3, 2019.](#)

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).

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	M J Morgan Group	Private	500 to 999

Source: [Prince William County 2018 CAFR - Table 17 - Principal Employers](#)

Real Estate Tax Base

- Total real estate assessments – \$61.1 billion in tax year 2018, an increase of 5.9% from the prior year.
- In 2018, the top ten principal real property tax payers constituted 4.56% of the total County taxable assessed value.
- The FY20 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 FY19.
- Each penny on the rate generates approximately \$6.157 million in real estate revenue in FY20.

Source: [Prince William County, Real Estate Assessments Office 2018 Annual Report; 2018 CAFR - Table 7, Table 9](#)

2014 – 2018 Tax Year Comparisons

	2014	2015	2016	2017	2018
	FY2015	FY2016	FY2017	FY2018	FY2019
Commercial Property as a % of Total Real Estate Tax Base	13.58%	13.33%	13.28%	14.14%	15.14%
Average Assessed Value of All Residential Property	\$312,100	\$332,600	\$340,200	\$346,700	\$359,100
Tax Rate per \$100 of assessed value	\$1.148	\$1.122	\$1.122	\$1.125	\$1.125
Change in Residential Property Value	7.62%	6.18%	1.79%	1.78%	3.28%
Change in Commercial Property Value	2.22%	4.74%	1.47%	7.93%	3.89%
Tax Exempt Property as Percentage of Total Assessed Value	6.83%	6.47%	6.49%	6.58%	6.56%

Source: [Prince William County Real Estate Assessments Office 2018 Annual Report](#)

Top Ten Principal Real Property Taxpayers

Rank	Taxpayer	Taxable Assessed Value	Percentage of Total County Taxable Assessed Value
1	VA Electric & Power Company	\$885,355,000	1.53%
2	Mall at Potomac Mills, LLC	\$505,752,000	0.87%
3	Northern Virginia Electric Co-op	\$324,481,000	0.56%
4	Verizon South, Inc.	\$159,398,000	0.28%
5	Porpoise Ventures, LLC	\$145,130,000	0.25%
6	Washington Gas Light Company	\$140,508,000	0.24%
7	Powerloft @ Innovation I LLC	\$134,863,000	0.23%
8	JBG/Woodbridge Retail LLC	\$126,017,000	0.22%
9	Rolling Brook Windsor LLC	\$117,766,000	0.20%
10	KIR Smoketown Station LP	\$106,994,000	0.18%

Source: [Prince William County CAFR, 2018 Table 9 Principal Real Property Tax Payers](#)

Housing Characteristics

- 154,821 housing units in Prince William County:
 - 84,527 (54.60%) are one unit, detached (single-family and mobile homes)
 - 38,426 (24.82%) are townhouses/attached
 - 31,868 (20.58%) are units in multi-family structures
- Median value of owner occupied housing units:
 - Prince William County, \$358,300
 - Virginia, \$255,800
 - United States, \$193,500

Sources: [PWC Geographic Information Systems - Quarterly Estimates](#); [US Census Bureau - QuickFacts](#)

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	39.8%

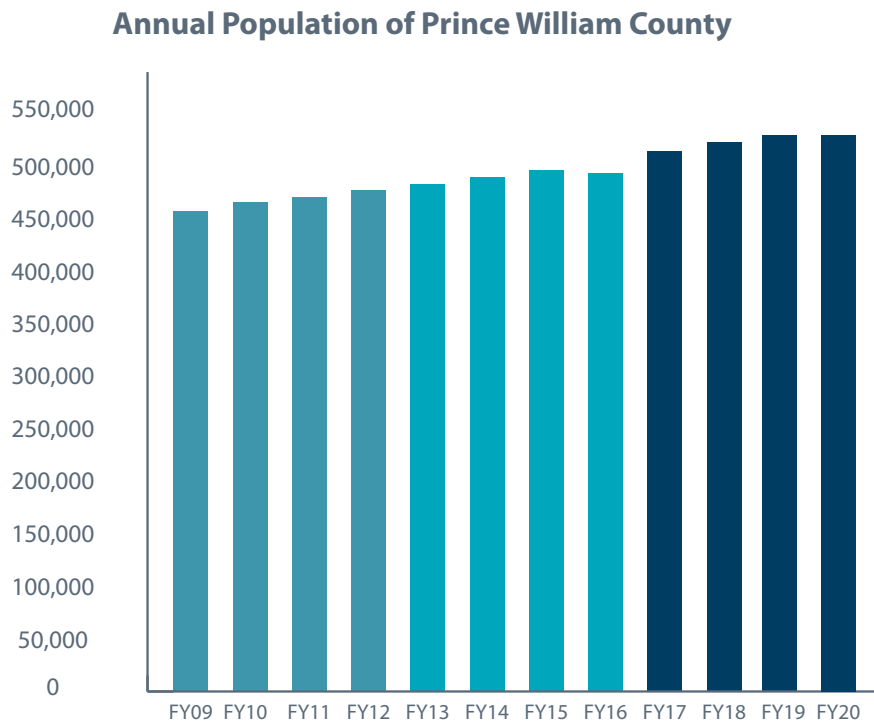
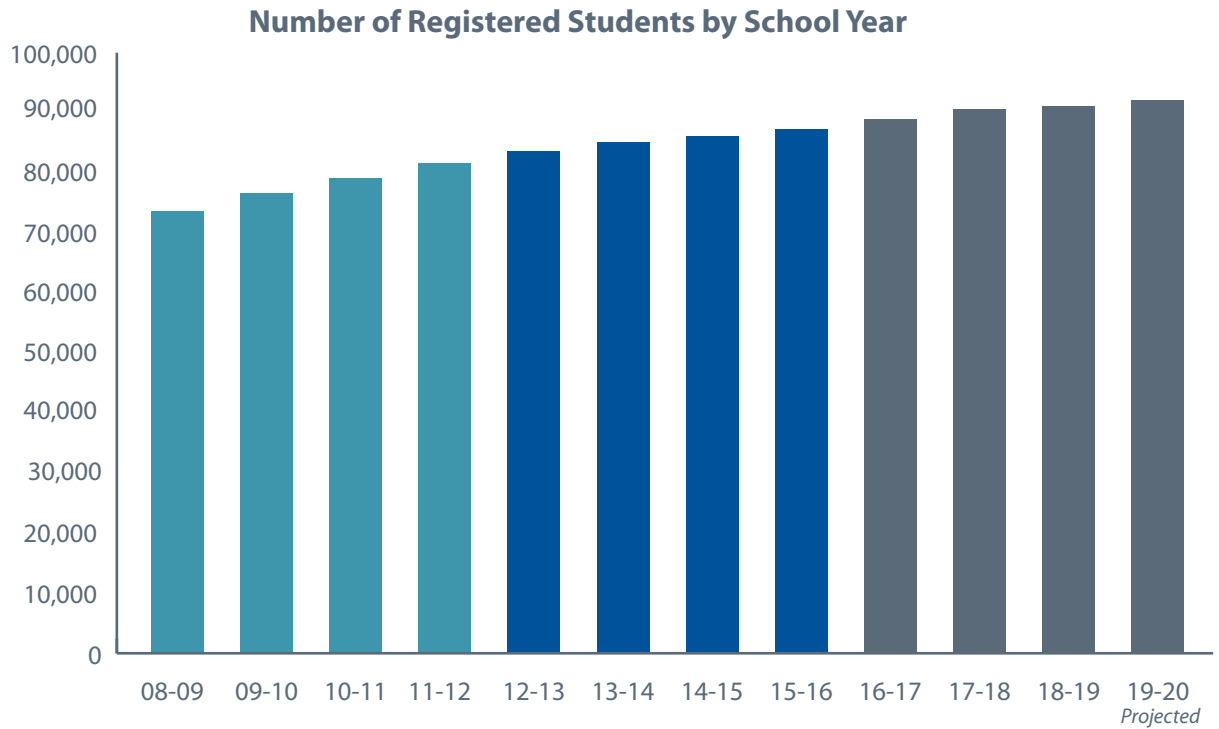
Source: [U.S. Department of Commerce, Bureau of the Census, Census 1950 – Census 2010](#)

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, 49.9% male and 50.1% female
 - 27.7% of population is under 18 years of age
 - 55.4% of population is Hispanic, Black or other race
- Education of County residents 25 years or older:
 - 39.8% hold a Bachelor's degree or higher
 - 88.8% have a high school diploma or higher
- Students registered in Prince William County Schools:
 - 91,095 students are projected to be enrolled in the 2019-20 school year

Sources: [PWC Geographic Information Systems - Fast Facts](#); [US Census Bureau - QuickFacts](#)



Median Income

The median household income in the County increased slightly from FY19 to FY20 by \$2,513.

- The County median household income has increased 53.2% from 2000 – 2017.
 - Prince William County, \$101,059
 - Virginia, \$68,766

Median Household Income

Year	Housing Unit	Growth Over Past Decade
1990	\$49,370	—
2000	\$65,960	33.6%
2010	\$91,098	38.1%
2017	\$101,059	10.9%

Source: [US Census Bureau - QuickFacts](#)



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.

1101 School Board Member	1142 Aide, Cafeteria
1102 Superintendent	1143 Aide, Bus
1103 Associate Superintendent	1144 Attendance Personnel
1104 Director	1145 Technician
1106 Supervisor	1146 Home-School Coordinator
1107 Administrative Coordinator	1147 Coordinator
1108 Attorney	1148 Specialist
1111 Principal	1150 Secretary/Clerical
1112 Assistant Principal	1160 Maintenance Personnel
1115 Teacher on Special Assignment: Salaries of school-based teachers, who are assigned duties not directly involving students in a classroom setting on a full-time basis.	1170 Bus Driver
1120 Teacher, Classroom	1171 Garage Employee
1121 Librarian	1172 Bus Service Attendant
1122 Counselor: Salaries of school and guidance counselors.	1190 Custodian
1130 Social Worker	1191 Warehouseman
1131 Licensed School Nurse	1192 Cafeteria Manager
1133 Psychologist	1193 Cafeteria Staff
1134 School Nurse	1200 Overtime: Pay for work in excess of a 40-hour work week at a rate equal to one and one-half times the regular rate of pay.
1136 Diagnostician	1201 Straight Time: Pay for work in excess of scheduled work hours up to 40 hours per week at regular rate of pay.
1138 Support Professional	1300 Temporary Employee: Additional employee hired for a limited amount of time.
1140 Teacher Assistant: Salaries of school-based teacher assistants who are assigned duties directly involving students in a classroom setting.	1500 Substitute Teacher: Substitute teacher cost for classroom duty.
1141 Aide/Attendant: Salaries of school-based employees assigned to non-instructional duties involving physically impaired students.	1502 Substitute, Other: 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.

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 based 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.

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 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 of 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 covers, 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.

Every Student Succeeds Act (ESSA) – A 2015 federal law which replaces No Child Left Behind (NCLB) and modifies the provisions relating to standardized tests given to students.

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 to 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, Health Insurance Fund, and Imaging Center 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. NCLB was replaced by the Every Student Succeeds Act (ESSA) in 2015 which governs the United States K-12 public education policy.

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, Imaging Center, 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 \$12.9 billion over the 2018-2020 biennium, which equals approximately 29 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 and one-eighth 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.

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.

