

Approved Budget

Fiscal Year 2021



Matilda Verlarde Maynard • 3rd Grade (2018-19)



Teddy Palian • Kindergarten (2018-19)



Andrea Aguilar • Kindergarten (2018-19)



Suly Ramirez Escobar • 3rd Grade (2018-19)



Jordi Ramos • 1st Grade (2018-19)



Prince William County

PUBLIC SCHOOLS

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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



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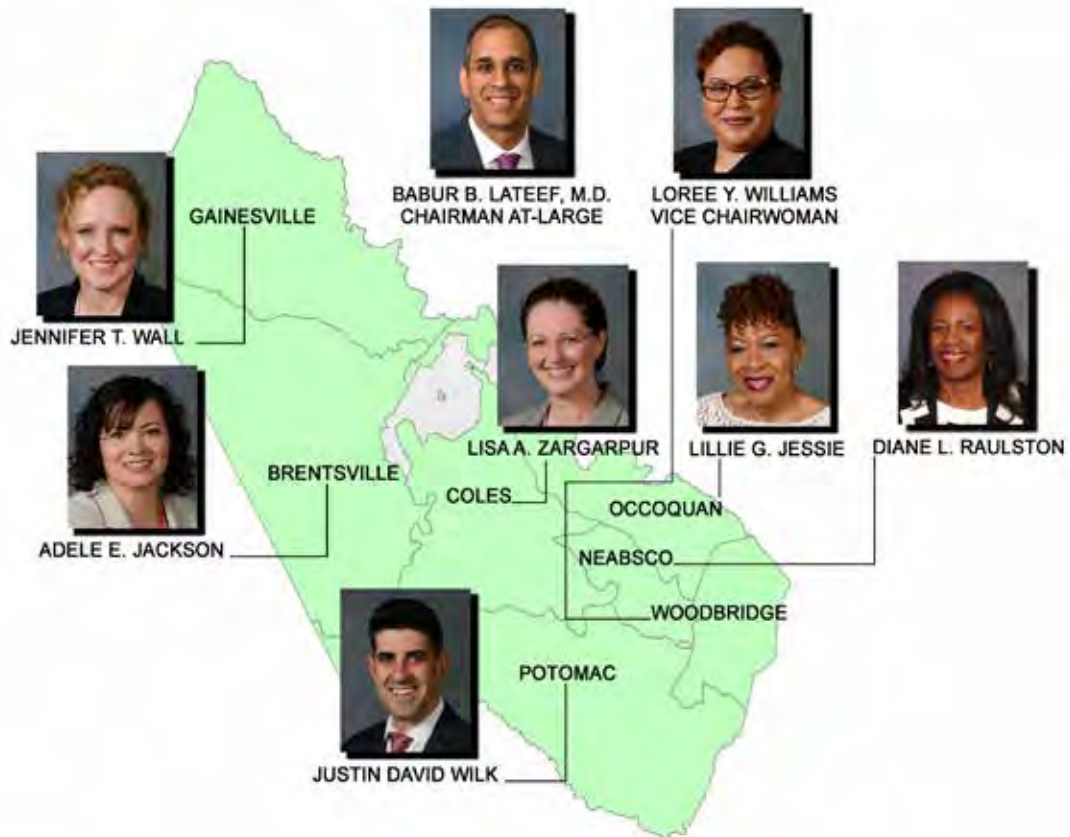


Prince William County
PUBLIC SCHOOLS
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FY 2021

Approved School Budget

School Board



SUPERINTENDENT OF SCHOOLS

Dr. Steven L. Walts

Prince William County Public Schools

P.O. Box 389
14715 Bristow Rd.
Manassas, Virginia 20112
Phone 703-791-7200

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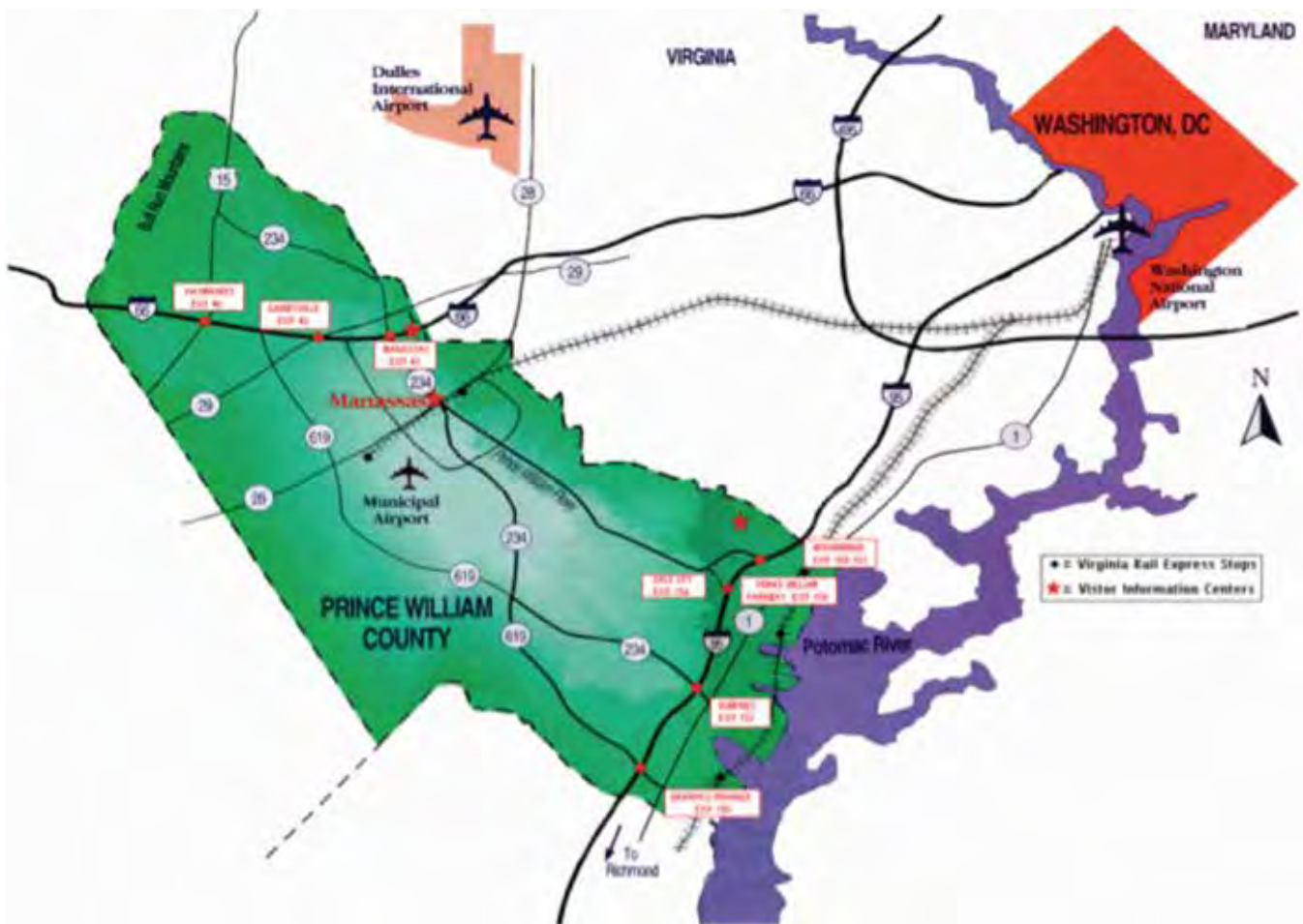
Associate Superintendent for Human Resources
Prince William County Public Schools, P.O. Box 389, Manassas, VA 20108

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 465,818 on December 31, 2019, an increase of 1.0% 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 through 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-fourth consecutive year. The Meritorious Budget Award recognizes the School Division's 2019-20 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.

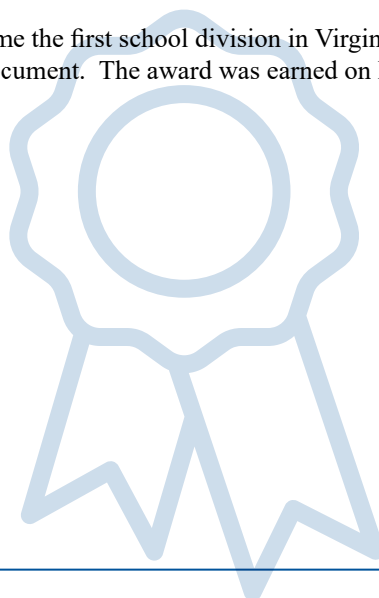
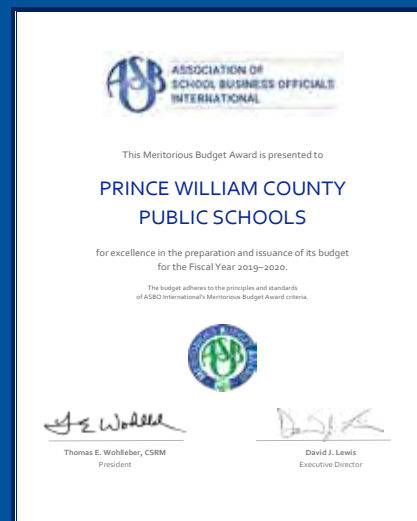
David J. Lewis, Executive Director stated in his letter announcing the award, "This award reflects your district's commitment to sound fiscal management and budgetary policies."

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

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

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

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



Achievements 2016–20

- All schools in PWCS earned Virginia accreditation for the 2019-2020 school year based on recent performance measures, according to Virginia Department of Education (VDOE). The 100% success rate compares with a statewide accreditation rate of 92%. PWCS is the largest school division in the state with all schools accredited without any conditions.
- The Division-wide on-time graduation rate of 92.4%, up from 83% in 2008, exceeds the Virginia average. This is an improvement for the 12th consecutive year.
- There were 785 Summa Cum Laude graduates in the Class of 2019, up from 707 the year before.
- 35% of PWCS graduates in 2018-19 earned at least one qualifying score on an Advanced Placement, International Baccalaureate, or Cambridge examination. This is an increase from last year and exceeds state and national averages.
- In addition, 20% of graduates in 2018-19 received dual enrollment credit, up from 16% in 2017-18.
- The percentage of students meeting college readiness benchmarks increased in 2018-19 to 75.42% from 69.18% in 2017-2018.
- In the Class of 2019, 86% of high school graduates planned to pursue continuing education (including two- and 4-year college, military, and other educational opportunities.)
- 2019 graduates were awarded more than \$76 million in scholarships, an increase from \$74 million awarded in 2018.
- PWCS student 2018-2019 SAT average score was 1105, an increase from the previous year by five points and exceeding the national average by 66 points.
- PWCS is working to close the SAT performance gap, with black students outperforming counterparts state and nation-wide in reading, writing, and math. Black and Hispanic students in PWCS outperformed peers in Virginia and nation-wide in both areas as well as the total score.
- More students in PWCS took the SAT in 2018-19 compared to 2017-18, up from 3,652 to 3,720.
- 2018-19 Virginia Standards of Learning Pass rates indicate that students in PWCS exceed the state pass rates in reading, writing, history/social science, and mathematics. In addition, students with disabilities, economically disadvantaged students, and English learners, as well as African American, Hispanic, and white students, surpassed the state average in all content areas.
- Fifteen schools in Prince William County earned 2019 Virginia Index of Performance (VIP) awards for advanced student learning and achievement. Only 270 schools and nine school divisions statewide earned one of the awards.
- PWCS, a recognized leader in Virginia and the nation in high school-level online learning, joined the Digital Learning Collaborative in 2018. PWCS is one of 12 online school district programs in the nation invited to be a founding member of the Digital Learning Collaborative.
- A new student information system called The Hub was successfully implemented in 2019 and includes online student registration.
- Virtual High School enrollment for 2019 more than doubled enrollment from the previous year.
- National Association of Secondary Principals (NASSP) named PWCS principal a Digital Principal of the Year 2020;
- Virginia Board of Education Exemplar Performance Awards, 2019 and 2020;
- 199 Board Certified Teachers working in the Division, 2019-20;
- National Distinguished Principal, Virginia Association of Elementary School Principals, 2017-20;
- 2019 Food Service Operation of the Year by FoodService Director (FSD) magazine;
- 2019 Virginia School Boards Association (VSBA) top honors in the annual Food for Thought competition in the category of Meal Access to Fight Hunger;
- Virginia Society for Technology Coach of the Year Award 2019;
- Virginia Computer Science Teacher of the Year Award 2019;
- International DuFour Award, Minnieville Elementary School, 2019;
- Administrator of the Year, Virginia Association of School Librarians, 2019;
- Virginia Middle School Association “Master in the Middle Awards” Teacher of the Year, 2019;
- Award for Excellence in Elementary Science Instruction, Presidential Awards for Excellence in Mathematics and Science Teaching (PAEMST), 2019;
- National Outstanding Assistant Principal, Virginia Association of Elementary School Principals, 2015-19;
- Virginia Board of Education Index of Performance Awards, 2009, 2011, 2015-19;
- Virginia Schools to Watch, National Forum to Accelerate Middle-Grades Reform, 2009-19;
- Meritorious Budget Award, Association of School Business Officials, FY 1997-FY 2020;
- National School Boards Association Magna Award, 2018;
- Washington Post Principal of the Year, 2017, 2018;
- Northern Virginian of the Year, Fred M. Lynn Middle School Principal, 2018;
- Eight teachers named Gold Star Teachers for student performance on Wise Financial Literacy Certification test, 2018;
- Finalists for Presidential Award of Excellence in Mathematics and Science Teaching, 2016, 2018;
- Certificate of Excellence in Financial Reporting, Association of School Business Officials International, FY 2002-FY 2019;
- Certificate of Excellence in Financial Reporting, Government Finance Officers Association, FY 2002-FY 2019;
- Energy Star Certification, 65 schools cumulative; among top 10 percent in the nation, 2014-18;
- Achievement of Excellence in Procurement Award, 2006-18;
- Twenty-nine schools have received Recognized American School Counselor Association Model Program designation;
- National Title I Distinguished School, Commonwealth of Virginia, 2017;
- STEM Excellence Award, National Future of Education Technology Conference, 2017;
- School Bell Award, Virginia Association of Elementary School Principals, 2015, 2017;
- National Outstanding High School Principal, Virginia Association of Secondary Principals, 2017;
- Distinguished Eagle Award, Association of School Business Officials International, 2017; and
- Milken Educator Award, 2001, 2003, 2007, 2009, 2011, 2015, 2016.

Major Awards:

- National Association of Geoscience Teachers (NAGT) Award 2020;
- National American Civic Education Teacher Awards (ACETA) 2020;



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

Executive Summary • Fiscal Year 2021



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Prince William County

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Dear Community Members:

The Fiscal Year 2021 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. It also reflects resources for needs due to the unprecedented global pandemic.

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

This year I propose a needs-based budget five key areas aligned to our strategic priorities:

1. **Educational equity, and academic achievement for all**, including increased economic disadvantaged funding and digital equity;
2. **Teachers and staff**, providing a 2.8% average salary increase for eligible employees and no health care cost increase.
3. **Student mental health and wellness**, sustaining investments in counselors, hiring social workers, and an additional psychologist for our Global Welcome Center.
4. **Career, military, and college readiness**, continuing implementation of our five-year Career and Technical Education (CTE) Plan and providing incentives to teachers to become dual enrollment certified.
5. **Sustainable facilities, school safety, and support infrastructure**, focusing on Capital Improvements Program investments in our oldest schools including natural daylighting (fenestration) projects, security upgrades for older schools, and studying opportunities for sustainability improvements.

With the help of the Board of County Supervisors and the CARES Act fund, this budget also includes funding for critical personal protective equipment for our staff members. 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 of Schools
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



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



Mrs. Adele E. Jackson
Brentsville District



Mrs. Lillie G. Jessie
Occoquan District



Ms. Diane L. Raulston
Neabsco District



Mrs. Jennifer T. Wall
Gainesville District



Mr. Justin David Wilk
Potomac District



Mrs. Lisa A. Zargarpur
Coles District



Benjamin Kim
Student Representative



Caroline Silvera
Student Representative

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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*



Donna Eagle
*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:



**Associate Superintendent for
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John Wallingford

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Director of Financial Services
Lisa Thorne-Izes

Budget Supervisor
Kathleen Addison

Budget Staff
Amber Berger
Beth Beyene
Khanie McDuffie
Barbara Robinson
Natasha Valencia

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Organizational Section

Vision Statement

In Prince William County Public Schools (PWCS), all students will learn to their fullest potential. The education of each student will be individualized and developmentally appropriate. Student learning will be enhanced by national, global, and multicultural perspectives. Students who graduate from Prince William County Public Schools will possess the basic knowledge and skills that will assure their proficiency in problem solving and the use of technology. Graduates will have a desire to learn and the skills to be life-long learners. They will be responsible citizens. All graduates will be competent to enter the work world and prepared to pursue advanced educational opportunities.

Mission Statement

Providing A World-Class Education

Providing A World-Class Education means....

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

Strategic Plan Goals

Goal 1: All students meet high standards of performance.

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

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

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

Goal 5: The organizational system is aligned and equitable.

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

School and Department Improvement Planning

The PWCS Strategic Plan is a roadmap for the School Division and schools to achieve the vision of *Providing a World-Class Education*. The Strategic Plan for 2016-20 includes five goals, with the primary goal focused on student achievement and the others all supporting this goal. The current Strategic Plan 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's Continuous 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.

The Supervisor of Strategic Planning and School Improvement provides professional development and support to school leaders in the development of their individual continuous improvement plans. School leaders develop their plans based on an analysis of their data and in collaboration with their School Advisory Councils. Principals and leadership teams conduct root cause analysis and needs assessment and set targets accordingly at the school level. Continuous Improvement Plans are reviewed by the Supervisor of Strategic Planning and School Improvement and monitored by the level associate superintendents. 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. The new PWCS Strategic Plan for 2021-25 is scheduled for presentation to the School Board in fall 2020 for approval.

Organization

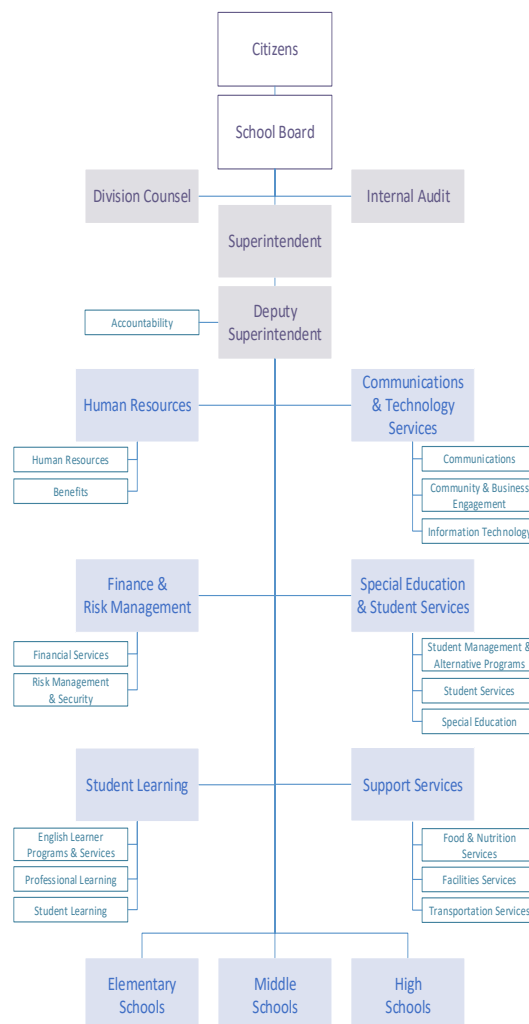
To focus on meeting the needs of its projected 92,048 students, while managing 100 schools and centers, PWCS is an efficient and well-managed organization of more than 11,000 employees.

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.

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 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.

It shall be the duty of each division superintendent to prepare, with the approval of the school board, and submit to the governing body or bodies appropriating funds for the school division, by the date specified in § 15.2-2503, the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division. The estimate shall set up the amount of money deemed to be needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.

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 of the school 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 in accordance with the budget estimates provided to the local governing body or bodies. Such notification shall also include actual per pupil state and local education expenditures for the previous school year. The notice may also include federal funds expended for public education in the school division.

The notice shall be made available in a form provided by the Department of Education and shall be published on the school division's website or in hard copy upon request. To promote uniformity and allow for comparisons, the Department of Education shall develop a form for this notice and distribute such form to the school divisions for publication.

Before any school board gives final approval to its budget for submission to the governing body, the school board shall hold at least one public hearing to receive the views of citizens within the school division. A school board shall cause public notice to be given at least 10 days prior to any hearing by publication in a newspaper having a general circulation within the school division. The passage of the budget by the local government shall be conclusive evidence of compliance with the requirements of this section.

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. For the coming fiscal year (FY 2021), the School Division submitted a budget that adhered to the revenue sharing agreement. The School Division requested the County to provide funds to support the Division that were in excess of the 57.23 percent of County general revenues by \$31.4 million although not approved by the BOCS.

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. 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 (except for grants and non operating funds) 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.
February (Mid-Month)	Public Meeting and Hearing on the proposed budget and Capital Improvements Program (CIP). Budget holders submit proposed budgets
February (Last 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 and non operating funds) 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 or committed for a specified purpose.	010-Food Services Fund 018-Administration Building Cafeteria Fund 018-Facilities Use Fund 019-Student Activity 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 a custodian or trustee.	Trust/Custodial	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 2021 Operating Budget at a Glance

Revenue Highlights

- Total operating revenue will increase by about \$56.6 million or 5.0 percent.
- County revenue to the Operating Fund will be about \$15.1 million more than FY 2020 for an increase of 3.0 percent.
- State revenue will be about \$24.3 million more than FY 2020 for an increase of 4.4 percent.
- Federal revenues reflect program estimates.
- An increase of the use of beginning balance by \$17.1 million.

Expenditure Highlights

- 953 additional students over the FY 2020 approved budget at a cost of \$17.6 million. Growth rates over the last several years have slowed from a range of 2.0 to 3.0 percent to approximately 1.0 percent.
- Start up costs for opening of Gainesville High School and the Potomac Shores Middle School scheduled to open August 2021.
- Brentsville High School Turf Field and Stadium Enhancements and Hylton High School Turf Field.
- Compensation adjustments:
 - Step increase (2.8 percent cost increase).
 - Health Insurance Rates remain unchanged.
 - The Virginia Retirement System (VRS) and Group Life Insurance (GLI) rate change (0.98 percent).
 - Adjustment for Supplemental Pay Rate of 2.8 percent.
 - Adjustment for Substitutes/Temporary Pay Rates of 2.8 percent.
- Continued restoration of economically disadvantaged funding to all grade levels. This restoration adds approximately \$3.2 million back to school budgets to help fund services, that were reduced during the great recession, for economically disadvantaged students.
- Approximately \$4.3 million in funding to support Digital Equity which ensures all students have equal access to technology and the training necessary to navigate digital tools.
- Funding to support the Technology Improvements Plan (TIP) learning management system.
- Approximately \$1.0 million in funding to support Career Technology Education computer replacements and \$1.5 million in funding to support a culinary program at Garfield High School.
- Funding for the continued implementation of the Special Education Audit recommendations.
- Addition of 14.0 FTEs Grade 4 Special Education Teacher Assistants.
- Addition of a 1.0 FTE Special Education Coordinator.
- SAT/ACT funding of \$150,000.
- Addition of 5.0 FTEs Social Workers.
- Addition of a 1.0 FTE Administrative Coordinator of School Counseling.
- Addition of a 1.0 FTE Title IX & Student Equity Officer.
- Addition of a 1.0 FTE school nurse to serve as a floating substitute.

Operating Fund at a Glance

	FY 2020	FY 2021	Change	Percent
County	508,129,132	523,231,549	15,102,417	3.0%
State	557,233,652	581,539,154	24,305,502	4.4%
Federal	37,722,864	38,524,921	802,057	2.1%
Other	7,237,617	6,576,323	(661,294)	(9.1)%
Beginning Balance	24,098,187	41,158,619	17,060,432	70.8%
Total	1,134,421,452	1,191,030,566	56,609,114	5.0%

"This budget includes a 2.8 percent step increase. Overall health insurance rates will remain unchanged."

Operating Fund Revenue and Expenditures at a Glance

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

State Aid: Primarily includes Standards of Quality funding.

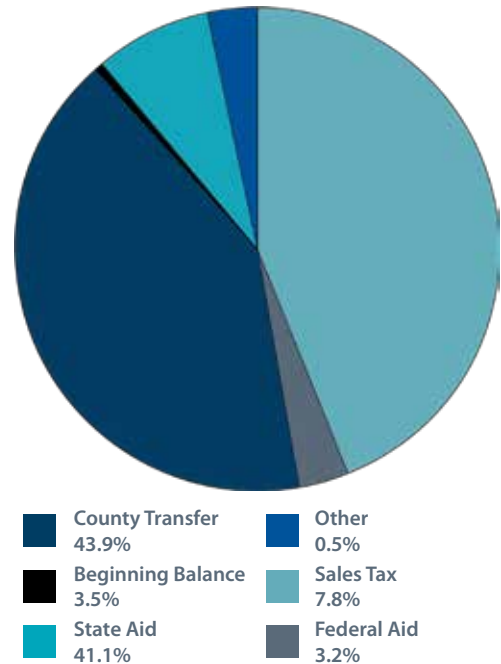
Sales Tax: One and one-eighth cent of the state sales tax designation for education.

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

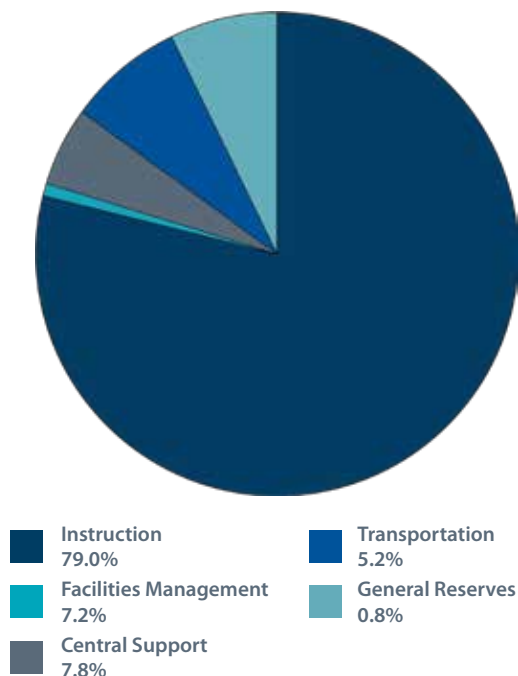
Other: Includes student fees and out-of-county tuition.

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

Where it Comes From



Where it Goes



Instruction: Includes costs associated with providing instructional programs.

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

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

Central Support: Includes costs associated with support services for finance, personnel, information technology, 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 2018-19 and approved values for 2019-20 and 2020-21 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 2019 Actual	FY 2020 Approved	FY 2021 Approved	Increase/Decrease
OPERATING				
County	484,278,194	508,129,132	523,231,549	15,102,417
State	540,205,714	557,233,652	581,539,154	24,305,502
Federal	40,020,352	37,722,864	38,524,921	802,057
Local	8,299,156	4,737,617	4,076,323	(661,294)
Beginning Balance	0	24,098,187	41,158,619	17,060,432
Undistributed	0	2,500,000	2,500,000	0
TOTAL OPERATING	1,072,803,416	1,134,421,452	1,191,030,566	56,609,114
DEBT SERVICE				
County	104,750,397	103,567,896	106,408,111	2,840,215
Other	789,271	879,992	1,329,428	449,436
Transfers In	2,864,245	1,712,000	1,700,000	(12,000)
TOTAL DEBT SERVICE	108,403,913	106,159,888	109,437,539	3,277,651
Construction	32,250,003	87,039,323	175,371,451	88,332,128
Food Services	50,450,304	51,595,000	50,000,000	(1,595,000)
Distribution Center	4,409,493	5,000,000	5,000,000	0
Facilities Use	1,678,089	1,755,200	1,794,638	39,438
Imaging Center	571,161	635,516	668,041	32,525
Self-Insurance	5,163,520	5,627,478	5,768,836	141,358
Health Insurance	111,265,193	110,153,121	108,095,019	(2,058,102)
Regional School	25,441,275	46,813,026	26,046,907	(20,766,119)
SACC Program	551,766	550,000	550,000	0
Governor's School	953,108	1,004,340	1,158,015	153,675
Aquatics Center	1,159,407	1,314,906	1,455,279	140,373
Student Activity	0	0	15,200,000	15,200,000
TOTAL ALL FUNDS	1,415,100,648	1,552,069,250	1,691,576,291	139,507,041

Revenues – Operating/Debt

Operating Fund & Debt Service Fund

	FY 2020	FY 2021	Change	Percent Change
County	611,697,028	629,639,660	17,942,632	2.9%
State	557,233,652	581,539,154	24,305,502	4.4%
Federal	37,722,864	38,524,921	802,057	2.1%
Other	9,829,609	9,605,751	(223,858)	(2.3)%
Beginning Balance	24,098,187	41,158,619	17,060,432	70.8%
TOTAL	1,240,581,340	1,300,468,105	59,886,765	4.8%

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, adult education, other fees, and nonresident tuition accounts for a small amount of revenue. PWCS does not have taxing authority.

In FY 2021, it is projected PWCS will receive about \$1.3 billion to support the School Division's Operating and Debt Service Funds. This represents an increase of about \$59.9 million or 4.8 percent more than budget estimates for FY 2020.

County Funds

\$629.6 million; \$17.9 million more (2.9%)

Real property, personal property, BPOL, utility, 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. The code of Virginia, section 22.1-92 states: It shall be the duty of each division superintendent to prepare, with the approval of the school board, and submit to the governing body or bodies appropriating funds for the school division, by the date specified in § 15.2-2503, the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division. For the coming fiscal year (FY 2021), the School Division submitted a budget that adhered to the revenue sharing agreement. The School Division requested the County to provide funds to support the Division that were in excess of the 57.23 percent of County general revenues by \$31.4 million although not approved by the BOCS.

The requested county transfer to the School Division will be approximately \$629.6 million with \$523.2 million to support the Operating Fund. The remaining \$106.4 million is for the Debt Service Fund to pay debt service for previous and new school construction and other capital improvements.

State Aid

\$581.5 million; \$24.3 million more (4.4%)

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 2021 is the first year of the biennium and therefore, adjustments are made resulting from the re-benchmarking process, as well as for changes 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 first year of the 2020-2022 Biennial Budget, (FY 2021) PWCS will receive about \$581.5 million in state funding, an increase of \$24.3 million. About \$92.7 million of this amount is the School Division's share of the one and one-eighth percent sales tax collected to support public education. Most state funding for capital projects, used historically by the School Division to fund school renewals and renovations, has been eliminated.

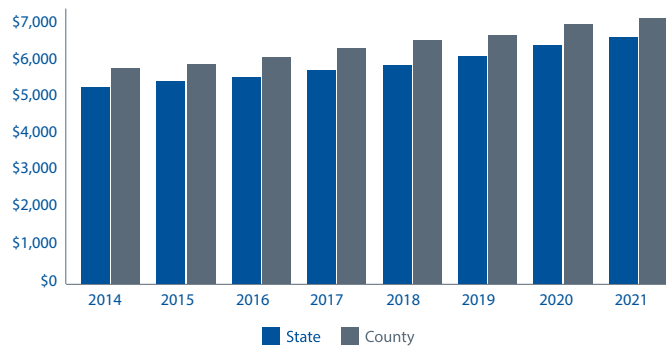
For years, the state has attempted to distribute aid to education equitably by recognizing that some localities

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), is calculated using three indicators of a locality's ability-to-pay: (1) true values of real estate and public service corporations as reported by the State Department of Taxation for the calendar year of 2015 (50%), (2) adjusted gross income for the calendar year 2015 as reported by the State Department of Taxation (40%); and (3) the sales for the calendar year 2015 which are subject to the state general sales and use tax, as reported by the State Department of Taxation (10 percent). Each constituent index element for a locality is its sum per March 31 ADM, or per capita, expressed as a percentage of the state average per March 31 ADM, or per capita, for the same element. 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. It is important to note that every school division, even the poorest, significantly exceeds the state minimum SOQ program requirements. PWCS ability to pay education costs fundamental to the Commonwealth's Standards of Quality was increased from .3783 to .3799 for the 2020-2022 biennium. This means that Prince William County is required to pay about 38 percent of the cost of the minimum educational program set by the state SOQ. This change in LCI translates to a decrease in funding to PWCS of approximately \$1.06 million.

Northern Virginia Regional Special Education Program (NVRSP)

Over 40 years ago (1977 General Assembly authorization) 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 with low incidence disabilities. The authorized disabilities for state reimbursement include emotional disability, autism, multiple disabilities, hearing impairment, deaf/blindness, and traumatic brain injury. In 2015, VDOE conducted a comprehensive study of Special Education Regional Programs and the funding model used to provide funds to school divisions that provided special education services to students through those programs. After the study was completed, VDOE initiated a project to begin a transition from the existing funding model for these programs to a new funding model that will be implemented in FY 21 to provide for a more equitable distribution of these funds to all 132 school divisions in Virginia. This Equity Model, in FY 21 includes several aspects that differ from the previous funding model, as follows:

State and County Per Pupil Funding by Fiscal Year



Enrollment Data is Actual Enrollment 2014 – 2019 & Estimated 2020 – 2021

- VDOE will distribute funds for Students with Intensive Support Needs, rather than for students in the current reimbursable disability categories in regional programs.
- VDOE will use a formula to distribute funds.
- Regional Programs will no longer submit a Rate Package. Rather, individual divisions will submit an Application for Funds for Students with Intensive Support Needs and will receive funding from the same revenue stream.

As a result, NVRSP has experienced changes to their level of funding and enrollment under the new Equity Model for the past four years. The estimated revised levels of funding to PWCS are as much as \$15 million to \$19 million during the FY 2018-22 time period. The FY 2021 reduction is estimated at \$3 million. This reduction was considered when developing the FY 2021 budget. PWCS and VDOE staff continue to monitor the transition as the enrollment and the revenue in the Regional Special Education program decline.

Federal Aid

\$38.5 million; \$.8 million more (2.1%)

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 2021, PWCS will receive about \$38.5 million in "traditional" federal funding. This represents an increase of about \$.8 million in federal grants for specific programs. The basis for an increase in federal funding is from program estimates. The \$.8M increase is primarily due to a funding transfer to Title II, Part A from the Title IV, Part A, Allocations under Provisions of the Elementary and Secondary Education Act of 1964 (ESEA), as amended to provide resources for the continued efforts

and program expansion of PWCS professional development to align with PWCS' high quality teaching standards. The additional funding will be designated for projects such as AP Leadership Academy, Teacher Mentors, Area specific conferences, consultants, and train the trainer courses.

Other Revenue

\$9.6 million; \$.2 million less (-2.2%)

FY 2021 projects about \$9.6 million in available revenues from various other sources. These sources include fees for student parking, tuition for adult education classes, 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 2021.

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 \$41.2 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 3.5 percent of the approved 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 transfer. 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 reserve in the Construction Fund to the Debt Service Fund. Total revenue for FY 2021 is budgeted at \$109.4 up \$3.3 million from FY 2020.

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 in from the Operating Fund (cash to capital). During FY 2021 construction revenues will be increased and as a result the Construction Fund will experience a revenue increase of \$88.3 million from FY 2020.

Food Services Fund revenue comes from federal and state government subsidies as well as cafeteria food sales. In FY 2021, the revenue budget is \$50.0 million, a \$1.6 million decrease from FY 2020.

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 2021 is \$1.8 million up \$39 thousand from FY 2020.

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 2021, the revenue budget for the Imaging Center Fund is \$668 thousand up \$33 thousand from FY 2020.

The Self-Insurance Fund revenues consist of charges for services to other funds and a small amount from insurance claims and recoveries. FY 2021 budget will be \$5.8 million, a \$141 thousand increase from FY 2020.

Health Insurance Fund revenue sources are payroll withholdings from employee pay and employer contributions for employee coverages. In FY 2021, the total revenue budget for the Health Insurance Fund is \$108.1 million, a \$2.1 million decrease from FY 2020.

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

Executive Summary

these regional programs. In FY 2021, the revenue budget is \$26 million, down almost \$21 million from FY 2020.

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 2021 budget is unchanged at \$550 thousand.

The Governor's School at Innovation Park is a STEM school with enrollment of approximately 118 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 2021 revenue budget is \$1.2 million, up \$154 thousand from FY 2020.

The Aquatics Center is a 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 the sale of merchandise concessions, swim lessons, parties, and memberships. FY 2021 revenue budget is \$1.5 million, a \$140 thousand increase from FY 2020.

Finally, the Student Activity Fund accounts for monies received from school events such as field trips, fundraisers, and community use of facilities. In FY 2021, the revenue budget is \$15,200,000.



Expenditure Summary by Fund

The table below shows expenditures budgeted by fund utilizing actual values for 2018-19 and approved values for 2019-20 and 2020-21 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 2019 Actual	FY 2020 Approved	FY 2021 Approved	Increase/ Decrease
OPERATING				
Personnel	659,768,034	682,937,695	713,721,232	30,783,537
Benefits & Fixed Charges	235,085,905	251,040,515	269,953,773	18,913,258
Contractual Services	53,933,392	62,588,992	64,730,283	2,141,291
Materials & Supplies	51,097,814	44,250,870	49,200,148	4,949,278
Capital Outlay	18,237,358	17,488,967	16,824,567	(664,000)
Reimbursements	(176,770)	0	0	0
Reserve/Transfers Out	28,888,421	76,114,413	76,600,563	486,150
TOTAL OPERATING	1,046,834,154	1,134,421,452	1,191,030,566	56,609,114
DEBT SERVICE	105,491,378	106,159,888	109,437,539	3,277,651
OTHER FUNDS				
Personnel	21,749,419	24,567,354	24,991,950	424,596
Benefits & Fixed Charges	101,773,385	114,314,557	112,933,839	(1,380,718)
Contractual Services	39,622,227	75,745,358	66,550,200	(9,195,158)
Materials & Supplies	26,897,020	26,113,594	39,400,175	13,286,581
Capital Outlay	135,934,413	66,593,969	144,157,575	77,563,606
Reserves/Transfers Out	3,364,245	4,153,078	3,074,447	(1,078,631)
OTHER FUNDS	329,340,709	311,487,910	391,108,186	79,620,276
TOTAL ALL FUNDS	1,481,666,241	1,552,069,250	1,691,576,291	139,507,041

Operating Fund and Debt Service Fund

Adjustment Changes from Approved FY 20 to Approved FY 21

FY 2020 Approved Expenditures for Operating and Debt Service Funds		\$1,240,581,340
Expenditure Changes for FY 2021		
Baseline Adjustments		-\$11,891,331
Baseline Adjustments, Elimination of One-Time Costs	-\$4,959,080	
Readjust Holdback Allocation Reserve	-\$2,813,287	
Restore General Reserve	\$46,070	
State Reduction for Regional Special Education Program	-\$3,000,000	
Adjustments in Grants & Self-Supporting Programs	-\$1,165,034	
Compensation		\$21,171,952
Step Increase (2.8% Cost Increase)	\$27,408,378	
Slippage in Compensation (Salary Vacancy Factor Plus Impact of Turnover)	-\$13,017,364	
Virginia Retirement System (VRS) & Group Life Insurance (GLI) Rate Change (0.98%)	\$6,221,562	
Adjustment to Supplemental Pay Rates (2.8%)	\$197,958	
Adjustment for Substitutes/Temporary Pay Rates (2.8%)	\$361,418	
New Students & Schools		\$23,650,692
Funding for New Students (953)	\$17,631,041	
Startup Costs for New School - Gainesville High School (HS)	\$1,966,000	
Startup Costs for New School - Potomac Shores Middle School (MS)	\$776,000	
Debt Service Net Increase	\$3,277,651	
School Repairs & Renewals		\$500,000
CIP – Increase Technology Improvement Projects (TIP) Funding	\$500,000	
New Resources		\$26,455,452
Maintain PWCS Regional Special Education Programs	\$3,000,000	
Transportation Services Dispatchers 4.0 FTEs 250 Day Gr 6	\$259,697	
Bookkeeper I Change from 223 to 250 Day	\$436,280	
Administrative Coordinator Risk Mgmt 1.0 FTE 250 day Gr 15	\$155,088	
Facilities Services Senior GIS Analyst 1.0 FTE 250 day Gr 14	\$137,590	
Facilities Services Permit Coordinator 1.0 FTE 250 day Gr 13	\$132,348	
Special Education Coordinator 1.0 FTE 223 day Gr 16	\$152,448	
Info Technology Supv Gr 16 Reclassified to Gr 18	\$34,379	
Virtual High School	\$1,250,000	
Improve Economically Disadvantaged Ratio (6-8) Reduce ratio from 645:1 to 452:1	\$569,893	
Improve Economically Disadvantaged Ratio (9-12) Reduce ratio from 645:1 to 452:1	\$679,183	
Improve Economically Disadvantaged Ratio (K-5) Reduce ratio from 163:1 to 139.22:1	\$1,941,649	
One-Time Funding: Brentsville HS Turf Field and Stadium Enhancements	\$4,116,000	
One-Time Funding: Hylton HS Turf Field	\$1,646,000	
Increase support for the Aquatics Center	\$450,000	
Increase in Innovation Governor's School Seats (9) from MCPS and MPCPS	\$114,215	
Increase in Local Share of E-Rate Expense for Eligible Projects	\$394,000	
One-Time Funding: Feasibility Study - Green Schools	\$25,000	
One-Time Funding: Feasibility Study - Transportation	\$25,000	
One-Time Funding: Move Fin/HR to the cloud	\$500,000	
One-Time Funding: Training for 30 employees	\$48,000	
One-Time Funding: Robotics + \$30,000 current year funding	\$50,000	

Executive Summary

Operating Fund and Debt Service Fund

(continued)

One-Time Funding: CTE - Culinary - Gar-Field	\$1,476,865	
One-Time Funding: CTE - Computers	\$1,000,000	
One-Time Funding: Digital Equity	\$4,251,601	
One-Time Funding: PK Transportation (restraints)	\$33,000	
Add Bel Air ES - Dual Language Program	\$77,000	
Social Worker 5.0 FTEs 195 Day Gr 12	\$483,510	
Distance Learning Network	\$50,000	
Increase in SAT/ACT Funding	\$150,000	
Funding for Additional Transportation Support for High School Summer School	\$53,091	
Dual Enrollment Stipend for Teachers	\$85,000	
Additional Nurse to Serve as Floating Substitute 1.0 FTE 195 Day Gr 12	\$95,753	
Adjust Elementary Strings Funding Ratio to Provide Teachers 1.0 FTE 195 Day Gr 12	\$96,747	
Student Services Coordinator for Title IX 1.0 FTE 250 Day Gr 15	\$155,183	
Payroll Specialist 1.0 FTE 250 Day Gr 11	\$109,201	
Benefits Coordinator 1.0 FTE 250 Day Gr 13	\$142,190	
Student Services Guidance Counselor Coordinator 1.0 FTE 250 day Gr 13	\$142,190	
Special Education Teacher Assistant - Contracted Positions 14.0 FTEs 188 Day Gr 4	\$561,912	
One-Time Funding: Technology Improvements Program (TIP) Learning Management System	\$336,000	
Transportation Scheduling Technicians 1.0 FTE 250 Day Gr 7	\$78,260	
Special Education Audit Recommendations	\$665,580	
Fund Additional .5 FTE Gr 12 195 Day Guidance Counselor/Director at Nokesville/ Pennington/Porter	\$140,415	
Advanced Program Coordinator (AP, IB, Cambridge, and Dual Enrollment)	\$155,184	
Net Change	\$59,886,765	
FY 2021 Projected Expenditures		\$1,300,468,105
FY 2021 Projected Revenues (Operating & Debt Service)		\$1,300,468,105
Estimated FY 2021 Surplus/(Deficit)		\$0
Debt Service Fund		\$109,437,539
Operating Fund		\$1,191,030,566

Baseline Adjustments

\$-11.9 million

Baseline adjustments represent the costs of personnel, materials, equipment, and services to continue current programs and services in FY 2021. 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).

Inflation, Adjustments, and Replacements

This year there was no 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 29 buses, 17 trucks, and three cars.

Grants and Self-Supporting Programs

Grants and self-supporting programs are required to operate within the revenues available for these programs. Adjustments for revenues for these federal, state and locally funded programs will decrease overall by about \$1.2 million in FY 2021. This is primarily due to decreased funding for summer school as a result of reductions in student participation. Overall, this budget includes about \$52.6 million in revenues and expenditures for grants and self-supporting programs.

Regional Special Education Program

As mentioned under State Aid, PWCS is estimating a reduction of \$3 million over the FY 2020 Approved Budget in state funds for the Regional Special Education Program due to the Virginia Department of Education's statewide restructuring of the program.

New Students and Schools

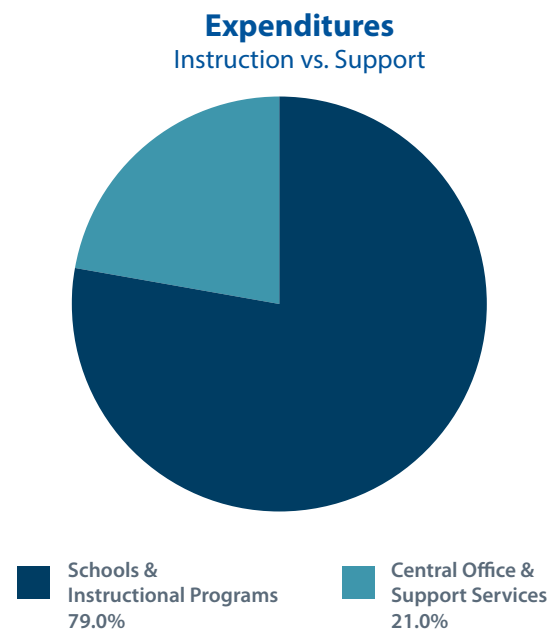
\$23.6 million

The FY 2021 budget includes about \$17.6 million for per pupil allocations to schools and central support services to maintain current programs and services for the 953 new students projected in enrollment since the FY 2020 Approved Budget.

In August 2021, the School Division will open two new schools; a middle school at Potomac Shores and Gainesville High School. The Construction Fund Budget provides funds for outfitting this facility and addresses the capital needs of the new school. The School Division provides initial operating funds for basic start-up costs such as staff (principal, bookkeeper) to facilitate the opening of the school and assist with the purchase of textbooks, library books, and other consumable supplies.

The Debt Service Fund expenditures will increase by \$3.3 million over the FY 2020 Approved Budget. The increase is the difference between the debt service on bonds for new schools and renovations and the interest and principal retired on previous construction bonds and/or refunding of bonds.

Funding is included to support the costs associated with the construction of secure vestibules at Woodbridge Middle and Graham Park Middle; funding for tennis court lighting at two high schools; renewals at Beville Middle, Mountain View Elementary, and Penn Elementary; and school repair and maintenance projects.



Compensation

\$32.1 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 2.8 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. Each one percent of salary and benefits costs about \$8.1 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 2021 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 FY 2021 has been budgeted at about 1.6 percent of estimated compensation. This means that \$13.0 million may reduce the effective cost for the pay raise.

Benefit Programs

In FY 2021, the average cost of benefits for a typical employee will be about 39.80 percent of salary. VRS rates have increased. The VRS retirement rate is 16.62 percent, increased from the FY 2020 Approved rate of 15.68 percent. The FY 2021 state group life insurance (GLI) rate is 1.34 percent, increased from 1.31 percent in FY 2020. The health care credit rate is 1.21 percent, unchanged from last year.

Health insurance premiums are projected to remain the same as in FY 2020. The PWCS average increase for the past five years has been less than the national average; increases in utilization are still the primary issue driving the cost changes.

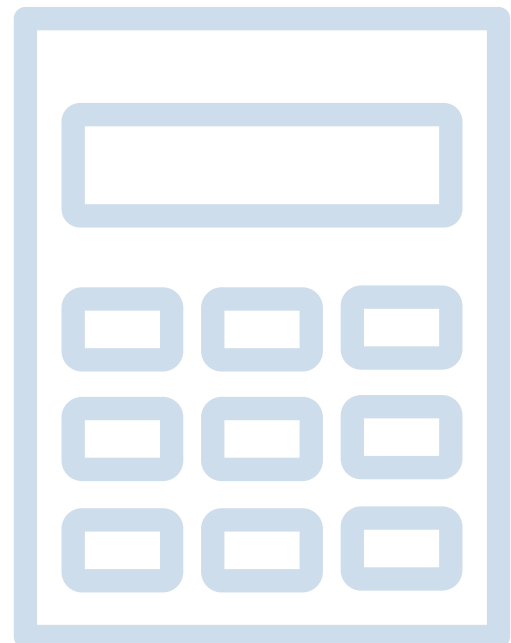
School Repairs & Renewals

\$0.5 million

CIP Technology Improvement Projects (TIP)

This marks the tenth 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. Currently, our limited access to high-quality, authentic resources is negatively impacting our students, hindering their opportunities to develop and apply twenty-first century skills, including communication, collaboration, critical thinking, and creativity. To ensure all PWCS students have equitable access to quality, authentic resources at home and school, implementing a four-year digital equity initiative would positively impact and prepare our students for their futures. The digital equity initiative goal is to move toward one-to-one learning devices in grades 3-12, and one learning device to three students in grades K-2. Funding is also needed to support projects such as continued implementation of LAN and WLAN upgrades; data center and school upgrades and replacements (e.g., servers, back-up systems, storage, disaster recovery); and network infrastructure and bandwidth upgrades and replacements.

For the last several years, available end-of-year funds helped to address technology needs partially, including the purchase of additional interactive whiteboards for every classroom in the Division. In FY 20, however, there were no year-end funds available for future needs.



New Resources

\$26.5 million

This budget identifies \$26.5 million for new resources and allocations to existing programs and services. The items associated with this funding are listed below in accordance with five key areas aligned to the Division's strategic priorities.

1. Educational Equity, and Academic Achievement for All		\$14,337,438
Distance Learning Network	\$50,000	
Improve Economically Disadvantaged Ratio (6-8) Reduce ratio from 645:1 to 452:1	\$569,893	
Improve Economically Disadvantaged Ratio (9-12) Reduce ratio from 645:1 to 452:1	\$679,183	
Improve Economically Disadvantaged Ratio (K-5) Reduce ratio from 163:1 to 139.22:1	\$1,941,649	
Increase in Innovation Governor's School Seats (9) from MCPS and MPCPS	\$114,215	
Increase in Local Share of E-Rate Expense for Eligible Projects	\$394,000	
Maintain PWCS Regional Special Education Programs	\$3,000,000	
One-Time Funding: Technology Improvements Program (TIP) Learning Management System	\$336,000	
One-Time Funding: Digital Equity	\$4,251,601	
One-Time Funding: PK Transportation (restraints)	\$33,000	
Special Education Audit Recommendations	\$665,580	
Special Education Coordinator 1.0 FTE 223 day Gr 16	\$152,448	
Special Education Teacher Assistant - Contracted Positions 14.0 FTEs 188 Day Gr 4	\$561,912	
Transportation Scheduling Technicians 1.0 FTEs 250 Day Gr 7	\$78,260	
Transportation Services Dispatchers 4.0 FTEs 250 Day Gr 6	\$259,697	
Virtual High School	\$1,250,000	
2. Teachers and Staff		\$628,659
Bookkeeper I Change from 223 to 250 Day	\$436,280	
Dual Enrollment Stipend for Teachers	\$85,000	
Info Technology Supv Gr 16 Reclassified to Gr 18	\$34,379	
One-Time Funding: Feasibility Study - Transportation	\$25,000	
One-Time Funding: Training for 30 employees	\$48,000	



New Resources

(continued)

3. Student Mental Health and Wellness		\$1,017,051
Additional Nurse to Serve as Floating Substitute 1.0 FTE 195 Day Gr 12	\$95,753	
Fund Additional .5 FTEs Gr 12 195 Day Guidance Counselor/Director at Nokesville/ Pennington/Porter	\$140,415	
Social Worker 5.0 FTEs 195 Day Gr 12	\$483,510	
Student Services Coordinator for Title IX 1.0 FTE 250 Day Gr 15	\$155,183	
Student Services Guidance Counselor Coordinator 1.0 FTE 250 day Gr 13	\$142,190	
4. Career, Military, and College Readiness		\$3,508,887
Add Bel Air ES - Dual Language Program	\$77,000	
Adjust Elementary Strings Funding Ratio to Provide Teachers 1.0 FTE 195 Day Gr 12	\$96,747	
Advanced Program Coordinator (AP, IB, Cambridge, and Dual Enrollment)	\$155,184	
Funding for Additional Transportation Support for High School Summer School	\$53,091	
Increase in SAT/ACT Funding	\$150,000	
Increase support for the Aquatics Center	\$450,000	
One-Time Funding: CTE - Computers	\$1,000,000	
One-Time Funding: CTE - Culinary - Gar-Field	\$1,476,865	
One-Time Funding: Robotics + \$30,000 current year funding	\$50,000	
5. Sustainable Facilities, School Safety, and Support Infrastructure		\$6,963,417
Administrative Coordinator Risk Mgmt 1.0 FTE 250 day Gr 15	\$155,088	
Facilities Services Permit Coordinator 1.0 FTE 250 day Gr 13	\$132,348	
Facilities Services Senior GIS Analyst 1.0 FTE 250 day Gr 14	\$137,590	
Payroll Specialist 1.0 FTE 250 Day Gr 11	\$109,201	
Benefits Coordinator 1.0 FTE 250 Day Gr 13	\$142,190	
One-Time Funding: Brentsville HS Turf Field and Stadium Enhancements	\$4,116,000	
One-Time Funding: Hylton HS Turf Field	\$1,646,000	
One-Time Funding: Move Fin/HR systems to the cloud	\$500,000	
One-Time Funding: Feasibility Study - Green Schools	\$25,000	
Total New Resources		\$26,455,452

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 not 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.

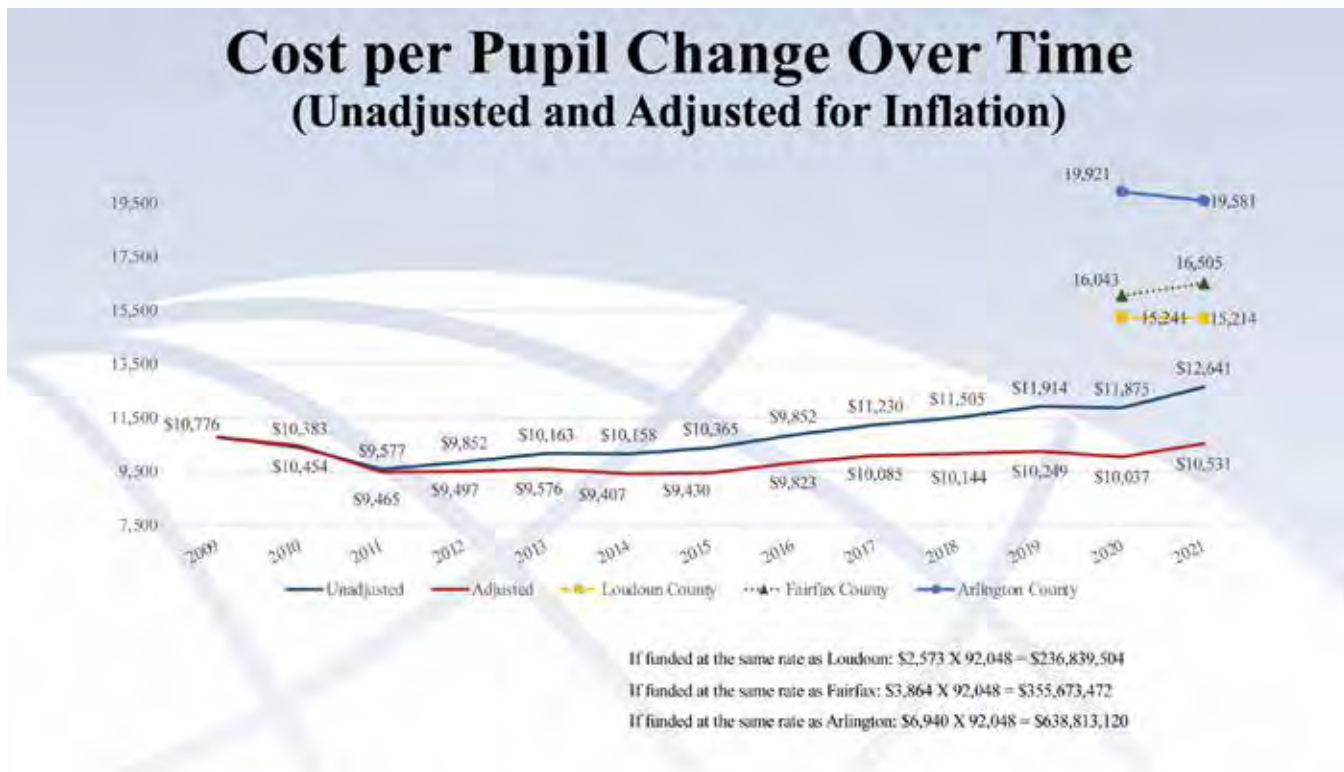
Cost per Pupil

The chart below shows both the change in PWCS' unadjusted cost per pupil and the inflation adjusted cost per pupil over the period 2009 to 2021. It also shows the cost per pupil amounts for Fairfax County and Loudoun County, from their FY 2021 approved budget. The chart highlights two issues.

The first is the comparative cost per pupil between the counties to the north and PWCS' cost per pupil. PWCS compares itself to other localities in the Washington Area

Boards of Education (WABE) group for all kinds of metrics, including financial. The funding levels provided to these county school divisions are substantially higher than Prince William. If the Division does not begin to see funding levels move towards other WABE localities, the PWCS administration may want to consider other divisions to compare financial, operational, and instructional outcomes. The second is the change in costs per pupil over the FY 2009 to FY 2021 period. The Division has experienced substantial increases in populations that require far more support than the general education population. Three examples of these populations are economically disadvantaged students, students with special needs, and English language learners students. These students require more support which requires higher levels of funding. The note on the Cost per Pupil chart identifies the additional amounts PWCS would receive if funded at the same per pupil levels as Loudoun County and Fairfax County.

**Cost per Pupil Change Over Time
(Unadjusted and Adjusted for Inflation)**



Fiscal Year Budget Comparison for All Funds

The table below includes the total budget by fund showing actual expenditure values for 2016-17, 2017-18, and 2018-19 and approved expenditure values for 2019-20 and 2020-21 for comparison.

Fund	Actual 2016-17	Actual 2017-18	Actual 2018-19	Approved 2019-20	Approved 2020-21
Operating	981,419,451	1,008,873,566	1,046,834,154	1,134,421,452	1,191,030,566
Debt Service	89,713,615	101,582,250	105,491,378	106,159,888	109,437,539
Construction	157,703,561	97,981,897	147,363,672	87,039,323	175,371,451
Food Services	46,571,434	45,900,157	45,271,884	51,595,000	50,000,000
Imaging Center	0	0	588,394	635,516	668,041
Facilities Use	1,440,894	1,513,883	1,464,941	1,755,200	1,794,638
School Age Child Care Program	632,706	618,993	576,079	550,000	550,000
Distribution Center	4,983,943	4,809,337	4,185,215	5,000,000	5,000,000
Self-Insurance	3,392,836	5,177,683	4,001,040	5,627,478	5,768,836
Health Insurance	94,000,275	96,253,147	98,338,406	110,153,121	108,095,019
Governor's School @ Innovation Park	841,786	901,411	974,090	1,004,340	1,158,015
Regional School	47,530,503	38,203,258	25,385,602	46,813,026	26,046,907
Aquatics Center	751,000	1,055,628	1,191,386	1,314,906	1,455,279
Student Activity	0	0	0	0	15,200,000
Grand Total	1,428,982,004	1,402,871,210	1,481,666,241	1,552,069,250	1,691,576,291



School Board Funds

Other than the Operating Fund, the budget includes funds for the management of special activities and functions. The FY 2021 budget consists of the fourteen funds under the control of the School Board.

Operating Fund

\$1,191,030,566; 11,265.6 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

\$175,371,451; 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

\$109,437,539; 0.0 positions

This fund pays principal and interest on bonds and loans sold to finance capital projects in the Construction Fund. The County transfer primarily supports this fund.

Food Services Fund

\$50,000,000; 659.86 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

\$108,095,019; 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. This fund is part of the Facilities Use Fund, however, it is presented separately in this document.

Aquatics Center Fund

\$1,455,297; 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

\$1,239,438; 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.

Regional School Fund

\$26,046,907; 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

\$1,158,015; 9.0 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 and state funds support 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 provider funds the program oversight.

Self-Insurance Fund

\$5,768,836; 6.0 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

\$668,041; 4.0 positions

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

Student Activity Fund

\$15,200,000; 0.0 positions

This fund accounts for monies received from school events such as fundraisers, field trips, and community use of facilities.

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. In past years, 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 2021.

The COVID-19 pandemic brings significant economic uncertainty that makes it difficult to project its impact on future years. As such, the County deferred its FY 2021-2025 Five-Year Plan from the FY 2021 planning process and will evaluate the Five-Year Plan during the fall of 2020 as additional economic data is received. The Five-Year Plan below was prepared at the time of the proposed budget and therefore does not reflect the economic impacts of the pandemic.

In developing criteria for the proposed five-year budget plan 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.

The FY 2021 Approved Budget was impacted by approximately \$56.5 million in state and county revenue reductions identified prior to budget adoption. The Division, however, expects to receive \$44.1 million in Coronavirus Relief Funds (CRF), \$9.3 million from the Education Stabilization Fund (ESSER), \$0.9 million in Governor's Emergency Education Relief (GEER) and ESSER set aside funding, and potential funding from the Disaster Relief Fund (FEMA).

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 3,549 new students expected during the next five years.

Repairs & Renewals

- \$179.0 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 \$572.0 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 one high school.
- Additions/expansions at four current schools.

Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2021 – FY 2025 (\$ in millions)

Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Expenditures					
Current Programs	1,296.0	1,320.0	1,347.4	1,391.6	1,436.4
New Students	10.2	19.8	27.5	34.7	38.4
Repairs & Renewals	34.2	34.8	35.8	36.8	37.8
New Schools	7.0	9.4	16.5	5.7	13.7
Total Expenditures	1,347.4	1,384.0	1,427.2	1,468.8	1,526.3
Revenues					
State/Federal/Other	680.4	693.0	714.0	731.9	764.9
County Transfer	667.0	691.0	713.2	736.9	761.4
Total Revenue	1,347.4	1,384.0	1,427.2	1,468.8	1,526.3
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 2021 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

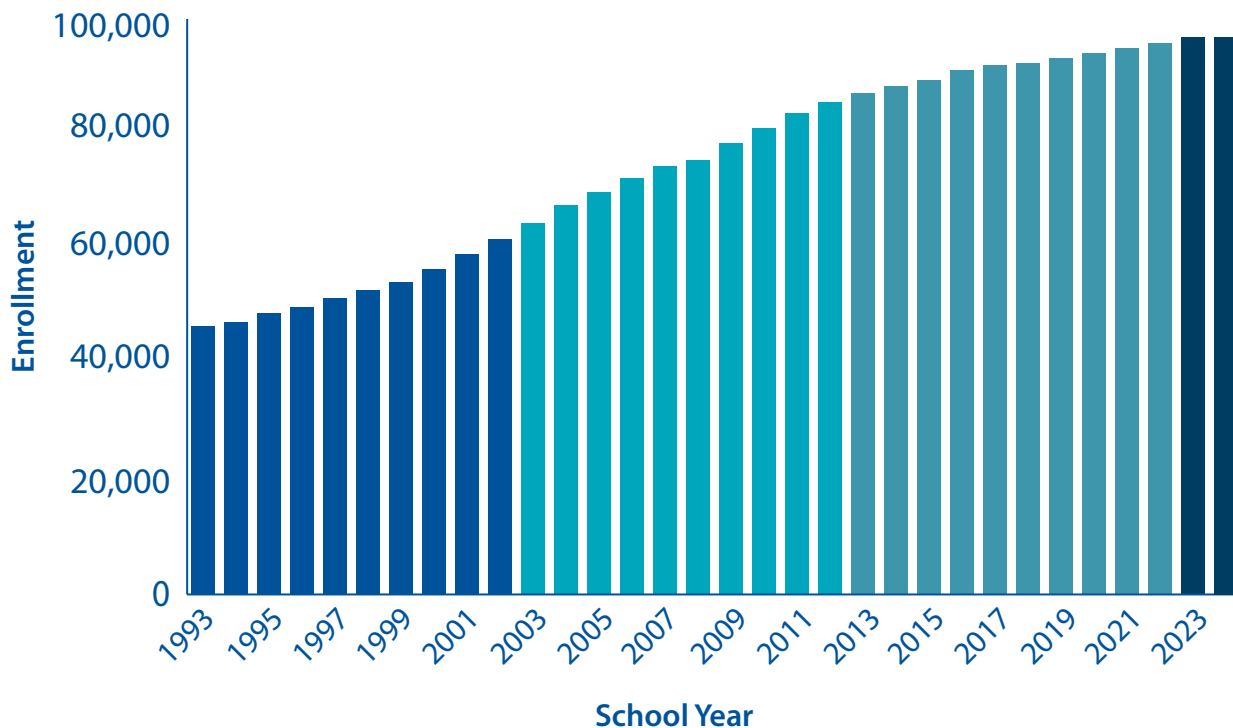
The graph below depicts the 27-year enrollment history and five projected years of PWCS. The School Division has seen steady growth over the last 10 years, at a rate of about 1.9 percent annually. The calendar year 2019 (FY 2020) enrollment for the School Division was 91,526, a year-over-year growth rate of 1.5 percent.

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 the Housing Unit method and Grade Progression method, along with judgmental adjustments to fine-tune the forecasts. The model produced by this combination of methods is supported by industry best practices and scholarly literature and is relatively inexpensive to produce.

The table on the following page utilizes the enrollment projection tools to estimate the 2020-21 school enrollments for each grade level in the School Division.

Enrollment History and Projections



Executive Summary

Enrollment and Future Projections by Grade Level

Grade Span	Grade	Actual 2018-19	Actual 2019-20	Projected 2020-21	Change 2020-21
Elementary School		40,110	40,422	40,513	91
	K	6,254	6,303	6,315	12
	1	6,691	6,639	6,662	23
	2	6,623	6,806	6,749	(57)
	3	6,701	6,745	6,914	169
	4	6,913	6,854	6,879	25
	5	6,928	7,075	6,994	(81)
Middle School		20,997	21,357	21,372	15
	6	7,112	6,960	7,109	149
	7	7,147	7,172	7,026	(146)
	8	6,738	7,225	7,237	12
High School		27,610	28,058	28,562	504
	9	7,392	7,495	7,979	483
	10	6,981	7,213	7,312	98
	11	6,789	6,507	6,728	221
	12	6,448	6,841	6,543	(298)
Special Schools		1,486	1,689	1,600	(89)
Total		90,203	91,526	92,048	522

To estimate the state revenues and to calculate the school and central office allocations for the FY 2020-21 budget, PWCS used the enrollment of 92,048 students.

Grade Span	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
Elementary	40,513	40,703	40,933	41,034	41,265
Middle	21,372	21,292	21,383	21,485	21,610
High	28,562	29,356	29,731	30,169	30,078
Special Schools	1,600	1,639	1,663	1,672	1,690
Total	92,048	92,989	93,709	94,360	94,644
Annual Change	0.6%	1.0%	0.8%	0.7%	0.3%

Note: Totals may not add due to rounding.

Five-Year Enrollment Projections

Using enrollment projections models, the School Division projects a growth pattern over the next five years, at approximately 0.7 percent annually. The table above projects enrollment for the next five years by grade span.

Projected enrollments beyond 2020-21 allow for long-range capital planning, such as planning for construction of additional schools, or additions to existing schools.

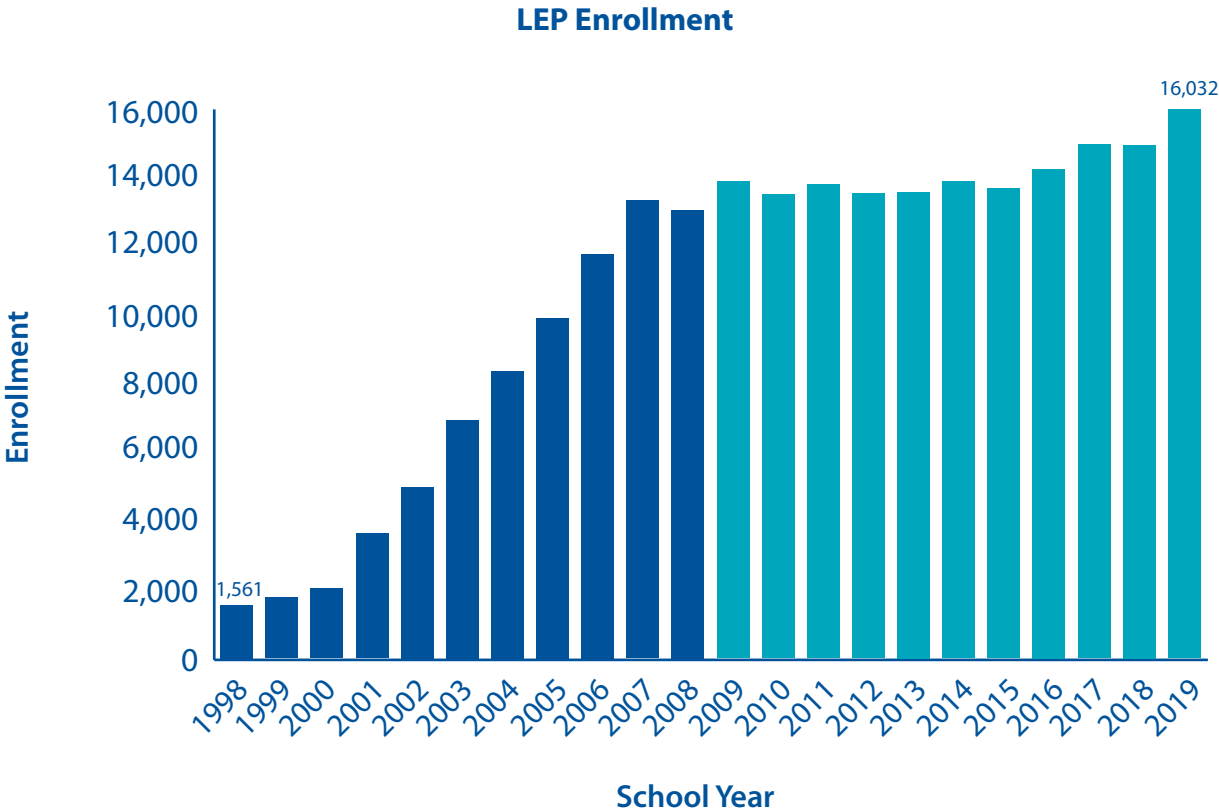
Demographic Changes

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 increased by 2.8 percent annually.

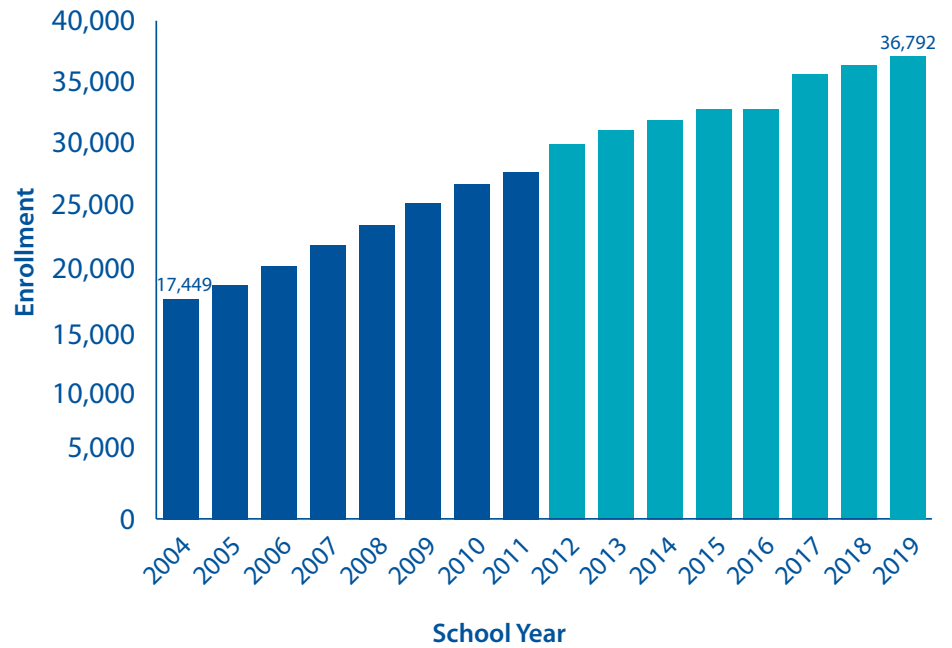
The graph below depicts LEP enrollments over the 1998 to 2019 calendar year period.



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 2021, PWCS expects 36,987 students or 40.2 percent to be eligible for free or reduced lunches. The graph to the right depicts the changes in the free and reduced lunch population over the last 16 calendar years.

Economically Disadvantaged Student Enrollment

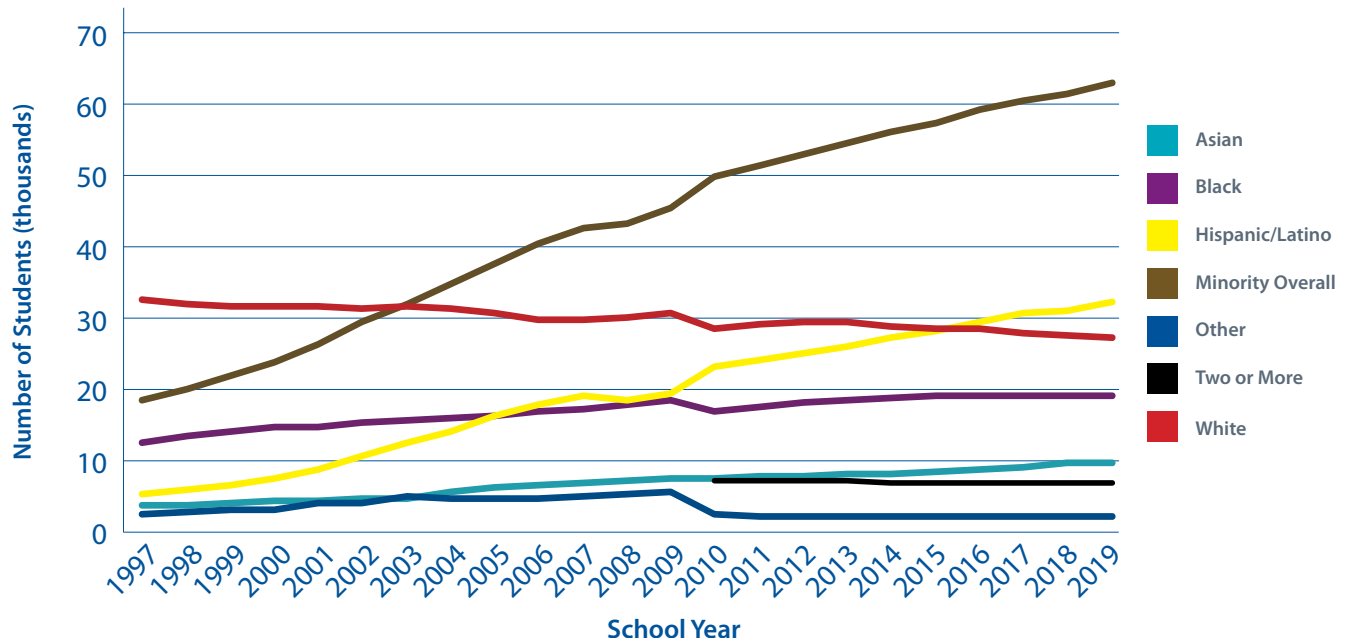


Student Diversity

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 23 calendar years.

Student Enrollment by Race/Ethnicity

1997 – 2019



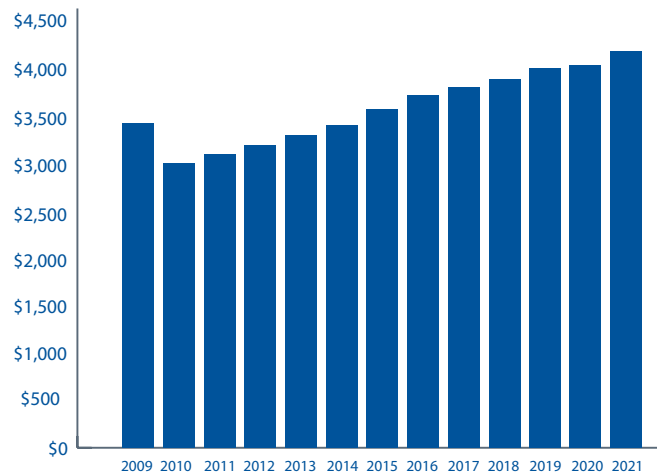
Local Taxes

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 will receive 57.23 percent of the county's general revenues in Fiscal Year 2021.

The real property tax is the single largest revenue source for Prince William County contributing approximately 64.9 percent of general revenues (FY 2019 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 2021, 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
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	\$4,190	\$1.125	\$372,400	3.72%	0.00%	3.70%
2020	2021	\$4,355	\$1.125	\$387,073	3.94%	0.00%	3.94%

Personnel Resource Changes

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

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

Position	FY 2020	FY 2021	Change
School Board Member	8.00	8.00	0.00
Superintendent	1.00	1.00	0.00
Associate Superintendent	12.00	12.00	0.00
Director	17.00	16.50	(0.50)
Supervisor	69.90	73.00	3.10
Administrative Coordinator	119.00	126.00	7.00
Legal Counsel	2.00	2.00	0.00
Principal	96.10	98.00	1.90
Assistant Principal	182.00	187.40	5.40
Teacher on Special Assignment	97.50	98.00	0.50
Teacher, Classroom	6,259.35	6,391.21	131.86
Librarian	120.00	120.00	0.00
Counselor	290.42	295.40	4.98
Social Worker	67.60	72.40	4.80
Psychologist	57.60	57.60	0.00
School Nurse	98.00	100.80	2.80
Diagnostician	15.00	15.00	0.00
Support Professional	35.00	35.00	0.00
Teacher Assistant	745.76	751.22	5.46
Cafeteria Aide	46.97	48.97	2.00
Aide, Bus	165.23	169.21	3.98
Attendance Personnel	16.00	17.50	1.50
Technician	55.00	54.00	(1.00)
Home-School Coordinator	12.67	13.00	0.33
Coordinator	2.00	2.00	0.00
Specialist	298.00	298.40	0.40
Secretarial/Clerical	709.50	717.50	8.00
Maintenance Personnel	174.00	176.00	2.00
Bus Drivers	695.48	695.51	0.03
Garage Employee	53.00	54.00	1.00
Bus Service Attendant	13.00	13.00	0.00
Custodian	516.50	517.00	0.50
Warehouseman	29.00	29.00	0.00
Total Positions	11,079.58	11,265.62	186.04
Total Pupil Enrollment	91,095	92,048	953

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 issued 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 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 2021 was \$845.2 million.

Future Debt

Bond sales not to exceed \$122 million will be sold in FY 2021 to finance new and renovated facilities to provide capacity needed to meet increased demands due to student population growth and trailer elimination.

Trends

According to the Five-Year Plan, the School Division anticipates the bond sales at \$546.3 million between FY 2021-25 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 an uncertain rate of enrollment growth, for which to project 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.

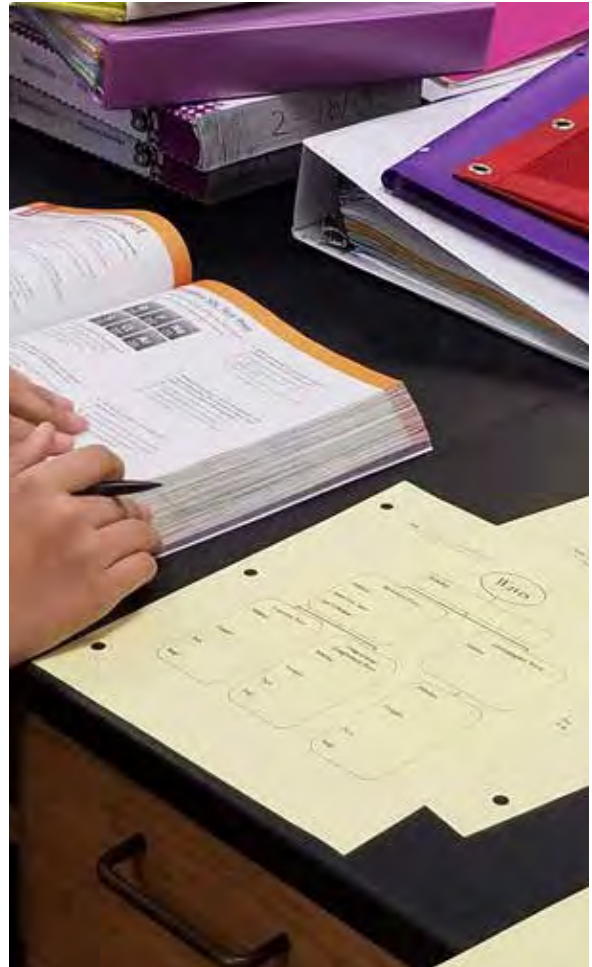
Benchmark Data

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 2021, the average cost-per-pupil for PWCS will be about \$12,939.

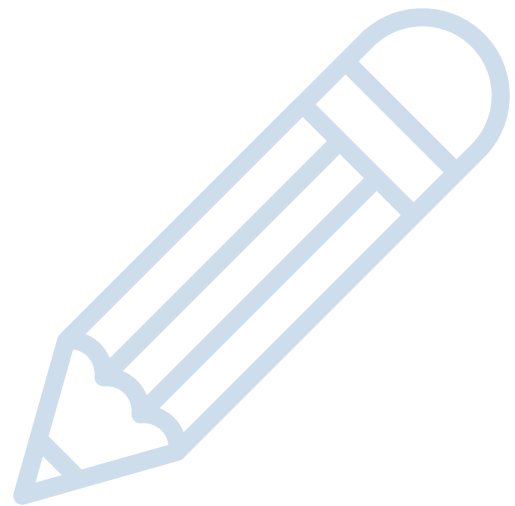
Per-pupil cost figures provide a good perspective of the cost of instructional programs as well as a measure of comparison to previous years, state and federal averages, and surrounding jurisdictions. Uniform formulas to develop a cost per pupil were developed by the Washington Area Boards of Education (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 2020, the PWCS cost-per-pupil ranked eighth among the nine 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.



Cost-Per-Pupil Comparison FY 2020	
Arlington	\$19,921
Falls Church City	\$18,644
Alexandria City	\$18,136
Montgomery (MD)	\$16,726
Fairfax County	\$16,043
Loudoun County	\$15,241
Manassas City	\$13,581
Prince William County	\$11,875
Manassas Park City	\$11,663
Prince George's (MD) ¹	not available

¹ Data not available at time of compilation.
Source: WABE Guide, FY 2020



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 2020.

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

School Division	FY 2020 Annual Employer Cost for Hypothetical Teacher Salary of \$65,000 plus district s benefits	FY 2020 Annual Employer Cost for Average Teacher Salary plus district s benefits plan
Falls Church City	\$100,309	\$122,353
Montgomery County, MD	\$98,322	\$121,657
Alexandria City	\$101,727	\$121,347
Fairfax County	\$100,195	\$118,974
Arlington County	\$96,200	\$118,159
Loudoun County	\$102,932	\$110,373
Manassas City	\$98,176	\$104,374
Prince William County	\$98,547	\$103,129
Manassas Park City	\$93,868	\$91,768
Prince George's County, MD ¹		

¹ Data not available at time of compilation.



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	16.6	26.6	21.0	10.2	16.5	11.7
Arlington County	21.5	21.0	19.7	10.3	16.4	16.9
Fairfax County ⁴	21.7	24.9	25.9	15.0	20.7	21.4
Falls Church City	22.0	23.0	22.8	11.4	16.7	14.0
Loudoun County	21.8	22.1	23.5	13.6	18.4	19.9
Manassas City	21.3	24.3	25.4	10.9	16.6	17.8
Manassas Park City	20.9	25.6	26.6	10.9	18.6	19.5
Montgomery County	18.5	25.1	26.5	13.3	21.8	23.5
Prince George's County ⁵						
Prince William County	22.0	28.2	29.3	14.1	20.1	21.5

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

Source: WABE Guide, FY 2020

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 allocates teacher positions from the staffing reserve to help eliminate class size of 30 and above in elementary schools.

⁵ Data not available at time of compilation.



Student-Teacher Ratio

This chart compares the Approved FY 2020 Budgeted Ratios of Students Per Teacher for PWCS and surrounding school divisions. Source: WABE Guide, FY 2020

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: 24.0	24.2	25.9
Fairfax County ²	25.0	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	22.0	23.8	23.7
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 ⁵				
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 2020 Approved Budget.

³ Fairfax County Public Schools elementary ratio is 24, 25, or 26 based on enrollment in grades 1-6.

⁴ 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.

⁵ Data not available at time of completion.





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 30 miles southwest of Washington, D.C. The County encompasses an area of 348 square miles, 18.8% 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 92,048 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) continues to operate under a Strategic Plan that serves as a road map for employees as they focus on the continuous improvement of student achievement and the equitable, cost effective, and efficient operations of the School Division. Our Strategic Plan provides a clear direction for the School Division through its vision, mission statement, goals, and performance measures. The global COVID-19 pandemic caused us to pause the development of our new five-year Strategic Plan last year. However, 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 will be restarted this year. Due to the ongoing pandemic, the Division is beginning this year on a 100 percent virtual instructional model with some identified vulnerable students coming in-person. The Division plans to move to a 50 percent in-person model during the second quarter if health conditions allow for more students to return in person. In addition to the Strategic Plan's roadmap, PWCS has developed detailed Health, Return to Work, and Return to Learn plans as a part of our reopening during the ongoing pandemic. Division leaders and staff are working diligently to implement these reopening plans while continuously adjusting to any local, state, and Federal Government guidance.

A central focus for 2020-21 school year will be supporting the social and emotional learning of students as well as providing access to mental health services and support. The Division will continue to prioritize closing the achievement gaps between groups of students in reading, math, and science and 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 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 2020-21 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. This year we are implementing a best in class online Learning Management System (LMS), Canvas. We work collectively to ensure that students are able to access high quality virtual learning through both live virtual instruction and interaction with teachers as well as recorded content. Teachers will ensure that students are engaged in learning tasks that are aligned to the learning targets. All instruction is expected to be engaging, differentiated, rigorous, and culturally responsive. Providing an inclusive and safe environment whereby research-based practices are consistently utilized for special populations (students with disabilities, English Learner students, and gifted students) in the general education classroom; and building Healthy Communities, Healthy Youth, while continuing to promote 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. The professional learning aligned to these strands continues to be enhanced to support the needs of students and staff as well as respond to the redesign of the instructional model due to the COVID-19 pandemic. Specifically, the Cultural Awareness and Responsiveness strand will be focused on building and broadening capacity of our staff to operate with a consistent lens of equity, cultural proficiency, and antiracism. In addition to the required learning in all these strands, there will continue to be a range of diverse professional learning opportunities that can be self-selected by employees to further 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) and the American College Testing (ACT) is emphasized. In order to accomplish this, the PSAT is administered at no cost to all students in grades 10 and 11 typically in October, and SAT online tutorials are available for students in grades 9-12. This year our Division will implement an SAT / ACT preparation before or after school program at every high school. To further support this effort to improve student results on these and other college/career assessments, 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, to determine ongoing professional learning, 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 2020-21, 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, Aviation Maintenance Technology, Biomedical Science (Project Lead The Way), Building Trades, Cabinetmaking, Cosmetology, Culinary Arts, Cyber Security, Electricity, Future Educator (Growing Our Own), Heating, Ventilation,

and Air Conditioning (HVAC), Medical Coding and Billing, Plumbing, Practical Nursing, Television Production, and Welding.

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 62 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, selected students who need a nontraditional option, as well as those 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, a rigorous 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 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 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.

Development of the 2021-2024 Strategic Plan has been delayed due to the COVID-19 pandemic.

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. Major implementation tools for the Comprehensive Plan are 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.

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 21 Budget Development."

What the Current Five-Year Budget Plan Includes

The COVID-19 pandemic brings significant economic uncertainty that makes it difficult to project its impact on future years. As such, the County deferred its FY 2021-2025 Five-Year Plan from the FY 2021 planning process and will evaluate the Five-Year Plan during the fall of 2020 as additional economic data is received. The Five-Year Plan below was prepared at the time of the proposed budget and therefore does not reflect the economic impacts of the pandemic.

The proposed five-year budget plan includes projections for both revenues and expenditures for fiscal year 2021 through fiscal year 2025. 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 3,549 new students expected during the next five years.

Building Repairs and Renewals

- \$179.0 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 \$572.0 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
 - One high school
 - Additions/expansions at four current schools

The FY 2021 Approved Budget was impacted by approximately \$56.5 million in state and county revenue reductions identified prior to budget adoption. The Division, however, expects to receive \$44.1 million in Coronavirus Relief Funds (CRF), \$9.3 million from the Education Stabilization Fund (ESSER), \$0.9 million in Governor's Emergency Education Relief (GEER) and ESSER set aside funding, and potential funding from the Disaster Relief Fund (FEMA).

Operating Fund and Debt Service Fund Expenditure-Revenue Projections FY 2021 – FY 2025

(\$ in millions)

Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Expenditures					
Current Programs	1,296.0	1,320.0	1,347.4	1,391.6	1,436.4
New Students	10.2	19.8	27.5	34.7	38.4
Repairs & Renewals	34.2	34.8	35.8	36.8	37.8
New Schools	7.0	9.4	16.5	5.7	13.7
Total Expenditures	1,347.4	1,384.0	1,427.2	1,468.8	1,526.3
Revenues					
State/Federal/Other	680.4	693.0	714.0	731.9	764.9
County Transfer	667.0	691.0	713.2	736.9	761.4
Total Revenue	1,347.4	1,384.0	1,427.2	1,468.8	1,526.3
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.

*The new PWCS Strategic Plan for 2021-25 is scheduled for presentation to the School Board in fall 2020 for approval.

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.

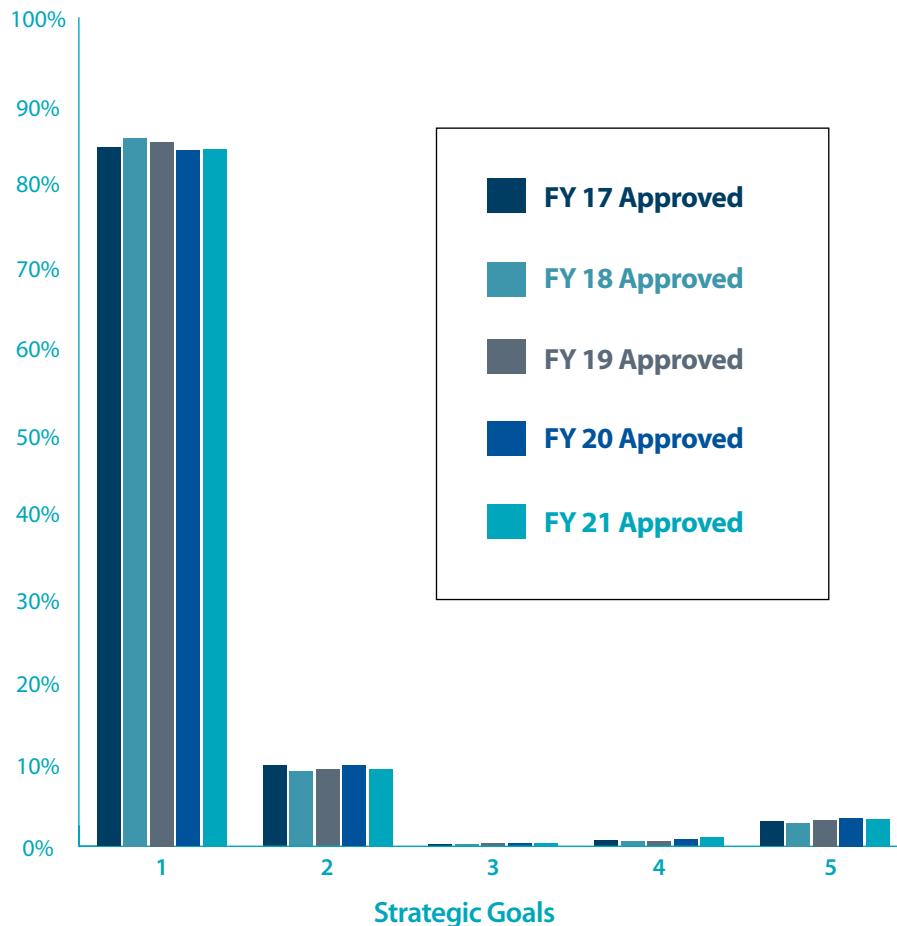


Percentage of Operating Fund Budget

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

Strategic Plan Goal		FY 17	FY 18	FY 19	FY 20	FY 21
Goal 1:	All students meet high standards of performance.	84.72%	85.88%	85.29%	84.30%	84.44%
Goal 2:	The teaching, learning, and working environment is caring, safe, and healthy, and values human diversity.	10.20%	9.24%	9.46%	9.90%	9.77%
Goal 3:	Family and community engagement create an environment focused on improved student learning and work readiness.	0.30%	0.30%	0.35%	0.34%	0.33%
Goal 4:	Employees are highly qualified (as defined by VDOE), high performing, and diverse.	1.77%	1.63%	1.71%	1.98%	2.07%
Goal 5:	The Organizational System is aligned, integrated, and equitable.	3.01%	2.95%	3.19%	3.48%	3.39%
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 92,048 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 2021) combined with a more general planning schedule for four additional years (FY 2022-25) and then an estimate of projects needed for FY 2026-30. 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 21 Budget Development

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

Budget Drivers

- 953 additional students over the FY 2020 approved budget at a cost of \$17.6 million. Growth rates over the last several years have slowed from a range of 2.0 to 3.0 percent to approximately 1.0 percent.
- Start up costs for opening of Gainesville High School and the Potomac Shores Middle School scheduled to open August 2021.
- Brentsville High School Turf Field and Stadium Enhancements and Hylton High School Turf Field.
- Compensation adjustments:
 - Step increase (2.8 percent cost increase).
 - Health Insurance Rates remain unchanged.
 - The Virginia Retirement System (VRS) and Group Life Insurance (GLI) rate change (0.98 percent).
 - Adjustment for Supplemental Pay Rate of 2.8 percent.
 - Adjustment for Substitutes/Temporary Pay Rates of 2.8 percent.
- Continued restoration of economically disadvantaged funding to all grade levels. This restoration adds approximately \$3.2 million back to school budgets to help fund services, that were reduced during the great recession, for economically disadvantaged students.
- Approximately \$4.3 million in funding to support Digital Equity which ensures all students have equal access to technology and the training necessary to navigate digital tools.
- Funding to support the Technology Improvements Plan (TIP) learning management system.
- Approximately \$1.0 million in funding to support Career Technology Education computer replacements and \$1.5 million in funding to support a culinary program at Gar-Field High School.
- Funding for the continued implementation of the Special Education Audit recommendations.
- Addition of 14.0 FTEs Grade 4 Special Education Teacher Assistants.
- Addition of a 1.0 FTE Special Education Coordinator.
- SAT/ACT funding of \$150,000.
- Addition of 5.0 FTEs Social Workers.
- Addition of a 1.0 FTE Administrative Coordinator of School Counseling.
- Addition of a 1.0 FTE Title IX and Student Equity Officer.
- Addition of a 1.0 FTE school nurse to serve as a floating substitute.

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 Adopted FY 2021 Estimate of General Revenue at pwcgov.org. The BOCS budget guidance is applied to the revenue forecast to build the revenue side of the five year plan. All other revenue estimates are based on historical data and information available at the time of budget development.

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

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

Department Collaboration

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

Schools

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

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

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

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

Central Support Departments

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

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

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

Reimbursable Programs

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

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

Citizen Involvement in the Budget Development Process

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

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

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

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



Budget Approval and Amendment

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

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

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

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

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

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

Budget Administration and Management Process

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

Revenues

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

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

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

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

Expenditures

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

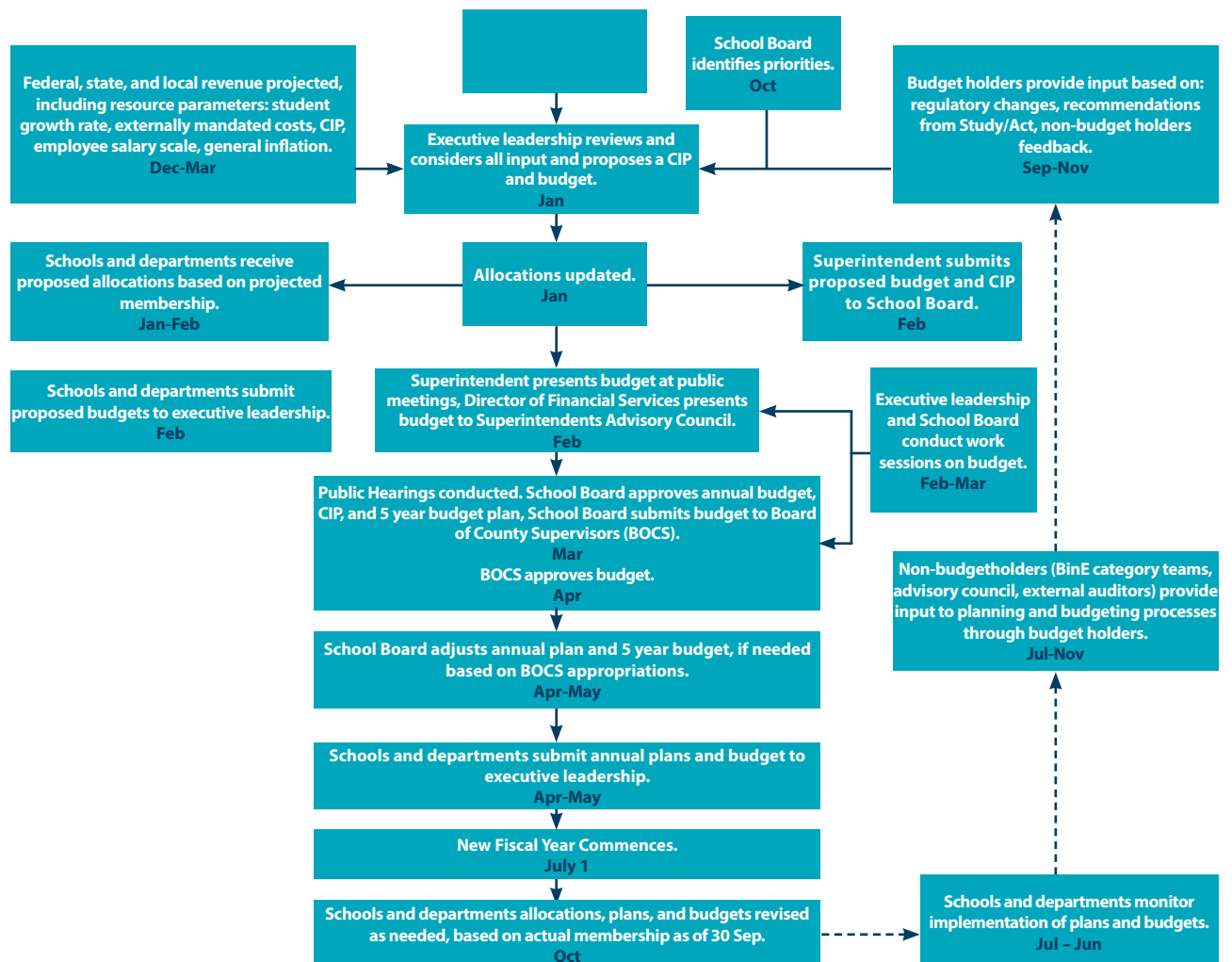
Each department has online access to budget and expense data necessary for the day-to-day management of the department's budget. Expenditure reports are generated on a daily basis and are available to individual agencies through an online software application.

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

Reporting

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

Division Planning and Budget Process Flowchart



FY 2021 Budget Development and Approval Calendar

2019	
November-December	<p>Director of Financial Services submits revenue estimates for FY 2021 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>
2020	
January	<p>Central Department allocations and grant budgets determined.</p> <p>School allocations computed.</p>
February 5	The Superintendent submits a proposed budget and CIP to the School Board.
February 7	Schools and Central Departments receive proposed budget allocations.
February 12	Central Departments submit department budgets developed from allocations.
February 14	Principals submit school budgets based on student membership projections and proposed allocations.
February 19	Official Public Hearing.
February 26	School Board work session on CIP/Budget.
March 11	School Board work session for final mark-up on FY 2021 CIP/Budget.
March 18	<p>School Board conducts an official public hearing on the budget at 7 p.m.</p> <p>School Board approves FY 2021 CIP/Budget and submits to Board of County Supervisors.</p>
March 31	Presentation of School Board Advertised Budget to Board of County Supervisors.
April 30	Final date for Board of County Supervisors' approval of School Board budget.
May 4	Principals and Central Departments amend budgets according to adopted School Board budget and for enrollment changes.
July 1	Official start of Fiscal Year 2021.
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 for Finance and Risk Management 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.

The Student Activity Fund accounts for monies received from school events such as field trips, fundraisers, and community use of facilities.

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

Organizational Section

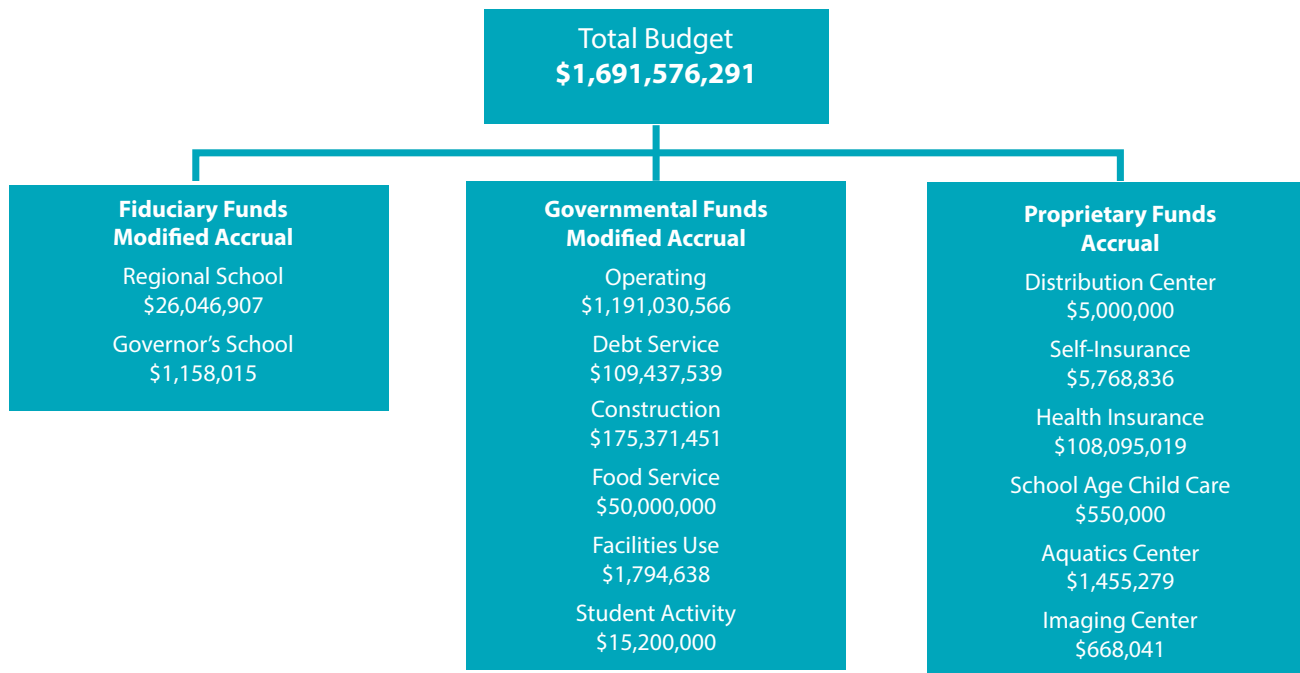
supported by transfers from the Operating Fund and interest earned on the fund balance.

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 provider.

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:** Materials and Supplies – 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.

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, 2018, for the 2020-2022 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 24 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 fourteen 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
14. Student Activity Fund

FY 2021 Approved School Budget by Fund Total

Operating Fund	\$1,191,030,566
Debt Service Fund	\$109,437,539
Construction Fund	\$175,371,451
Food Services Fund	\$50,000,000
Distribution Center Fund	\$5,000,000
Facilities Use Fund	\$1,794,638
Imaging Center Fund	\$668,041
Self-Insurance Fund	\$5,768,836
Health Insurance Fund	\$108,095,019
Regional School Fund	\$26,046,907
Governor's School @ Innovation Park Fund	\$1,158,015
Aquatics Center Fund	\$1,455,279
School Age Child Care Program Fund	\$550,000
Student Activity Fund	\$15,200,000
Total by Fund	\$1,691,576,291

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
- 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 2021 Approved School Budget by State Category

Instruction	\$903,575,938
Administration, Health & Attendance	\$88,615,302
Pupil Transportation	\$59,927,006
Operations and Maintenance	\$65,344,512
Food Services and Non-Instructional	\$188,208,493
Facilities	\$226,414,200
Technology	\$50,053,301
Debt Service	\$109,437,539
Total by State Categories	\$1,691,576,291

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 2021 total \$38,524,921 an increase of \$802,057 (2.13 percent) above the FY 2020 approved. The basis for an increase in federal funding is from program estimates. The most significant increase of approximately \$.8 million occurs within the Title II, Part A grant. This grant provides funding to improve teacher and leader quality and increase student success. Federal revenue constitutes 3.23 percent of the total Operating Fund revenue estimate.

State revenue estimates total \$581,539,154 an increase of \$24,305,502 (4.36 percent) above the FY 2020 approved. The major increases are \$28.2 million in Basic Aid, \$4.9 million in Special Education, \$6.8 million in fringe benefits offset by a \$16.2 million decrease in other incentive programs. State revenue constitutes 48.83 percent of total Operating Fund revenue.

The FY 2021 **County General Fund Transfer appropriation** totals \$629,639,660 of which \$523,231,549 is transferred to the School Division's Operating Fund. The Operating Fund amount is an increase of \$15,102,417 (2.97 percent) more than FY 2020 approved. The General Transfer amount is 43.93 percent of total Operating Fund revenues. Prior year un-obligated funds (**Beginning Balance**) of \$41,158,619 are included within the Operating Fund revenues. This amount constitutes 3.46 percent of total Operating Fund revenues.

Local tuition and fees revenue estimates total \$4,076,323, a decrease of \$661,294 as compared to FY 2020 approved. Local revenues constitute 0.34 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 0.21 percent of total Operating Fund revenues.

Other Funds

The **Debt Service Fund** is funded through General Fund Transfer \$105,203,638, Construction Fund Transfer \$700,000, federal tax credits \$1,204,473, other financing sources \$1,329,428 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.

The **Student Activity Fund** accounts for monies received from school events such as fundraisers, field trips, and community use of facilities.

Summary of All Funds – Revenues

FY 2017 – FY 2021 Revenue History and Estimates

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
Operating Fund						
Federal	\$39,360,218	\$41,289,977	\$40,020,352	\$37,722,864	\$38,524,921	\$802,057
State	490,393,363	506,397,352	540,205,714	557,233,652	581,539,154	24,305,502
County	454,793,356	467,959,919	484,278,194	508,129,132	523,231,549	15,102,417
Local	8,905,660	8,205,892	8,299,156	4,737,617	4,076,323	(661,294)
Beginning Balance	0	0	0	24,098,187	41,158,619	17,060,432
Undistributed	0	0	0	2,500,000	2,500,000	0
Total Operating Fund	993,452,597	1,023,853,140	1,072,803,416	1,134,421,452	1,191,030,566	56,609,114
Debt Service Fund	89,046,409	100,481,990	108,403,913	106,159,888	109,437,539	3,277,651
Construction Fund	127,768,545	148,294,506	32,250,003	87,039,323	175,371,451	88,332,128
Food Services Fund	47,761,287	48,740,739	50,450,304	51,595,000	50,000,000	(1,595,000)
Distribution Center Fund	4,964,111	4,809,946	4,409,493	5,000,000	5,000,000	0
Facilities Use Fund	1,544,965	1,567,813	1,678,089	1,755,200	1,794,638	39,438
Imaging Center Fund	0	0	571,161	635,516	668,041	32,525
Self-Insurance Fund	4,580,582	4,738,496	5,163,520	5,627,478	5,768,836	141,358
Health Insurance Fund	100,190,717	100,458,152	111,265,193	110,153,121	108,095,019	(2,058,102)
Regional School Fund	47,721,712	38,217,140	25,441,275	46,813,026	26,046,907	(20,766,119)
SACC Program Fund	511,981	538,493	551,766	550,000	550,000	0
Governor's School Fund	928,437	974,122	953,108	1,004,340	1,158,015	153,675
Aquatics Center	806,343	909,588	1,159,407	1,314,906	1,455,279	140,373
Student Activity	0	0	0	0	15,200,000	15,200,000
Total All Funds	\$1,419,277,686	\$1,473,584,125	1,415,100,648	\$1,552,069,250	\$1,691,576,291	\$139,507,041

Summary of All Funds – Budget by Functional Units

	FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$697,550	\$711,266	\$686,430	\$1,087,270	13.00	\$1,131,717	13.00	\$44,447	0.00
Division Counsel	506,148	449,086	868,358	932,513	4.00	1,019,449	4.00	86,936	0.00
School Administration	66,223,285	70,496,592	72,503,845	76,928,110	812.27	81,835,661	824.67	4,907,550	12.40
Regular Education	415,401,068	428,888,446	441,817,733	454,184,217	4,868.37	475,092,626	4,885.03	20,908,410	16.66
Reading	8,981,047	9,070,906	9,031,341	8,057,378	88.80	8,250,670	87.60	193,292	(1.20)
English - Second Language	37,046,017	39,038,253	40,313,443	43,403,377	472.88	47,996,027	504.98	4,562,650	32.10
Special Education	160,413,710	160,038,534	153,681,362	181,497,327	1,680.45	173,908,346	1,778.10	(7,588,981)	97.65
Vocational Education	20,791,047	21,927,142	23,629,934	23,506,369	230.10	24,068,874	233.30	562,505	3.20
Gifted Education	10,782,337	11,183,768	12,541,114	14,390,559	112.90	14,617,155	112.70	226,596	(0.20)
Alternative Education	7,554,566	7,404,925	6,418,952	5,122,473	46.68	5,916,219	45.02	793,746	(1.66)
Pupil Services/ Guidance/Counseling	37,745,639	40,322,633	43,983,885	50,392,608	531.92	53,874,541	547.50	3,481,933	15.58
Summer School	2,767,303	3,062,353	3,095,220	4,059,957	1.00	2,094,457	1.00	(1,965,500)	0.00
Pupil Activities/ Athletics	5,486,080	5,335,473	5,874,213	5,795,467	2.00	6,259,749	2.00	464,282	0.00
Instructional Services	12,884,760	13,452,363	9,301,178	10,812,053	58.00	11,853,598	56.10	1,041,545	(1.90)
Education Technology	9,163,502	9,681,620	9,607,517	9,595,426	97.50	10,047,864	93.00	452,438	(4.50)
Central Administration	8,036,550	6,898,803	7,459,788	7,573,669	38.50	7,929,883	39.00	356,214	0.50
Business and IT Services	43,492,893	43,118,214	49,777,314	45,435,212	286.50	47,414,404	291.40	1,979,192	4.90
Transportation	62,748,932	65,507,883	66,580,693	61,385,204	981.71	61,746,068	991.72	360,864	10.01
Facilities Maintenance/ Operations	76,313,329	77,471,816	74,349,488	84,151,954	756.50	86,684,218	760.00	2,532,264	3.50
Distribution Center	4,983,943	4,809,337	4,185,215	5,000,000	0.00	5,000,000	0.00	0	0.00
Facilities Use	1,149,363	1,089,176	1,072,674	1,200,000	1.00	1,239,438	1.00	39,438	0.00
School Food & Nutrition Services	46,571,434	45,900,157	45,271,884	51,595,000	655.86	50,000,000	659.86	(1,595,000)	4.00
Administration Building Cafeteria	291,531	424,706	392,268	555,200	5.00	555,200	5.00	0	0.00
Health Insurance	93,348,311	95,562,450	97,690,052	109,356,124	0.00	107,311,148	0.00	(2,044,976)	0.00
Benefits Administration	651,964	690,697	648,354	796,997	6.00	783,871	6.00	(13,126)	0.00
Self-Insurance	3,392,836	5,177,683	4,001,040	5,627,478	5.00	5,768,836	6.00	141,358	1.00
School Age Child Care	632,706	618,993	474,371	524,000	2.00	550,000	2.00	26,000	0.00
Debt Service	89,713,615	101,582,250	105,491,378	106,159,888	0.00	109,437,539	0.00	3,277,651	0.00
Aquatics	656,007	928,331	1,052,530	1,130,457	3.00	1,274,785	3.00	144,328	0.00
Community Services	886,709	925,102	880,997	1,022,628	7.00	1,040,151	7.00	17,523	0.00
Adult Education	1,546,812	1,748,352	1,798,384	1,696,932	9.00	1,746,110	9.00	49,178	0.00
Capital Outlay/ Construction	174,079,978	115,876,516	145,079,420	120,119,323	7.00	210,468,451	7.00	90,349,128	0.00
Student Activity	0	0	0	0	0.00	15,200,000	0.00	15,200,000	0.00
Transfers	0	1,630,590	30,454,340	0	0.00	0	0.00	0	0.00
Reserves	24,041,034	11,846,794	11,651,529	58,974,080	0.00	59,489,236	0.00	515,156	0.00
TOTAL ALL FUNDS	\$1,428,982,004	\$1,402,871,210	\$1,481,666,241	\$1,552,069,250	11,783.94	\$1,691,576,291	11,975.98	\$139,507,041	192.04

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
Student Activity	Fund 019		

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 019 – Student Activity 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 2017 – FY 2021 Expenditure History and Estimates

(For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
Personnel Services							
1000	Salaries	(\$57,058)	\$ (55,745)	\$ (33,908)	\$0	\$0	\$0
1101	School Board Members	106,600	99,508	97,100	214,680	214,320	(360)
1102	Superintendent	355,007	364,603	365,603	315,600	315,603	3
1103	Associate Superintendent	1,990,833	2,013,463	2,192,377	2,475,360	2,593,440	118,080
1104	Director	2,470,556	2,267,174	2,390,795	2,768,533	2,671,411	(97,122)
1106	Supervisor	7,788,103	8,321,773	8,787,598	8,923,009	10,059,907	1,136,898
1107	Admin. Coordinator	11,000,342	11,508,695	11,816,918	13,564,405	14,183,333	618,928
1108	Attorney	317,979	269,771	468,109	444,163	465,421	21,258
1111	Principal	12,170,747	12,205,379	12,236,751	13,517,793	13,430,000	(87,793)
1112	Assistant Principal	14,619,278	15,739,839	16,054,064	18,370,080	19,252,320	882,240
1115	Teacher, Admin. Assignment	4,980,024	5,823,530	6,304,738	5,576,929	7,423,668	1,846,739
1120	Teacher, Classroom	374,984,963	387,994,730	398,094,167	411,308,129	430,987,793	19,679,664
1121	Librarian	8,376,360	8,659,553	8,775,180	7,992,000	8,251,200	259,200
1122	Counselor	15,297,239	15,781,635	16,472,507	19,370,773	20,368,982	998,209
1130	Social Worker	3,957,234	4,020,256	4,915,531	4,811,459	5,179,805	368,346
1131	Licensed School Nurse	5,007,536	5,624,135	5,751,409	5,862,276	6,749,568	887,292
1133	Psychologist	3,249,911	3,497,816	3,314,035	4,004,641	3,955,972	(48,669)
1134	School Nurse	0	454,578	477,667	499,884	0	(499,884)
1136	Diagnostician	1,208,594	1,263,895	1,309,285	1,150,720	1,214,692	63,972
1138	Support Professional	2,009,316	2,131,271	2,119,354	2,086,593	2,003,870	(82,723)
1140	Teacher Assistant	15,671,392	16,501,158	17,671,278	18,270,891	18,728,607	457,716
1141	Student Attendant	472,353	530,530	418,177	600,000	600,000	0
1142	Cafeteria Aide	778,721	819,834	820,077	918,733	981,359	62,626
1143	Aide, Bus	5,125,903	5,269,403	3,804,494	4,124,141	4,385,923	261,782
1144	Attendance Personnel	493,934	557,276	635,089	897,416	972,020	74,604
1145	Technician	3,721,785	3,944,789	4,012,277	4,224,712	4,452,080	227,368
1146	Home-School Coordinator	467,949	565,353	558,882	578,107	611,494	33,387
1147	Coordinator	85,876	86,823	89,342	80,880	153,360	72,480
1148	Specialist	14,944,634	15,600,838	16,089,095	19,172,913	19,129,145	(43,768)
1150	Secretarial/Clerical	28,114,034	28,840,712	29,167,413	30,070,448	31,350,291	1,279,843
1160	Maintenance Personnel	9,679,565	9,750,871	9,805,840	10,161,000	10,375,680	214,680
1170	Bus Drivers	19,212,546	18,946,151	18,624,930	22,570,411	23,225,364	654,953
1171	Garage Employees	2,924,243	2,929,584	3,042,656	3,188,160	3,277,680	89,250
1172	Bus Service Attendant	366,842	363,682	389,595	480,960	495,000	14,040
1180	Nat. Brd Cert. Tchr Incentive	430,000	395,000	420,000	10,000	0	(10,000)
1190	Custodian	17,604,308	18,216,260	18,591,209	18,839,011	19,203,114	364,103

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
1191	Warehousemen	1,392,186	1,490,941	1,515,940	1,427,160	1,462,680	35,520
1192	Cafeteria Manager	3,751,717	3,787,872	3,849,416	4,371,860	4,721,212	349,352
1193	Cafeteria Staff	9,131,851	9,377,835	9,244,490	11,013,462	11,336,576	323,114
1200	Overtime	2,169,701	1,693,496	2,064,917	1,424,313	1,480,303	55,990
1201	Straight Time	2,287,703	2,967,447	3,422,557	3,110,076	2,163,481	(946,595)
1300	Temporary Employee	6,796,863	6,969,056	7,095,304	3,492,833	4,608,067	1,115,234
1500	Substitute, Teacher	7,632,904	7,313,968	7,697,109	7,183,751	7,352,719	168,968
1502	Substitute, Other	962,391	1,095,378	2,813,997	1,338,709	711,502	(627,207)
1600	Supplemental Pay	3,391,688	3,575,399	4,095,689	3,370,131	3,609,837	239,706
1601	Coaching Supplements	2,416,264	2,421,478	2,463,244	2,506,581	2,773,048	266,467
1602	Extra Curricular Supplement	1,366,724	1,369,733	1,389,245	1,289,137	1,468,999	179,862
1603	Homebound Tutoring	767,591	743,506	588,005	1,189,201	1,227,156	37,955
1647	Coordinator Supplement	69,650	50,417	26,632	0	0	0
1900	Other Salary/Wages	682,052	261,295	1,176,486	320,000	327,680	7,680
1901	Worker's Compensation	168,047	400,859	882,440	375,000	393,000	18,000
1910	Salary/Retirement Program	7,701,051	7,405,563	7,142,350	7,648,025	7,747,660	99,635
Total Personnel Services		640,616,032	662,228,367	681,517,453	707,505,049	738,646,342	31,141,293

Benefits & Fixed Charges							
2100	Social Security	46,867,249	48,503,250	49,825,552	54,254,081	56,645,193	2,391,112
2210	Retirement - VRS	78,320,254	89,876,851	87,849,408	105,109,140	116,208,354	11,099,214
2211	VRS Retirement Payment	5,903,391	6,798,419	6,803,877	174,460	191,562	17,102
2220	Retirement - PWCS	4,822,666	5,014,074	5,196,458	5,691,975	5,968,219	276,244
2221	Defined Contribution Plan	1,693,276	2,365,028	2,842,401	19,255	82,498	63,243
2222	ER Pay for Missed ICMA EE Contribution	0	4,130	0	0	0	0
2300/2355	Health Insurance	66,878,861	70,009,072	75,701,612	80,989,618	84,986,443	3,996,825
2310	Short/Long-Term Disability Premium	322,213	427,370	520,645	4,520	18,824	14,304
2350	Health Insurance Claims	63,619,533	64,290,572	64,304,596	71,002,837	63,884,748	(7,118,089)
2352	Health Ins Admin Expense	4,755,065	4,224,742	4,209,084	7,444,627	8,014,542	569,915
2353	Patient-Centered Outcomes Research Fee	25,860	27,748	30,174	0	0	0
2354	Transitional Reinsurance Fee	389,614	64,827	0	0	0	0
2356	Flexible Admin Expense	42,619	44,036	39,904	40,000	40,000	0

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
2357	Dental Claims Payments	4,911,571	5,876,130	5,626,425	5,887,408	6,468,537	581,129
2358	Dental Administrative Fees	351,010	366,877	379,346	311,738	306,245	(5,493)
2359	Prescription Drug Claims Payments	18,419,525	19,008,913	21,041,947	22,519,078	21,645,875	(873,203)
2360	Prescription Drug Administrative Fees	269,729	197,245	209,861	137,756	137,756	0
2361	Kaiser Insurance Payments	0	0	0	0	4,806,945	4,806,945
2400	Life Insurance - GLI	7,558,163	7,858,755	8,063,911	8,777,855	9,394,368	616,513
2810	Separation Leave	1,824,851	2,189,976	2,130,152	1,729,103	1,743,494	14,391
2820	Certified Tuition Assistance	250,505	264,198	271,612	596,595	594,299	(2,296)
2825	Classified Tuition Assistance	2,100	4,550	3,150	0	0	0
2830	Assoc. Fees - Admin.	111,117	122,760	120,114	166,612	196,954	30,342
2840	Conf. Expenses - Admin.	46,018	37,406	29,949	37,192	45,809	8,617
2850	Employee Recognition	442,873	426,751	454,574	432,722	451,843	19,121
2990	Visiting Intl Faculty Payment	1,009,195	1,060,510	1,120,770	0	1,000,000	1,000,000
2999	Employee Benefits, Other	58,323	86,528	83,768	28,500	28,500	0
Total Benefits & Fixed Charges		308,895,581	329,150,719	336,859,290	365,355,072	382,861,008	17,505,936

Contractual Services							
3100	Professional Services	3,054,173	3,395,057	4,441,171	4,347,764	4,781,375	433,611
3101	Audit	87,275	97,360	86,841	132,617	111,210	(21,407)
3102	Health Services	1,568,512	1,781,196	1,546,486	1,756,000	1,883,500	127,500
3103	Legal Services	763,171	483,480	201,104	317,276	345,795	28,519
3104	Engineering Services	8,182,596	9,641,510	7,804,526	19,849,554	23,564,324	3,714,770
3105	Consultant	3,465,278	2,290,390	804,575	594,205	671,667	77,462
3106	Sports Officials	150,195	161,048	205,529	218,340	212,554	(5,786)
3107	Data Processing	29,389	112,520	55,678	47,138	150,221	103,083
3108	Settlement Costs	40,500	23,100	22,700	0	0	0
3109	Workers' Comp. - Admin Expenses	0	0	44,956	55,000	145,000	90,000
3110	Human Resources	0	10,971	46,683	0	0	0
3120	Real Property/ Facilities	0	62,411	136,918	0	0	0
3140	School Board Litigation	0	19,408	16,432	0	0	0
3141	Paving Services	0	10,762	0	0	0	0
3150	Special Education	0	46,278	36,325	0	0	0
3201	Telephone Service	2,758,735	2,704,420	2,290,229	2,572,259	2,133,566	(438,693)
3202	Electric Service	15,226,374	15,786,595	16,119,369	17,413,709	17,291,559	(122,150)
3203	Fuel	1,741,489	1,920,601	1,762,716	1,616,152	1,651,605	35,453
3204	Water Service	5,340	8,367	6,349	15,181	492,948	477,767

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3205	Sewer Service	2,638,913	2,643,177	2,558,621	2,989,196	3,243,369	254,173
3206	Trash	1,019,604	1,013,175	972,109	980,595	1,141,195	160,600
3301	Insurance, General	274,911	280,638	269,555	317,149	321,723	4,574
3302	Liability Insurance	893,372	941,089	936,186	1,042,671	956,039	(86,632)
3303	Liability, Transportation	993,353	1,022,858	1,041,018	1,068,671	1,078,039	9,368
3304	Fire Insurance	1,624,939	1,687,923	1,752,740	1,760,778	1,887,793	127,015
3305	Workmen's Compensation	875,969	911,780	882,911	957,683	963,261	5,578
3306	Unemployment Insurance	294,976	326,077	335,694	471,850	359,980	(111,870)
3308	Safety Patrol Insurance	11,901	10,458	7,911	12,196	8,718	(3,478)
3309	IBNR	(1,101,158)	685,169	(971,708)	0	0	0
3310	OPEB Trust	1,000,000	1,000,000	1,800,000	1,800,000	1,800,000	0
3401	Travel Reimbursement	840,978	803,996	758,331	816,036	799,781	(16,255)
3402	Conference Expenses	1,357,471	1,095,540	1,401,079	1,107,576	1,443,173	335,597
3450	Field Trips	1,962,984	2,203,797	2,198,086	1,647,560	1,504,271	(143,289)
3500	Miscellaneous Projects	1,001,875	1,306,844	1,371,318	6,539,826	14,618,998	8,079,172
3501	Repair/Maint.- Building	575,398	496,988	358,615	380,000	364,800	(15,200)
3502	Repair/Maint.- Equipment	655,648	545,590	625,352	595,475	905,560	310,085
3503	Repair/ Maint.- Vehicles	4,251	0	2,127	25,000	64,527	39,527
3504	Maint. Service Contract	5,682,083	5,060,753	6,444,674	8,263,799	8,761,077	497,278
3505	Stormwater Maintenance	325,911	70,287	326,732	500,000	500,000	0
3700	In-Service	306,915	330,221	430,479	206,892	209,637	2,745
3710	Contract Courses	116,856	38,449	12,470	23,000	9,400	(13,600)
3750	Curriculum Development	3,500	1,500	0	15,000	0	(15,000)
3901	Laundry/Dry Cleaning	28,286	33,313	41,058	27,208	37,300	10,092
3902	Printing/Duplicating	1,113,593	1,164,058	1,118,944	1,204,752	1,215,735	10,983
3903	Postage	403,739	427,735	401,656	496,601	508,587	11,986
3904	Freight/Shipping	75,530	88,284	128,231	105,700	131,100	25,400
3905	Extracurricular Expenses	112,928	89,723	95,798	164,909	163,781	(1,128)
3906	Advertising	17,565	10,119	14,244	28,000	37,452	9,452
3907	School Board Dues	13,720	24,164	23,484	31,559	32,725	1,166
3908	Parent Activity	360,801	88,975	227,056	96,500	257,889	161,389
3909	Accreditation Expenses	102,081	83,700	111,600	94,000	110,000	16,000
3910	Educational TV	6,456	12,071	7,081	5,100	5,100	0
3911	Rental Equipment	475,766	653,745	630,602	777,485	836,212	58,727
3912	Rental Space	135,994	140,245	135,588	138,400	188,556	50,156

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
3913	Tuition-Other Divisions	1,051,194	1,112,240	1,338,597	1,524,946	1,506,947	(17,999)
3914	Tuition-Private Schools	269,180	269,030	274,411	35,000	40,000	5,000
3916	Recruitment Expenses	40,008	62,999	92,598	201,457	184,268	(17,189)
3917	Employment Services	123,530	98,080	115,351	141,000	136,003	(4,997)
3918	Permits & Fees	23,210	22,575	11,190	19,420	19,930	510
3919	Tuition-Annual Year Governor's School	691,667	803,928	824,838	707,386	799,824	92,438
3920	Tuition-Regional School	(711,446)	(499,545)	(660,158)	344,371	332,207	(12,164)
3921	Tuition-PWCS	58,313	150,335	158,750	498,978	291,249	(207,729)
3932	Processing Fees	11,093	40,046	34,465	28,500	22,260	(6,240)
3950	Indirect Costs	44,985	72,864	37,792	165,500	129,750	(35,750)
3960	Armored Car Service	0	4,830	146,772	340,000	365,000	25,000
3961	Credit Card Program	0	0	1,500	162,634	164,440	1,806
3999	Other Contractual Services	50,800,333	42,029,896	29,001,548	50,538,796	29,387,503	(21,151,293)
Total Contractual Services		113,682,200	108,015,194	93,555,619	138,334,350	131,280,483	(7,053,867)

Materials & Supplies							
4001	Office Supplies	1,668,685	1,608,357	1,765,575	1,622,449	1,874,510	252,061
4002	Medical/Laboratory Supplies	174,676	94,976	118,959	205,418	209,760	4,342
4003	Custodial Supplies	2,475,542	2,484,497	1,934,358	1,935,111	2,109,863	174,752
4004	Repair/Maint. Supplies	4,023,495	3,143,511	1,512,198	4,235,586	4,225,933	(9,653)
4005	Vehicle Fuels	3,138,545	3,996,387	4,194,437	4,401,623	4,282,665	(118,958)
4006	Vehicle Supplies	206,589	264,925	269,085	265,000	265,000	0
4007	Wearing Apparel	439,936	344,027	431,584	644,423	556,923	(87,500)
4008	Reference Materials	167,659	184,591	177,697	147,898	145,716	(2,182)
4009	Extracurricular Supplies	193,082	182,502	256,399	84,159	118,500	34,341
4010	Instructional Supplies	12,323,643	11,847,365	11,991,312	12,321,927	31,391,098	19,069,171
4011	Textbooks	2,275,410	1,564,547	2,142,563	3,104,699	2,756,970	(347,729)
4012	Emp. Training Supplies	285,839	302,898	310,255	261,699	511,368	249,669
4013	Testing Material	2,295,921	2,454,965	2,127,223	1,612,878	1,372,823	(240,055)
4014	Food, Cafeteria	20,445,177	20,661,915	19,931,731	22,872,842	21,358,817	(1,514,025)
4015	Food Service Supplies	1,617,762	1,416,024	1,437,036	1,868,039	1,537,591	(330,448)
4016	Library Books	678,622	698,244	415,433	461,300	504,224	42,924
4017	Library Periodicals	53,446	59,667	51,318	105,390	111,150	5,760
4018	Library Supplies	88,910	85,210	84,809	80,919	85,128	4,209
4019	Food	501,537	574,718	648,100	609,836	739,410	129,574

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Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
4020	Printing Supplies	546,297	611,935	625,547	665,102	692,528	27,426
4021	Transportation Year- End Activity	7,491	3,009	2,400	0	0	0
4022	Trans. Vehicle Supplies	2,174,376	2,080,800	2,110,930	2,036,155	2,224,000	187,845
4023	Concession Food Purchased	2,675	846	665	1,000	1,000	0
4024	Promotional Supplies	0	0	17,540	0	25,000	25,000
4150	Lease Agreement	947,359	919,762	625,536	635,690	590,190	(45,500)
4310	Tech. Supp/Equip - Add'l	12,638,501	8,359,941	7,851,857	3,146,215	3,733,733	587,518
4350	Tech. Supp/Equip - Repl.	4,473,859	3,716,945	5,988,827	1,421,127	1,478,497	57,370
4410	Software Additional	2,248,105	3,682,669	3,415,782	1,122,846	1,430,468	307,622
4450	Software - Replacement	693,970	616,277	1,035,232	978,101	1,253,681	275,580
4500	Self Insurance Replacement	(150)	0	2,395	25,000	25,000	0
4510	Gen. Equip./ Furniture-Add'l.	6,562,352	3,958,359	3,380,984	2,196,544	2,511,581	315,037
4550	Gen. Equip./ Furniture-Repl.	910,150	770,337	652,407	1,245,538	422,680	(822,858)
4998	Sales Tax	14,225	13,695	13,251	15,400	15,400	0
4999	Other Materials & Supplies	1,862,104	2,029,704	2,474,410	34,550	28,000	(6,550)
Total Materials & Supplies		86,135,788	78,733,605	77,994,834	70,364,464	88,599,605	18,235,141

Capital Outlay							
5101	Equipment/ Furniture, Add'l.	1,305,897	1,343,051	789,337	154,667	190,119	35,452
5102	Tech. Equipment, Add'l.	9,880	11,426	335,481	20,000	20,000	0
5103	DP Equipment, Additional	30,158	0	0	20,000	0	(20,000)
5104	Software, Additional	67,921	0	178,601	85,000	78,417	(6,583)
5110	Vehicle, Additional	494,492	41,855	198,205	245,000	304,448	59,448
5111	Buses, Additional	776,424	1,757,102	445,232	0	1,168,674	1,168,674
5140	Site Acquisition	28,603,362	56,338	946,944	0	0	0
5141	Site Improvement	52,078	124,868	11,950	361,704	245,442	(116,262)
5142	Building, New	43,953,141	23,147,456	55,908,845	880,000	34,006,000	33,126,000
5143	Building, Additions	24,220,932	28,857,784	35,195,729	8,500,000	17,058,500	8,558,500
5144	Building, Alteration	38,239,801	23,702,470	37,797,496	51,046,469	86,890,575	35,844,106
5145	Asbestos Removal	646,132	986,783	664,282	0	0	0
5146	Trailers/Modulars New	543,743	370,480	393,310	500,000	500,000	0
5150	Lease Purchase Agreement	181,354	183,109	198,367	197,000	196,000	(1,000)

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Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
5501	Equipment/ Furniture, Repl.	693,766	379,145	677,546	616,466	645,000	28,534
5502	Tech. Equipment, Repl.	1,625,527	3,543,525	4,248,396	8,400	5,000	(3,400)
5503	DP Equipment, Repl.	12,001	0	25,082	9,436,000	10,716,000	1,280,000
5510	Vehicle, Replacement	537,372	846,881	973,621	895,890	695,914	(199,976)
5511	Buses, Replacement	10,911,010	10,847,900	10,995,532	6,113,340	3,269,451	(2,843,889)
6101	Bond Principal	55,699,806	65,555,000	68,750,000	68,000,000	72,310,022	4,310,022
6201	Bond Interest	33,141,903	35,491,075	36,494,034	37,447,888	36,415,517	(1,032,371)
6300	Other Debt Service Costs	514,290	322,903	20,075	312,000	712,000	400,000
6301	Bond Issuance Costs	357,616	213,273	227,268	400,000	0	(400,000)
6400	Arbitrage	(124,938)	0	0	0	0	0
6800	Breakage	2,128	687	381	0	0	0
6805	Initial System Setup	(1,676)	0	0	0	0	0
6810	Obsolete/Excess	28,539	15,782	(240,713)	0	0	0
6815	Price Change	756	(1,165)	523	0	0	0
6820	Shrinkage/Overage	14,110	9,390	3,300	0	0	0
6825	Unit of Issue Change	(12)	20	98	0	0	0
6835	Physical Inventory	(4,925)	780	(1,784)	0	0	0
6840	Issue Back Order	1,117	2,109	1,326	0	0	0
6842	Merchandise for Resale	0	517	2,603	3,000	3,000	0
6845	Add to Stock	(20,837)	(13,420)	(7,683)	0	0	0
COGS	Cost of Goods Sold	4,964,743	4,795,153	4,429,768	5,000,000	5,000,000	0
6900	Reimbursement Account	(1,198,691)	(97,259)	(176,770)	0	0	0
Total Capital Outlay		246,278,920	202,495,017	259,486,380	190,242,824	270,419,681	80,176,857

Reserves							
8001	Salary Reserve	0	0	0	20,701,453	13,663,531	(7,037,922)
8002	General Reserve	740	0	0	8,445,560	8,417,568	(27,992)
8003	Gen. Insurance Reserve	1,078,481	1,110,963	1,116,538	1,564,868	1,578,456	13,588
8004	Emergency Reserve	158,006	162,764	163,581	238,336	240,329	1,993
8005	School Reserve Funds	0	0	0	156,000	162,000	6,000
8009	Holdback Allocation Reserve	0	0	0	12,796,861	18,480,496	5,683,635
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	564,515	449,984	(114,531)
8017	Capital Improvements Res.	15,836,000	0	0	23,644,000	24,381,000	737,000
8018	Capital Maint. Contingency	0	0	0	830,470	830,470	0

Financial Section

Summary of All Funds – Expenditures by Object Code FY 2017 – FY 2021 Expenditure History and Estimates (For Budgetary Purposes Only)

		FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED BUDGET	FY 2021 APPROVED BUDGET	INCREASE (DECREASE) BUDGET
8023	Reading Intervention Grant	0	0	0	1,862,375	2,263,630	401,255
8024	SOL Remediation	0	0	0	110,846	114,833	3,987
8032	State Mentor Program	0	0	0	69,129	66,147	(2,982)
8034	McKinney Vento	0	0	0	25,000	25,000	0
8035	Class Size Reduction	0	0	0	311,440	311,440	0
8036	Early Childhood ED-4 Mixed Delivery	0	0	0	0	200,000	200,000
8084	21st Century Grant	0	0	0	692,549	692,459	(90)
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	16,265,946	0	0	4,012,000	4,000,000	(12,000)
8607	School Transfer	0	0	0	769,589	419,329	(350,260)
8803	Transfer to Adult Education	0	121,537	121,537	0	0	0
8804	Transfer to Debt Service Fund	0	1,630,521	2,864,245	0	0	0
8807	Transfer to Construction Fund	0	17,718,640	25,736,992	0	0	0
8818	Transfer to Facilities Use Fund	0	6,936	0	0	0	0
8820	Transfer to Imaging Center Fund	0	102,116	31,566	0	0	0
8823	Transfer to Health Insurance Fund	0	1,000,000	1,800,000	0	0	0
8828	Transfer to Aquatics Center Fund	0	400,000	400,000	0	0	0
8999	Refunds	34,310	(5,168)	18,207	0	0	0
Total Reserves		33,373,483	22,248,309	32,252,666	80,267,491	79,769,172	(498,319)
All Funds Totals		\$1,428,982,004	\$1,402,871,210	\$1,481,666,241	\$1,552,069,250	\$1,691,576,291	\$139,507,041

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 82,693,576	94,726,745	115,929,971	142,020,769	160,505,943	119,347,324	127,047,184	100,633,073
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	2,500,300	2,562,579	3,979,781	3,906,533	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,177,623	5,319,228	4,543,415	3,925,468	4,076,323	4,776,000	4,776,000	4,776,000
Intergovernmental:								
Federal	39,360,218	41,289,977	40,020,352	47,711,835	38,524,921	38,525,000	38,525,000	38,525,000
State	490,393,363	506,397,352	540,205,714	561,557,429	581,539,154	621,462,000	646,492,000	663,735,000
County:								
County general fund transfer	450,416,131	464,638,341	479,539,236	504,133,312	522,490,134	577,637,000	590,820,000	617,120,000
Cable franchise fees	847,290	758,999	759,177	803,774	741,415	700,000	650,000	600,000
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	4,728,059	2,886,664	3,755,741	3,410,831	2,500,000	2,500,000	2,500,000	2,500,000
Total Funding Sources	1,075,116,560	1,118,579,885	1,188,733,387	1,267,469,951	1,310,377,890	1,364,947,324	1,410,810,184	1,427,889,073
EXPENDITURES:								
1000-Personnel Services	619,906,370	640,251,043	659,768,034	702,135,445	713,721,232	759,251,370	806,029,220	872,937,431
2000-Benefits & Fixed Charges	210,678,798	229,119,350	235,085,905	248,253,914	269,953,773	305,446,826	330,230,171	362,443,621
3000-Contractual Services	53,141,283	53,112,576	53,933,392	49,780,675	64,730,283	65,701,237	66,686,756	67,687,057
4000-Materials & Supplies	53,743,273	47,421,662	51,097,814	55,901,559	49,200,148	49,938,150	50,687,222	51,447,531
5000/6000-Capital Outlay	14,568,093	18,070,864	18,060,588	15,005,404	16,824,567	17,076,936	17,333,090	17,593,086
8000-Reserves	1,273,218	1,881,604	1,298,327	1,294,356	38,854,585	14,284,000	12,529,000	12,811,000
Total expenditures	953,311,035	989,857,099	1,019,244,060	1,072,371,353	1,153,284,588	1,211,698,520	1,283,495,459	1,384,919,726
Excess of revenues over (under) expenditures	121,805,525	128,722,786	169,489,327	195,098,598	157,093,302	153,248,804	127,314,725	42,969,347
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	1,029,635	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	(6,000,000)	0	0	0	0	0	0	0
Construction fund	(17,601,357)	(11,388,640)	(25,236,992)	(32,392,655)	(35,545,978)	(24,001,620)	(24,481,652)	(24,971,285)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(818)	(4,175)	0	0	0	0	0	0
Health insurance fund	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	(6,240)	0	0	0	0	0	0	0
Imaging center fund	0	0	(31,566)	0	0	0	0	0
Total other financing sources (uses), net	(27,078,780)	(12,792,815)	(27,468,558)	(34,592,655)	(37,745,978)	(26,201,620)	(26,681,652)	(27,171,285)
FUND BALANCES, end of year	\$ 94,726,745	115,929,971	142,020,769	160,505,943	119,347,324	127,047,184	100,633,073	15,798,062

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 4,451,971	3,784,765	2,684,504	5,597,039	7,944,366	7,944,366	7,811,487	7,887,667
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	78,940,659	96,881,480	103,436,563	102,308,751	105,203,638	108,880,000	118,792,000	116,221,000
Cable franchise fees	0	0	0	0	0	0	0	0
Debt interest refunds	1,843,534	1,969,989	2,103,105	2,886,255	2,533,901	2,667,121	2,376,180	2,492,539
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	85,236,164	102,636,234	108,224,172	110,792,045	115,681,905	119,491,487	128,979,667	126,601,206
EXPENDITURES:								
1000-Personnel Services	0	0	0	0	0	0	0	0
2000-Benefits & Fixed Charges	0	0	0	0	0	0	0	0
3000-Contractual Services	0	0	0	0	0	0	0	0
4000-Materials & Supplies	0	0	0	0	0	0	0	0
5000/6000-Capital Outlay	89,713,615	101,582,251	105,491,378	104,719,425	109,437,539	113,380,000	122,792,000	120,221,000
8000-Reserves	0	0	0	0	0	0	0	0
Total expenditures	89,713,615	101,582,251	105,491,378	104,719,425	109,437,539	113,380,000	122,792,000	120,221,000
Excess of revenues over (under) expenditures	(4,477,451)	1,053,983	2,732,794	6,072,620	6,244,366	6,111,487	6,187,667	6,380,206
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	8,262,216	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
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
Imaging center fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	8,262,216	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
FUND BALANCES, end of year	\$ 3,784,765	2,684,504	5,597,039	7,944,366	7,944,366	7,811,487	7,887,667	8,080,206

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 87,145,547	98,511,510	118,614,475	147,617,808	168,450,309	127,291,690	134,858,671	108,520,740
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	2,500,300	2,562,579	3,979,781	3,906,533	0	0	0	0
Use of money - property	0	0	0	0	0	0	0	0
Charges for services	4,177,623	5,319,228	4,543,415	3,925,468	4,076,323	4,776,000	4,776,000	4,776,000
Intergovernmental:								
Federal	39,360,218	41,289,977	40,020,352	47,711,835	38,524,921	38,525,000	38,525,000	38,525,000
State	490,393,363	506,397,352	540,205,714	561,557,429	581,539,154	621,462,000	646,492,000	663,735,000
County:								
County general fund transfer	529,356,790	561,519,821	582,975,799	606,442,063	627,693,772	686,517,000	709,612,000	733,341,000
Cable franchise fees	847,290	758,999	759,177	803,774	741,415	700,000	650,000	600,000
Debt interest refunds	1,843,534	1,969,989	2,103,105	2,886,255	2,533,901	2,667,121	2,376,180	2,492,539
Proffers	0	0	0	0	0	0	0	0
Proceeds from bond sale	0	0	0	0	0	0	0	0
Miscellaneous	4,728,059	2,886,664	3,755,741	3,410,831	2,500,000	2,500,000	2,500,000	2,500,000
Total Funding Sources	1,160,352,724	1,221,216,119	1,296,957,559	1,378,261,996	1,426,059,795	1,484,438,811	1,539,789,851	1,554,490,279
EXPENDITURES:								
1000-Personnel Services	619,906,370	640,251,043	659,768,034	702,135,445	713,721,232	759,251,370	806,029,220	872,937,431
2000-Benefits & Fixed Charges	210,678,798	229,119,350	235,085,905	248,253,914	269,953,773	305,446,826	330,230,171	362,443,621
3000-Contractual Services	53,141,283	53,112,576	53,933,392	49,780,675	64,730,283	65,701,237	66,686,756	67,687,057
4000-Materials & Supplies	53,743,273	47,421,662	51,097,814	55,901,559	49,200,148	49,938,150	50,687,222	51,447,531
5000/6000-Capital Outlay	104,281,708	119,653,115	123,551,966	119,724,829	126,262,106	130,456,936	140,125,090	137,814,086
8000-Reserves	1,273,218	1,881,604	1,298,327	1,294,356	38,854,585	14,284,000	12,529,000	12,811,000
Total expenditures	1,043,024,650	1,091,439,350	1,124,735,438	1,177,090,778	1,262,722,127	1,325,078,520	1,406,287,459	1,505,140,726
Excess of revenues over (under) expenditures	117,328,074	129,776,769	172,222,121	201,171,218	163,337,668	159,360,291	133,502,392	49,349,553
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	8,262,216	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
General fund	0	0	0	0	0	0	0	0
Food & nutrition services fund	1,029,635	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	(6,000,000)	0	0	0	0	0	0	0
Construction fund	(17,601,357)	(11,388,640)	(25,236,992)	(32,392,655)	(35,545,978)	(24,001,620)	(24,481,652)	(24,971,285)
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(818)	(4,175)	0	0	0	0	0	0
Health insurance fund	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	(6,240)	0	0	0	0	0	0	0
Imaging center fund	0	0	(31,566)	0	0	0	0	0
Total other financing sources (uses), net	(18,816,564)	(11,162,294)	(24,604,313)	(32,720,909)	(36,045,978)	(24,501,620)	(24,981,652)	(25,471,285)
FUND BALANCES, end of year	\$ 98,511,510	118,614,475	147,617,808	168,450,309	127,291,690	134,858,671	108,520,740	23,878,268

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 193,571,720	163,496,991	213,809,599	98,695,929	101,609,453	85,943,772	97,719,301	92,606,013
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	1,375,883	1,697,910	6,095,020	3,314,599	1,094,000	1,104,940	1,115,989	1,127,149
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	6,000,000	0	6,000,000	6,000,000	6,000,000
Proceeds from bond sale	106,899,384	133,466,288	0	125,416,890	121,975,000	130,898,300	112,339,300	110,574,300
Miscellaneous	1,191,922	1,411,667	417,990	941,467	246,346	300,000	300,000	300,000
Total Funding Sources	303,038,909	300,072,856	220,322,609	234,368,885	224,924,799	224,247,012	217,474,590	210,607,462
EXPENDITURES:								
1000-Personnel Services	1,423,650	921,921	1,447,978	1,541,186	820,680	851,866	875,718	913,374
2000-Benefits & Fixed Charges	263,655	301,505	320,301	323,287	326,782	342,706	358,817	379,242
3000-Contractual Services	9,356,896	10,699,027	9,397,071	9,318,247	33,724,468	9,784,159	10,273,367	10,787,036
4000-Materials & Supplies	7,662,759	6,232,156	2,132,668	4,031,047	0	4,232,599	4,444,229	4,666,441
5000/6000-Capital Outlay	127,665,042	78,196,767	131,201,409	148,431,357	138,455,075	134,118,001	132,198,098	124,943,191
8000-Reserves	0	0	0	0	0	0	0	0
Total expenditures	146,372,002	96,351,376	144,499,427	163,645,124	173,327,005	149,329,331	148,150,229	141,689,283
Excess of revenues over (under) expenditures	156,666,907	203,721,480	75,823,182	70,723,761	51,597,794	74,917,681	69,324,361	68,918,179
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	17,601,357	11,388,640	25,236,992	32,392,655	35,545,978	24,001,620	24,481,652	24,971,285
Food & nutrition services fund	700,000	330,000	500,000	0	500,000	500,000	500,000	500,000
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	(2,262,216)	(1,630,521)	(2,864,245)	(1,506,963)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Construction fund	0	0	0	0	0	0	0	0
General fund	0	0	0	0	0	0	0	0
Aquatics center fund	(9,209,057)	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
Imaging center fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	6,830,084	10,088,119	22,872,747	30,885,692	34,345,978	22,801,620	23,281,652	23,771,285
FUND BALANCES, end of year	\$ 163,496,991	213,809,599	98,695,929	101,609,453	85,943,772	97,719,301	92,606,013	92,689,464

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 50,527,568	68,450,047	74,789,142	94,273,522	97,811,959	97,811,959	96,535,512	92,736,844
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	(103,710)	210,173	4,183,376	3,310,183	200,000	1,284,545	1,297,027	1,307,193
Use of money - property	1,254,764	1,122,710	1,106,897	612,704	1,239,438	1,245,635	1,251,863	1,258,122
Charges for services	174,219,369	167,570,740	162,622,042	141,707,017	166,040,633	157,756,625	161,633,890	164,362,223
Intergovernmental:								
Federal	26,974,844	28,416,537	29,000,934	24,003,383	28,640,000	29,785,600	30,977,024	32,216,105
State	1,267,161	1,450,305	1,441,390	1,366,018	1,416,664	1,523,687	1,516,032	1,534,632
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	1,018,105	782,359	1,077,069	761,252	800,000	1,127,937	794,239	840,000
Total Funding Sources	255,158,101	268,002,871	274,220,850	266,034,079	296,148,694	290,535,988	294,005,587	294,255,119
EXPENDITURES:								
1000-Personnel Services	19,286,013	20,206,283	20,301,443	20,477,227	24,171,271	24,974,321	25,716,042	26,821,831
2000-Benefits & Fixed Charges	97,953,129	99,640,178	101,453,083	106,266,094	112,607,057	120,433,764	126,440,242	133,394,634
3000-Contractual Services	51,079,740	44,123,571	30,249,562	19,278,355	32,825,732	19,692,543	19,655,511	19,661,933
4000-Materials & Supplies	24,834,186	24,951,007	24,776,770	19,844,373	24,200,175	24,503,193	24,913,399	25,338,848
5000/6000-Capital Outlay	5,541,466	5,366,865	4,898,036	4,556,072	5,702,500	5,746,655	5,893,550	5,982,641
8000-Reserves	0	0	0	0	530,000	350,000	350,000	350,000
Total expenditures	198,694,534	194,287,904	181,678,894	170,422,120	200,036,735	195,700,476	202,968,743	211,549,887
Excess of revenues over (under) expenditures	56,463,567	73,714,967	92,541,956	95,611,959	96,111,959	94,835,512	91,036,844	82,705,232
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	9,209,057	0	0	0	0	0	0	0
General fund	4,507,058	1,404,175	2,231,566	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	(700,000)	(330,000)	(500,000)	0	(500,000)	(500,000)	(500,000)	(500,000)
General fund	(1,029,635)	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
Imaging center fund	0	0	0	0	0	0	0	0
Total other financing sources (uses), net	11,986,480	1,074,175	1,731,566	2,200,000	1,700,000	1,700,000	1,700,000	1,700,000
FUND BALANCES, end of year	\$ 68,450,047	74,789,142	94,273,522	97,811,959	97,811,959	96,535,512	92,736,844	84,405,232

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED ACTUAL	FY 2021 APPROVED	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance	\$ 331,244,835	330,458,548	407,213,216	340,587,259	367,871,721	311,047,421	329,113,484	293,863,597
FUNDING SOURCES								
Use of money and property:								
Use of money - interest	3,772,473	4,470,662	14,258,177	10,531,315	1,294,000	2,389,485	2,413,017	2,434,342
Use of money - property	1,254,764	1,122,710	1,106,897	612,704	1,239,438	1,245,635	1,251,863	1,258,122
Charges for services	178,396,992	172,889,968	167,165,457	145,632,485	170,116,956	162,532,625	166,409,890	169,138,223
Intergovernmental:								
Federal	66,335,062	69,706,514	69,021,286	71,715,218	67,164,921	68,310,600	69,502,024	70,741,105
State	491,660,524	507,847,657	541,647,104	562,923,447	582,955,818	622,985,687	648,008,032	665,269,632
County:								
County general fund transfer	529,356,790	561,519,821	582,975,799	606,442,063	627,693,772	686,517,000	709,612,000	733,341,000
Cable franchise fees	847,290	758,999	759,177	803,774	741,415	700,000	650,000	600,000
Debt interest refunds	1,843,534	1,969,989	2,103,105	2,886,255	2,533,901	2,667,121	2,376,180	2,492,539
Proffers	0	0	0	6,000,000	0	6,000,000	6,000,000	6,000,000
Proceeds from bond sale	106,899,384	133,466,288	0	125,416,890	121,975,000	130,898,300	112,339,300	110,574,300
Miscellaneous	6,938,086	5,080,690	5,250,800	5,113,550	3,546,346	3,927,937	3,594,239	3,640,000
Total Funding Sources	1,718,549,734	1,789,291,846	1,791,501,018	1,878,664,960	1,947,133,288	1,999,221,811	2,051,270,029	2,059,352,861
EXPENDITURES:								
1000-Personnel Services	640,616,033	661,379,247	681,517,455	724,153,858	738,713,182	785,077,557	832,620,979	900,672,637
2000-Benefits & Fixed Charges	308,895,582	329,061,033	336,859,289	354,843,295	382,887,613	426,223,296	457,029,230	496,217,498
3000-Contractual Services	113,577,919	107,935,174	93,580,025	78,377,277	131,280,483	95,177,940	96,615,634	98,136,026
4000-Materials & Supplies	86,240,218	78,604,825	78,007,252	79,776,979	73,400,323	78,673,943	80,044,850	81,452,819
5000/6000-Capital Outlay	237,488,216	203,216,747	259,651,411	272,712,258	270,419,681	270,321,592	278,216,737	268,739,918
8000-Reserves	1,273,218	1,881,604	1,298,327	1,294,356	39,384,585	14,634,000	12,879,000	13,161,000
Total expenditures	1,388,091,186	1,382,078,630	1,450,913,759	1,511,158,022	1,636,085,867	1,670,108,327	1,757,406,432	1,858,379,897
Excess of revenues over (under) expenditures	330,458,548	407,213,216	340,587,259	367,506,938	311,047,421	329,113,484	293,863,597	200,972,964
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Debt service fund	0	0	0	0	0	0	0	0
Construction fund	17,471,273	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
General fund	22,108,415	12,792,815	27,468,558	34,592,655	37,745,978	26,201,620	26,681,652	27,171,285
Food & nutrition services fund	1,729,635	330,000	500,000	0	500,000	500,000	500,000	500,000
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	(8,262,216)	(1,630,521)	(2,864,245)	(1,506,963)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Construction fund	(18,301,357)	(11,718,640)	(25,736,992)	(32,392,655)	(36,045,978)	(24,501,620)	(24,981,652)	(25,471,285)
General fund	(1,029,635)	0	0	0	0	0	0	0
Aquatics center fund	(9,709,057)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(818)	(4,175)	0	0	0	0	0	0
Health insurance fund	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	(6,240)	0	0	0	0	0	0	0
Imaging center fund	0	0	(31,566)	0	0	0	0	0
Total other financing sources (uses), net	0	0	0	364,783	0	0	0	0
FUND BALANCES, end of year	\$ 330,458,548	407,213,216	340,587,259	367,871,721	311,047,421	329,113,484	293,863,597	200,972,964

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							
		2012	2013	2014	2015	2016	2017	2018	2019
General Fund									
Nonspendable	\$	997	1,079	1,091	1,159	1,247	1,158	1,639	4,192
Restricted		5,524	5,008	5,253	4,630	5,042	2,282	6,563	7,938
Assigned		71,315	60,554	49,227	43,727	64,684	70,183	88,930	81,919
Unassigned		3,042	15,404	9,766	22,479	16,172	24,888	15,259	47,224
Total General Fund		80,878	82,045	65,337	71,995	87,145	98,511	112,391	141,273
All Other Governmental Funds:									
Construction Fund									
Restricted		7,604	19,418	22,123	37,781	165,354	143,327	193,540	58,175
Committed		0	0	0	0	0	0	0	0
Assigned		21,158	30,704	52,603	28,170	28,218	20,170	20,270	40,521
Food & Nutrition Services Fund ⁽²⁾									
Nonspendable		0	0	0	1,495	1,246	1,455	1,696	1,529
Restricted		0	0	0	23,922	26,628	27,609	30,208	35,554
Other Nonmajor Special Revenue Fund									
Nonspendable		1,149	1,534	1,642	0	0	0	0	0
Restricted		17,349	18,165	21,894	0	0	0	0	0
Committed		2,787	2,848	2,992	3,109	3,262	3,366	3,420	3,633
Total all other governmental funds	\$	50,047	72,669	101,254	94,477	224,708	195,927	249,134	139,412

⁽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

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

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

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

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

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Description of Fund Statement

Operating Fund

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

The fund statement for the Operating Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2017 through 2020.

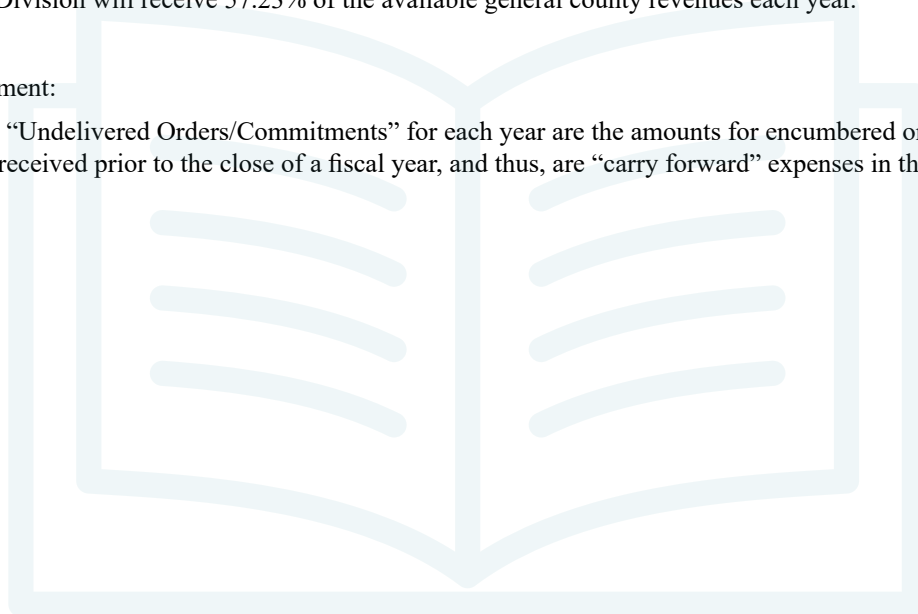
Projections for fiscal years 2022 through 2024 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years. The projections for the Operating Fund are based on the five-year budget plan for the School Division (included in the budget development 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.
- Two percent 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 3% each year.
- Maintain all current programs and services.
- Student membership will increase by 3,160 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 82,693,576	94,726,745	115,929,971	142,020,769	160,505,943	119,347,324	127,047,184	100,633,073
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	2,500,300	2,562,579	3,979,781	3,906,533	0	0	0	0
Charges for services	4,177,623	5,319,228	4,543,415	3,925,468	4,076,323	4,776,000	4,776,000	4,776,000
Intergovernmental:								
Federal	39,360,218	41,289,977	40,020,352	47,711,835	38,524,921	38,525,000	38,525,000	38,525,000
State	490,393,363	506,397,352	540,205,714	561,557,429	581,539,154	621,462,000	646,492,000	663,735,000
County:								
County general fund transfers	450,416,131	464,638,341	479,539,236	504,133,312	522,490,134	577,637,000	590,820,000	617,120,000
Cable franchise fees	847,290	758,999	759,177	803,774	741,415	700,000	650,000	600,000
Miscellaneous	4,728,059	2,886,664	3,755,741	3,410,831	2,500,000	2,500,000	2,500,000	2,500,000
Total funding sources	<u>1,075,116,560</u>	<u>1,118,579,885</u>	<u>1,188,733,387</u>	<u>1,267,469,951</u>	<u>1,310,377,890</u>	<u>1,364,947,324</u>	<u>1,410,810,184</u>	<u>1,427,889,073</u>
EXPENDITURES:								
1000-Personnel Services	619,906,370	640,251,043	659,768,034	702,135,445	713,721,232	759,251,370	806,029,220	872,937,431
2000-Benefits & Fixed Charges	210,678,798	229,119,350	235,085,905	248,253,914	269,953,773	305,446,826	330,230,171	362,443,621
3000-Contractual Services	53,141,283	53,112,576	53,933,392	49,780,675	64,730,283	65,701,237	66,686,756	67,687,057
4000-Materials & Supplies	53,743,273	47,421,662	51,097,814	55,901,559	49,200,148	49,938,150	50,687,222	51,447,531
5000/6000-Capital Outlay	14,568,093	18,070,864	18,060,588	15,005,404	16,824,567	17,076,936	17,333,090	17,593,086
8000-Reserves	1,273,218	1,881,604	1,298,327	1,294,356	38,854,585	14,284,000	12,529,000	12,811,000
Total expenditures	<u>953,311,035</u>	<u>989,857,099</u>	<u>1,019,244,060</u>	<u>1,072,371,353</u>	<u>1,153,284,588</u>	<u>1,211,698,520</u>	<u>1,283,495,459</u>	<u>1,384,919,726</u>
Excess of revenues over (under) expenditures	<u>121,805,525</u>	<u>128,722,786</u>	<u>169,489,327</u>	<u>195,098,598</u>	<u>157,093,302</u>	<u>153,248,804</u>	<u>127,314,725</u>	<u>42,969,347</u>
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Food & nutrition services fund	1,029,635	0	0	0	0	0	0	0
TRANSFERS OUT:								
Construction fund	(17,601,357)	(11,388,640)	(25,236,992)	(32,392,655)	(35,545,978)	(24,001,620)	(24,481,652)	(24,971,285)
Debt service fund	(6,000,000)	0	0	0	0	0	0	0
Health insurance fund	(4,000,000)	(1,000,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)	(1,800,000)
Self-insurance fund	(6,240)	0	0	0	0	0	0	0
Aquatics center fund	(500,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Facilities use fund	(818)	(4,175)	0	0	0	0	0	0
Imaging center fund	0	0	(31,566)	0	0	0	0	0
Total other financing sources (uses), net	<u>(27,078,780)</u>	<u>(12,792,815)</u>	<u>(27,468,558)</u>	<u>(34,592,655)</u>	<u>(37,745,978)</u>	<u>(26,201,620)</u>	<u>(26,681,652)</u>	<u>(27,171,285)</u>
*FUND BALANCES, end of year	<u>\$ 94,726,745</u>	<u>115,929,971</u>	<u>142,020,769</u>	<u>160,505,943</u>	<u>119,347,324</u>	<u>127,047,184</u>	<u>100,633,073</u>	<u>15,798,062</u>
*GASB 54 Fund Balance								
Nonspendable:	1,158,169	1,638,848	4,191,622	2,989,536	2,222,928	2,366,343	1,874,362	294,250
Restricted:	2,282,128	6,562,869	7,938,095	7,308,169	5,434,132	5,784,722	4,582,033	719,319
Assigned:	70,183,204	88,930,069	81,919,151	111,541,698	82,939,005	88,289,932	69,933,759	10,978,676
Unassigned:	21,103,244	18,798,185	47,971,901	38,666,540	28,751,259	30,606,187	24,242,919	3,805,817
	<u>\$ 94,726,745</u>	<u>115,929,971</u>	<u>142,020,769</u>	<u>160,505,943</u>	<u>119,347,324</u>	<u>127,047,184</u>	<u>100,633,073</u>	<u>15,798,062</u>

Financial Section

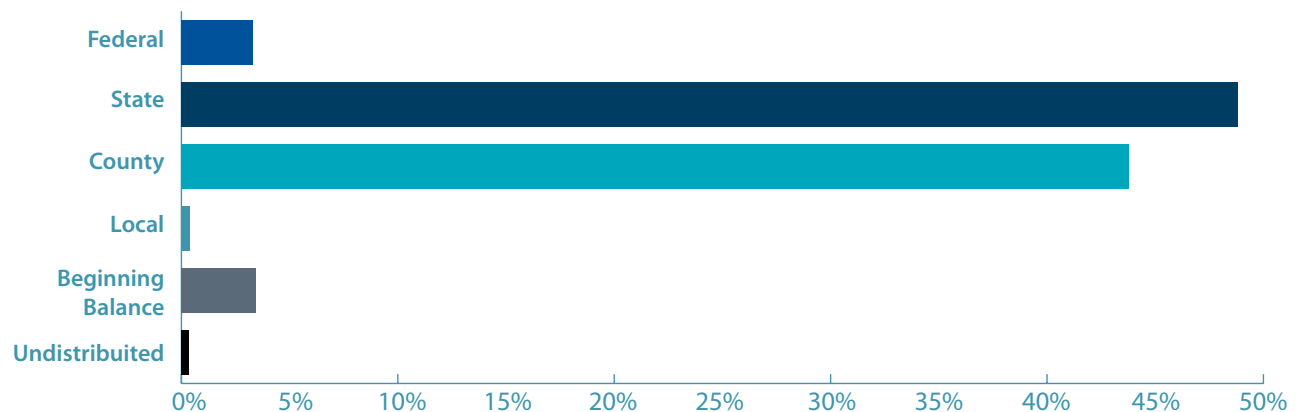
Summary of Operating Fund Revenues

(For Budgetary Purposes Only)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	Increase (Decrease)
Operating Fund						
Federal	\$39,360,218	\$41,289,977	\$40,020,352	\$37,722,864	\$38,524,921	\$802,057
State	490,393,363	506,397,352	540,205,714	557,233,652	581,539,154	24,305,502
County	454,793,356	467,959,919	484,278,194	508,129,132	523,231,549	15,102,417
Local	8,905,660	8,205,892	8,299,156	4,737,617	4,076,323	(661,294)
Beginning Balance	0	0	0	24,098,187	41,158,619	17,060,432
Undistributed	0	0	0	2,500,000	2,500,000	0
Total Operating Fund	\$993,452,597	\$1,023,853,140	\$1,072,803,416	\$1,134,421,452	\$1,191,030,566	\$56,609,114

FY 2021 Operating Fund Revenue Sources

(Percentage Comparison)



Operating Fund Revenue Trends as Percentages of Revenue Sources

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Operating Fund					
Federal	3.96%	4.03%	3.74%	3.33%	3.23%
State	49.36%	49.46%	50.35%	49.12%	48.83%
County	45.78%	45.71%	45.14%	44.79%	43.93%
Local	0.90%	0.80%	0.77%	0.42%	0.34%
Beginning Balance	0.00%	0.00%	0.00%	2.12%	3.46%
Undistributed	0.00%	0.00%	0.00%	0.22%	0.21%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Operating Fund – Federal Revenues

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
Title I Improving Basic Programs/ Reading First	\$11,578,785	\$11,451,153	\$9,725,239	\$10,900,000	\$10,900,000	\$0
Title I, Part D	179,449	2,444	84,459	119,597	86,864	(32,733)
Title II, Part A Improving Teacher Quality	1,310,781	1,355,422	1,369,305	1,684,972	2,487,733	802,761
Title III, Part A English Language Acquisition	1,715,110	1,664,574	1,607,941	1,730,534	1,790,605	60,071
IDEA – Title VI-B Individuals with Disabilities Education	13,618,270	15,268,519	15,425,573	15,447,284	15,554,023	106,739
Title VIII, Impact Aid	700,141	483,516	847,420	500,000	500,000	0
IDEA - Preschool/ Child Find	349,532	261,840	307,205	346,845	357,516	10,671
Carl Perkins Vocational & Technical	894,309	875,438	791,337	967,637	997,774	30,137
Adult Education and Family Literacy	500,301	609,934	622,285	608,279	606,710	(1,569)
Head Start Grant	3,370,416	3,653,576	3,654,493	3,614,157	3,677,369	63,212
Junior ROTC Program	644,316	679,877	691,942	400,000	400,000	0
21st Century Grant	692,129	750,092	796,508	692,459	692,459	0
Virginia Preschool Initiative Plus	2,723,357	3,098,497	2,587,456	0	0	0
Other Federal Revenue	1,083,322	1,135,095	1,509,189	711,100	473,868	(237,232)
Total Federal Revenue	\$39,360,218	\$41,289,977	\$40,020,352	\$37,722,864	\$38,524,921	\$802,057

Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
I. SOQ Programs						
Basic Aid	\$258,166,819	\$259,953,501	\$276,491,784	\$277,091,514	\$305,252,846	\$28,161,332
Sales Tax	87,330,097	85,089,212	98,198,952	98,071,337	92,677,028	(5,394,309)
Textbooks (SOQ and Lottery program)	5,833,310	5,896,848	5,518,844	5,562,920	6,031,114	468,194
Remedial Summer School	2,633,082	2,575,138	2,904,035	3,859,397	1,893,897	(1,965,500)
Vocational Education	1,806,637	1,826,315	1,863,548	1,878,432	1,795,810	(82,622)
Gifted Education	2,816,228	2,846,902	2,959,753	2,983,392	3,198,786	215,394
Special Education	18,225,774	18,370,577	21,211,566	21,380,973	26,263,715	4,882,742
Prevention, Intervention, & Remediation	7,545,364	7,627,549	8,276,347	8,342,447	9,315,762	973,315
Fringe Benefits	45,059,641	48,934,489	50,425,427	50,993,898	57,802,622	6,808,724
Subtotal – SOQ Accounts:	429,416,952	433,120,531	467,850,256	470,164,310	504,231,580	34,067,270

II. Incentive Programs						
Technology VPSA	3,135,098	1,955,602	2,131,610	2,442,000	2,494,000	52,000
Virginia Preschool Initiative Plus (VPI+)	0	0	0	818,038	0	(818,038)
Other Incentive Programs	518,137	2,996,514	505,404	16,177,074	0	(16,177,074)
Subtotal Incentive Accounts:	3,653,235	4,952,116	2,637,014	19,437,112	2,494,000	(16,943,112)

III. Categorical Programs						
Adult Education	189,258	234,754	224,252	224,909	128,309	(96,600)
Special Education – Homebound	291,348	192,588	178,103	178,994	190,187	11,193
Special Education – State-Operated	1,321,977	1,478,148	1,500,195	1,520,947	1,641,310	120,363
Special Education – Jails	271,939	287,006	307,145	324,353	347,443	23,090
Subtotal – Categorical Accounts:	2,074,522	2,192,496	2,209,695	2,249,203	2,307,249	58,046

Financial Section

Operating Fund – State Revenues

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
IV. Lottery Funded Programs						
English as a Second Language	10,307,372	10,955,356	11,395,234	11,429,910	14,569,304	3,139,394
Alternative Education Grant	331,054	341,801	347,478	372,587	364,199	(8,388)
ISAEF-GED Funding	50,507	49,762	50,131	50,131	50,318	187
Special Education - Regional Tuition	24,090,887	24,530,776	15,000,002	12,000,190	9,000,000	(3,000,190)
At-Risk	5,401,578	5,599,284	6,281,447	6,930,589	11,035,352	4,104,763
Early Reading Intervention	1,566,331	1,873,660	2,235,443	1,862,375	2,263,630	401,255
Foster Care	233,170	281,500	161,483	149,618	176,940	27,322
K-3 Primary Class Size Reduction	7,516,628	7,428,721	8,638,166	8,746,144	9,189,644	443,500
SOL Algebra Readiness	927,926	983,743	1,048,796	1,034,324	1,227,868	193,544
Virginia Preschool Initiative	180,869	256,231	558,468	582,611	1,647,556	1,064,945
Career and Technical Education	554,361	588,644	696,669	641,344	818,067	176,723
Mentor Teacher Program	74,347	71,975	69,129	69,129	66,147	(2,982)
Lottery Supplemental	2,792,848	14,737,822	19,959,151	20,483,837	21,109,800	625,963
Subtotal - Lottery Funded Accounts:	54,027,878	63,699,275	66,441,597	64,352,789	71,518,825	7,166,036

V. Other State Programs						
Medicaid Reimbursement	596,743	1,926,822	594,111	650,000	650,000	0
Virginia Star	300,000	300,000	260,715	300,000	300,000	0
Other State School Grants	324,033	206,112	212,326	80,238	37,500	(42,738)
Subtotal – Other State Accounts:	1,220,776	2,432,934	1,067,152	1,030,238	987,500	(42,738)

Total State Revenue	\$490,393,363	\$506,397,352	\$540,205,714	\$557,233,652	\$581,539,154	\$24,305,502
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County General Fund and Debt Service Fund Transfer Summary

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
Operating Fund						
Fiscal Year Appropriation	\$454,793,356	\$461,959,919	\$484,278,194	\$508,129,132	\$523,231,549	\$15,102,417
County Proffers/Transfers In	0	6,000,000	0	0	0	0
Undistributed Revenue	0	0	0	2,500,000	2,500,000	0
Beginning Balance	0	0	0	24,098,187	41,158,619	17,060,432
Total Operating Fund	\$454,793,356	\$467,959,919	\$484,278,194	\$534,727,319	\$566,890,168	\$32,162,849

Debt Service Fund						
Fiscal Year Appropriation	\$78,940,659	\$96,881,480	\$103,436,563	\$102,308,751	\$105,203,638	\$2,894,887
County Proffers/Transfers In	6,000,000	0	0	0	0	0
Debt Interest Refunds (BABs/QSCBs)	1,388,746	1,361,172	1,313,834	1,259,145	1,204,473	(54,672)
Other Financing Resources	454,049	606,241	783,491	879,992	1,329,428	449,436
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	1,262,216	630,521	1,864,245	712,000	700,000	(12,000)
Interest	740	2,576	5,780	0	0	0
Total Debt Service	\$89,046,410	\$100,481,990	\$108,403,913	\$106,159,888	\$109,437,539	\$3,277,651

Combined Operating and Debt Service Funds						
Fiscal Year Appropriation	\$533,734,015	\$558,841,399	\$587,714,757	\$610,437,883	\$628,435,187	\$17,997,304
County Proffers/Transfers In	6,000,000	6,000,000	0	0	0	0
Debt Interest Refunds (BABs/QSCBs)	1,388,746	1,361,172	1,313,834	1,259,145	1,204,473	(54,672)
Other Financing Resources	454,049	606,241	783,491	879,992	1,329,428	449,436
Undistributed Revenue	0	0	0	2,500,000	2,500,000	0
Beginning Balance	0	0	0	24,098,187	41,158,619	17,060,432
Capital Accumulation Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Transfers	1,262,216	630,521	1,864,245	712,000	700,000	(12,000)
Interest	740	2,576	5,780	0	0	0
Total Combined Funds	\$543,839,766	\$568,441,909	\$592,682,107	\$640,887,207	\$676,327,707	\$35,440,500

Operating Fund – Tuitions, Fees, and Other Revenues

(For Budgetary Purposes Only)

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 APPROVED	FY 2021 APPROVED	INCREASE (DECREASE)
Adult Education	\$665,732	\$661,056	\$643,624	\$620,324	\$625,186	\$4,862
Antenna Rental	265,846	226,331	313,271	225,000	225,000	0
Driver Education Fee	204,075	294,910	202,142	240,000	200,000	(40,000)
E-Rate Discount Funds	2,073,818	1,036,938	1,107,224	1,182,387	1,182,387	0
Instrument Rental	197,700	188,012	192,693	150,000	150,000	0
Night School Tuition	26,660	0	23,798	65,000	81,250	16,250
Other Local Funds	604,624	824,582	882,931	447,406	345,000	(102,406)
Other Tuition	294,635	452,149	337,481	175,000	175,000	0
Park Authority Custodian	12,293	7,036	6,335	0	0	0
Professional Organization	228,454	238,866	13,456	0	0	0
PWC Education Foundation	450,666	569,686	426,838	500,000	500,000	0
Rebates/Donations	1,257,164	1,175,825	1,361,965	0	0	0
Sale of Equipment	632,772	798,146	659,195	135,000	135,000	0
School Funds	159,456	171,795	340,871	0	0	0
School Grants	570,593	229,512	286,483	0	0	0
School Parking Fees	331,693	397,923	368,463	300,000	300,000	0
Summer School	228,752	208,867	226,370	157,500	157,500	0
Transportation Revenue	109,862	77,706	156,709	0	0	0
Virtual High School Tuition	590,865	646,553	749,307	540,000	0	(540,000)
Total Local Revenue	\$8,905,660	\$8,205,892	\$8,299,156	\$4,737,617	\$4,076,323	\$(661,294)

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 2021 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 2021 is \$86,864.

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 2021 is \$2,487,733.

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 2021 is \$1,790,605.

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 2021 is \$15,554,023.

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 2021 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 2021 is \$357,516.

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 2021 is \$997,774.

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 2021 is \$606,710.

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 2021 is \$3,677,369.

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 2021 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 2021 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 2021 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 2021 is \$208,868.

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 2021 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 2021 is \$0.

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 2021 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 2021 is \$305,252,846.

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		90,500
2	Basic Aid Per Pupil Amount	x	\$6,574
3	Required Expenditure		\$594,947,000
4	Less Sales Tax Returned	-	\$102,683,097
5	Balance for Local & State		\$492,263,903
6	Composite Index	x	0.3799
7	Required Local Expenditure		\$187,011,057
8	State Share (line 5-line 7)		\$305,252,846

The FY 2021 Basic Aid per Pupil amount of \$6,574 (line 2) and the composite index of ability to pay 0.3799. (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
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
2020	\$6,119	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 2021 Department of Taxation's estimate of the one and one-eighth percent sales tax allocated to PWCS is \$92,677,028. The State's sales tax revenue projection of \$102,683,097 was used when calculating the Basic Aid revenue. However, during the budget adoption, PWCS reduced the sales tax revenue forecast by \$10 million due to projected pandemic-induced cuts in sales.

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 16.62%. The Retiree Health Care Credit rate is 1.21%. The Social Security rate is 7.65%. The Group Life Insurance rate is 1.34%. The state no longer funds the retiree health care credit. The revenue estimate for FY 2021 is \$57,802,622.

*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 \$468. 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 2021 is \$26,263,715.

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 \$166. The revenue estimate for FY 2021 is \$9,315,762.

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 \$107. The revenue estimate for FY 2021 is \$6,031,114.

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 2021 is \$1,893,897.

Gifted Education SOQ Per Pupil Allocation

The state budget established a Standards of Quality (SOQ) per pupil amount of \$57 for Gifted Education. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2021 is \$3,198,786.

Vocational Education SOQ Per Pupil Allocation

Vocational Education SOQ funds are based on a \$32 per pupil amount. This amount is equalized for distribution to local school divisions. The revenue estimate for FY 2021 is \$1,795,810.

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 2021 is \$2,494,000.

Math/Reading Instructional Specialist Initiatives

These funds are designated to provide the state share of the cost for one math or reading instructional specialist in underperforming schools. Eligible schools will include those that have been denied accreditation or were with warning for the third consecutive year. School divisions will have to match the funding of the additional position based on their composite index of local ability to pay. The FY 2021 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 2021 revenue estimate is \$0.

Detention Home And Special Education In Jails

The state reimburses 100 percent of actual teacher salaries and additional funds for benefits and materials to provide educational programs to detention home students. The revenue estimate for FY 2021 is \$1,641,310. The state also provides funding for instruction of special education adults in jail. The FY 2021 revenue estimate is \$347,443.

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 2021 is \$190,187.

Adult Education

The state provides funds to support the adult education programs of local school divisions. The revenue estimate for FY 2021 is \$128,309.

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 2021 is \$9,000,000.

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 2021 estimate is \$14,569,304.

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 2021 is \$9,189,644.

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 2021 is \$818,067.

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 2021 is \$176,940.

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 2021 revenue estimate is \$364,199.

Continued State Initiatives

The General Assembly legislation provides lottery funds to support additional programs. The revenue estimates for FY 2021 include: a supplemental lottery per pupil allocation of \$21,109,800, \$11,035,352 for at-risk student programs, \$2,263,630 for the Early Reading Intervention Program, \$1,227,868 for SOL Algebra Readiness, \$1,647,556 for Virginia Preschool Initiative, \$66,147 for the Mentor Teacher Program, and \$50,318 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 2021 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 2021 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 2021 is \$0.

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 2021 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 \$629,639,660. The General Fund Transfer includes \$523,231,549 for the Operating Fund and \$106,408,111 which includes debt interest refunds of \$1,204,473 for the Debt Service Fund.

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 \$41,158,619 is

included in the FY 2021 Operating Fund budget. These are effectively for one-time funds and will have to be replaced in the FY 2022 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.

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 \$625,186 for FY 2021. Included in this amount is the Practical Nursing tuition estimate of \$220,500. 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 2021 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 2021 is \$81,250.

Driver Education Fee

County students who enroll in a driver education course are assessed a fee. The revenue estimate for FY 2021 is \$200,000.

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 2021 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 2021 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 2021 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 2021 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 2021 is \$0.

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 2021 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 2021 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 2021 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 2021 is \$0.

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, 2020 was \$57,676,671. However, PWCS is part of an OPEB Master Trust with contributions totaling \$37,324,319. Therefore, the net OPEB liability is \$20,352,352. 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 2021 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 2021 for VRS is \$116.2 million. The current rates for the Virginia Retirement System and the Retiree Health Insurance Credit are 16.63 and 1.20 percent of salary, respectively.

Fund Balance Classifications

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

- | | |
|---|--|
| <p>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;</p> <p>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;</p> | <p>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;</p> <p>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</p> |
|---|--|

- 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 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		Increase (DECREASE)	
FUNCTIONAL UNITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Board	\$697,550	\$711,266	\$686,430	\$1,087,270	13.00	\$1,131,717	13.00	\$44,447	0.00
Division Counsel	506,148	449,086	868,358	932,513	4.00	1,019,449	4.00	86,936	0.00
School Administration	65,904,645	70,158,993	72,151,418	76,546,150	809.27	81,443,400	821.67	4,897,250	12.40
Regular Education	415,018,157	428,251,609	441,119,309	453,474,550	4,862.37	474,362,968	4,879.03	20,888,418	16.66
Reading	8,981,047	9,070,906	9,031,341	8,057,378	88.80	8,250,670	87.60	193,292	(1.20)
English - Second Language	37,046,017	39,038,253	40,313,443	43,403,377	472.88	47,966,027	504.98	4,562,650	32.10
Special Education	112,883,207	121,835,276	128,295,828	134,684,301	1,675.95	147,861,439	1,773.60	13,177,138	97.65
Vocational Education	20,791,047	21,927,142	23,629,934	23,506,369	230.10	24,068,874	233.30	562,505	3.20
Gifted Education	10,782,337	11,183,768	12,541,114	14,390,559	112.90	14,617,155	112.70	226,596	(0.20)
Alternative Education	7,554,566	7,404,925	6,418,952	5,122,473	46.68	5,916,219	45.02	793,746	(1.66)
Pupil Services/ Guidance/Counseling	37,745,639	40,322,633	43,882,177	50,366,608	531.92	53,750,801	546.50	3,384,193	14.58
Summer School	2,767,303	3,062,353	3,095,220	4,059,957	1.00	2,094,457	1.00	(1,965,500)	0.00
Pupil Activities/ Athletics	5,486,080	5,335,473	5,874,213	5,795,467	2.00	6,259,749	2.00	464,282	0.00
Instructional Services	12,884,760	13,452,363	9,301,178	10,812,053	58.00	11,853,598	56.10	1,041,545	(1.90)
Education Technology	9,163,502	9,681,620	9,607,517	9,595,426	97.50	10,047,864	93.00	452,438	(4.50)
Central Administration	8,036,550	6,898,803	7,459,788	7,573,669	38.50	7,929,883	39.00	356,214	0.50
Business and IT Services	43,492,893	43,118,214	49,777,246	45,435,212	286.50	47,414,404	291.40	1,979,192	4.90
Transportation	62,748,932	65,507,883	66,580,693	61,385,204	981.71	61,746,068	991.72	360,864	10.01
Facilities Maintenance/ Operations	76,078,101	77,417,543	73,698,999	83,419,276	750.50	85,923,328	754.00	2,504,051	3.50
Community Services	886,709	925,102	880,997	1,022,628	7.00	1,040,151	7.00	17,523	0.00
Adult Education	1,546,812	1,748,352	1,798,384	1,696,932	9.00	1,746,110	9.00	49,178	0.00
Capital Outlay/ Construction	16,376,418	17,894,619	25,816,984	33,080,000	0.00	35,097,000	0.00	2,017,000	0.00
Transfers	0	1,630,589	2,353,103	0	0.00	0	0.00	0	0.00
Reserves	24,041,034	11,846,794	11,651,529	58,974,080	0.00	59,489,236	0.00	515,156	0.00
OPERATING FUND TOTALS	\$981,419,451	\$1,008,873,566	\$1,046,834,155	\$1,134,421,452	11,079.58	\$1,191,030,566	11,265.62	\$56,609,114	186.04

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		Increase (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE

School Board										
010	School Board	\$1,203,698	\$1,160,352	\$828,807	\$1,087,270	13.00	\$1,131,717	13.00	\$44,447	0.00

Division Counsel										
011	Division Counsel	0	0	725,980	932,513	4.00	1,019,449	4.00	86,936	0.00

Executive										
020	Superintendent's Staff	4,440,071	4,576,777	4,808,061	5,501,381	27.00	5,764,094	27.00	262,713	0.00

Accountability										
034	Accountability	3,504,383	3,817,104	3,592,774	4,170,440	24.00	4,232,699	24.00	62,259	0.00

Communications & Technology										
025	Communications Services	4,831,081	3,863,476	4,262,668	3,838,464	23.50	3,978,490	24.00	140,026	0.50
033	Information Technology Services	24,197,513	24,553,160	30,577,665	22,673,339	126.00	22,766,907	127.00	93,568	1.00
045	Imaging Center	49,573	610,283	0	0	0.00	0	0.00	0	0.00
189	Virtual High School	0	0	0	697,091	1.00	1,000,000	1.00	302,909	0.00
Communications & Technology Totals		29,078,166	29,026,919	34,840,334	27,208,894	150.50	27,745,397	152.00	536,503	1.50

Human Resources										
031	Human Resources	4,206,585	3,973,558	4,460,761	5,547,000	41.00	5,911,190	42.10	364,190	1.10

Finance & Risk Management										
032	Financial Services	4,538,143	4,487,301	4,388,120	5,163,145	47.50	5,467,205	48.50	304,060	1.00
036	Risk Management & Security	2,327,433	2,411,783	2,941,070	3,032,895	34.00	3,210,657	35.00	177,762	1.00
042	Supply Services	2,704,776	2,711,951	2,770,568	2,450,166	36.00	2,544,550	36.00	94,384	0.00
Finance & Risk Management Totals		9,570,351	9,611,035	10,099,759	10,646,206	117.50	11,222,412	119.50	576,206	2.00

Support Services										
043	Transportation Services	51,300,550	53,813,102	54,611,540	54,375,974	981.71	57,780,703	991.72	3,404,729	10.01
046	Facilities Management Services	25,669,323	25,412,812	23,279,517	31,812,076	255.00	32,753,637	258.00	941,561	3.00
048	Energy Conservation Services	2,440,602	2,108,371	766,380	748,139	3.00	772,327	3.00	24,188	0.00
Support Services Totals		79,410,474	81,334,285	78,657,437	86,936,189	1,239.71	91,306,667	1,252.72	4,370,478	13.01

Financial Section

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Student & Professional Learning										
130	Professional Development	2,080,168	2,158,300	2,300,248	2,925,875	16.80	3,050,839	16.05	124,964	(0.75)
160	Student Learning	6,776,890	7,820,941	8,119,349	8,258,657	49.60	8,828,529	50.10	569,872	0.50
753	SOL Remediation	112,810	83,927	91,444	0	0.00	0	0.00	0	0.00
165	English Learner Programs & Services	1,723,235	1,745,503	1,929,289	2,333,256	21.60	2,350,991	20.80	17,735	(0.80)
166	Drivers Education Road Instruction	419,580	400,353	393,058	375,000	0.00	380,000	0.00	5,000	0.00
Student & Professional Learning Totals		11,112,683	12,209,025	12,833,388	13,892,788	88.00	14,610,359	86.95	717,571	(1.05)

Special Education & Student Services										
140	Special Education Admin.	2,812,222	3,294,183	3,905,537	4,022,704	33.40	4,306,075	34.40	283,371	1.00
141	Regional School	2,647,571	3,040,095	3,942,291	3,793,840	34.55	3,850,800	34.55	56,960	0.00
148	Molinari Juvenile Shelter	190,345	192,189	198,910	163,823	2.10	168,427	2.10	4,604	0.00
149	Detention Home	271,948	287,006	307,146	324,353	2.10	347,443	2.20	23,090	0.10
150	Student Services	2,375,066	2,486,351	2,720,465	2,542,118	20.80	3,045,104	22.80	502,986	2.00
161	Alternative Education	775,754	840,768	620,568	112,152	0.00	131,568	0.00	19,416	0.00
162	Summer School	1,973,714	1,981,080	2,147,730	4,059,957	1.00	2,094,457	1.00	(1,965,500)	0.00
170	Adult Education	1,546,812	1,255,865	1,257,438	1,271,258	5.00	1,301,757	5.00	30,499	0.00
180	Student Mgmt & Alt Programs	1,616,534	1,607,238	2,166,986	1,440,248	12.00	1,495,287	12.00	55,039	0.00
185	Juvenile Detention Center	1,323,976	1,479,143	1,500,195	1,520,947	13.00	1,599,546	13.00	78,599	0.00
Special Education & Student Services Totals		15,533,942	16,463,917	18,767,264	19,251,400	123.95	18,340,464	127.05	(910,936)	3.10

Benefits And Reserves										
038	Benefits & Reserves	24,360,935	12,183,817	11,775,225	59,232,486	1.00	59,651,236	0.00	418,750	(1.00)
039/155	Fixed Charges / Homebound	60,175,769	63,748,447	72,957,361	78,422,234	0.00	78,981,816	0.00	559,582	0.00
Benefits And Reserves Totals		84,536,704	75,932,264	84,732,586	137,654,720	1.00	138,633,052	0.00	978,332	(1.00)

Reimbursable Programs										
026	Distance Learning	407,327	263,435	366,786	119,000	0.50	0	0.00	(119,000)	(0.50)
727	Title I, Part D	177,451	1,449	84,459	119,597	1.00	86,864	0.80	(32,733)	(0.20)
701	Title I, Part A	11,212,125	11,274,282	9,794,326	10,900,000	105.10	10,900,000	104.60	0	(0.50)

Financial Section

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
703	Title VI-B IDEA	13,618,270	15,268,519	15,430,573	15,447,284	130.52	15,554,023	128.85	106,739	(1.67)
704	Idea - Preschool Childfind	344,515	261,840	305,995	346,845	8.00	357,516	10.00	10,671	2.00
707	Carl Perkins Vocational/ Tech	895,155	875,438	791,337	967,637	0.00	997,774	0.00	30,137	0.00
710	Head Start	3,370,416	3,651,239	3,654,493	3,614,157	48.16	3,677,369	48.90	63,212	0.74
711	Preschool Development	2,877,271	3,098,497	2,587,456	0	0.00	0	0.00	0	0.00
714	Medicaid	253,402	190,678	262,159	277,321	2.50	294,032	2.50	16,711	0.00
717	Title II, Part A	1,310,781	1,355,422	1,711,208	1,684,972	11.70	2,487,733	11.85	802,761	0.15
720	Title III, Part A	1,715,110	1,664,574	1,607,941	1,730,534	10.20	1,790,605	10.20	60,071	0.00
724	Linking Military Connected	175,175	23,957	0	0	0.00	208,868	0.50	208,868	0.50
742	World Class Military Dependent Students	270,913	250,334	417,988	327,100	2.10	0	0.00	(327,100)	(2.10)
743	School Improvement (Title I - Belmont ES)	366,610	308,882	1,428	0	0.00	0	0.00	0	0.00
745	Title II Human Trafficking Prevention, ID & Referral	71,393	52,003	35,186	0	0.00	0	0.00	0	0.00
754	SOL Algebra Remediation	656,455	720,095	707,979	1,034,324	7.00	1,227,868	8.00	193,544	1.00
756	Virginia Preschool Initiative	328,811	474,199	1,332,128	3,266,829	50.84	3,407,457	49.10	140,628	(1.74)
757	Governor's School (STEM)	445,120	498,851	507,982	440,886	0.00	556,324	0.00	115,438	0.00
Reimbursable Programs Totals		38,496,299	40,233,694	39,599,423	40,276,486	377.62	41,546,433	375.30	1,269,947	(2.32)
Central Office Totals		281,093,357	278,338,930	293,946,574	353,105,287	2,207.28	361,463,933	2,223.62	8,358,646	16.34

Financial Section

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Budgets										
201	PACE East	3,085,145	3,178,181	0	0	0.00	0	0.00	0	0.00
303	Minnieville ES	4,566,071	4,633,855	4,721,103	5,349,765	66.70	5,970,933	71.10	621,168	4.40
307	Kerrydale ES	4,595,618	4,394,433	4,444,360	3,959,702	48.66	4,094,823	49.16	135,121	0.50
308	Haymarket ES	5,078,794	5,743,793	6,378,869	6,594,454	78.20	6,288,514	69.80	(305,940)	(8.40)
309	Covington-Harper ES	246,577	4,618,871	5,059,251	5,704,014	68.80	6,762,719	78.20	1,058,705	9.40
310	Chris Yung ES	4,832,230	4,782,440	5,094,241	5,916,684	69.90	5,992,251	66.00	75,567	(3.90)
312	Enterprise ES	3,369,704	3,795,240	3,644,004	3,824,821	45.40	4,091,854	48.30	267,033	2.90
316	King ES	3,255,190	3,434,646	3,630,853	3,916,238	46.03	3,963,167	45.33	46,929	(0.70)
318	Lake Ridge ES	4,079,513	4,241,358	4,386,164	5,643,721	65.10	5,905,958	69.00	262,337	3.90
319	Jenkins ES	0	0	310,378	5,362,547	63.04	5,620,587	62.73	258,040	(0.31)
320	Ashland ES	5,596,242	5,655,096	5,958,131	6,008,982	73.61	6,696,117	80.95	687,135	7.34
322	Alvey ES	5,046,432	5,084,106	5,095,513	4,831,757	58.39	4,594,833	54.22	(236,924)	(4.17)
327	Ellis ES	4,851,747	5,169,062	4,985,691	5,237,881	59.00	5,036,829	55.94	(201,052)	(3.06)
328	Dumfries ES	4,031,653	3,827,262	3,931,410	4,497,339	54.14	4,947,470	57.92	450,131	3.78
333	Henderson ES	4,319,388	5,367,089	5,118,102	5,963,716	69.40	5,994,422	67.90	30,706	(1.50)
334	Glenkirk ES	6,086,320	6,080,302	6,173,091	6,020,998	71.50	5,824,243	69.50	(196,755)	(2.00)
336	Gravelly ES	4,844,026	5,101,541	5,345,690	5,660,379	68.16	6,441,839	71.56	781,460	3.40
337	Fitzgerald ES	6,404,731	6,328,738	6,593,179	7,143,731	83.43	7,412,945	84.79	269,214	1.36
344	Kilby ES	4,396,041	6,180,213	6,533,749	6,187,415	76.07	6,656,091	76.97	468,676	0.90
345	Featherstone ES	4,968,077	4,671,201	4,685,103	5,003,833	57.40	5,120,899	57.20	117,066	(0.20)
346	Loch Lomond ES	5,202,729	5,264,464	5,007,342	5,453,660	63.76	5,845,750	62.26	392,090	(1.50)
357	Marumsc Hills ES	6,249,475	5,546,582	5,729,791	5,457,457	65.47	5,696,399	64.47	238,942	(1.00)
360	Belmont ES	3,889,829	4,141,330	4,269,223	5,479,963	66.87	5,873,080	69.37	393,117	2.50
361	Dale City ES	4,505,167	4,502,843	4,464,314	4,568,812	51.50	4,795,462	52.00	226,650	0.50
365	Bennett ES	4,863,962	5,233,706	5,329,257	5,337,518	67.93	6,001,814	70.03	664,296	2.10
366	Coles ES	3,623,889	3,592,599	3,902,150	3,859,190	47.00	4,513,947	51.00	654,757	4.00
367	Bel Air ES	4,568,772	4,186,963	4,295,568	4,464,614	54.86	4,802,958	57.86	338,344	3.00
370	Neabsco ES	4,825,055	6,644,896	5,558,092	6,395,285	78.30	6,500,275	74.40	104,990	(3.90)
373	McAuliffe ES	3,913,488	4,134,696	4,143,919	4,307,373	51.53	4,627,947	52.03	320,574	0.50
376	Antietam ES	4,930,517	5,270,375	5,153,183	6,600,001	76.90	6,810,143	77.50	210,142	0.60
377	Mullen ES	6,306,846	6,731,158	7,138,674	6,897,604	78.94	7,314,869	81.94	417,265	3.00
379	Marshall ES	4,166,241	4,436,505	4,610,174	4,975,958	58.13	5,336,912	61.90	360,954	3.77
380	Montclair ES	4,687,090	4,775,383	5,172,694	5,531,570	66.30	6,023,481	70.70	491,911	4.40
381	Mountain View ES	4,514,158	4,656,628	4,554,061	4,340,561	53.60	4,594,405	52.20	253,844	(1.40)
383	Leesylvania ES	6,421,176	6,446,005	6,491,492	6,669,455	79.94	6,771,633	79.94	102,178	0.00
386	Bristow Run ES	5,404,711	5,519,022	5,690,247	5,254,520	63.26	5,261,516	60.36	6,996	(2.90)
390	Cedar Point ES	4,597,744	4,932,257	4,850,977	4,668,764	57.46	5,145,867	58.89	477,103	1.43
395	Buckland Mills ES	4,923,322	5,021,694	5,138,474	5,102,219	62.30	5,516,354	62.70	414,135	0.40
414	Potomac Shores MS	0	0	0	0	0.00	776,000	1.50	776,000	1.50
421	Marsteller MS	9,581,287	10,415,784	10,206,780	9,676,815	109.60	10,174,947	110.71	498,132	1.11
451	Graham Park MS	7,682,725	8,000,093	8,014,687	8,077,307	89.47	8,704,630	94.47	627,323	5.00
452	Lynn MS	8,053,953	8,785,312	9,203,948	10,947,807	118.00	11,654,930	125.00	707,123	7.00
464	Hampton MS	8,320,705	8,149,704	8,248,464	8,586,945	90.00	9,206,750	94.00	619,805	4.00

Financial Section

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
School Budgets										
472	Lake Ridge MS	8,024,463	8,525,443	9,451,454	10,576,214	115.64	11,474,154	124.50	897,940	8.86
478	Beville MS	8,776,555	8,880,950	8,943,760	9,168,740	101.00	9,535,362	102.00	366,622	1.00
488	Benton MS	9,910,914	10,487,711	10,740,937	10,404,855	116.80	10,658,491	116.60	253,636	(0.20)
492	Bull Run MS	9,144,538	9,176,818	9,919,130	9,920,864	110.00	9,954,705	105.00	33,841	(5.00)
496	Gainesville MS	9,473,071	10,225,287	10,537,675	10,790,813	120.20	11,088,736	119.60	297,923	(0.60)
513	Gainesville HS	0	0	0	0	0.00	1,966,000	2.00	1,966,000	2.00
529	Battlefield HS	18,959,360	20,481,434	21,462,585	21,392,359	236.00	22,191,780	229.20	799,421	(6.80)
530	Freedom HS	16,541,329	17,724,881	17,935,352	17,977,666	202.00	19,552,882	204.00	1,575,216	2.00
553	Brentsville HS	8,706,619	9,048,560	9,197,759	9,013,737	95.80	9,586,135	97.80	572,398	2.00
569	Gar-Field HS	18,208,788	18,360,541	18,340,602	17,624,692	193.10	19,535,949	206.00	1,911,257	12.90
571	Hylton HS	17,562,699	17,360,797	17,790,105	16,972,157	183.60	17,001,307	178.20	29,150	(5.40)
587	Forest Park HS	15,894,943	16,105,118	16,899,756	17,259,174	181.90	17,347,132	184.70	87,958	2.80
210	New Dominion Alt. School	2,609,849	2,330,330	38	0	0.00	0	0.00	0	0.00
219	Woodbine SS	1,226,382	1,242,154	1,237,150	0	0.00	0	0.00	0	0.00
231	New Directions Alt. School	4,009,110	4,416,136	0	0	0.00	0	0.00	0	0.00
240	Independence Nontraditional School	0	10,149	11,284,523	11,262,042	142.00	12,428,743	143.00	1,166,701	1.00
244	Washington Reid Preschool	0	0	0	1,495,849	20.60	1,548,860	20.50	53,011	(0.10)
291	PACE West	2,911,485	3,056,809	3,024,663	2,839,298	41.80	2,934,175	40.80	94,877	(1.00)
302	Sudley ES	5,902,601	5,816,080	5,959,235	6,093,143	72.66	6,378,676	72.66	285,533	0.00
304	Rockledge ES	4,603,426	4,751,050	4,865,150	4,616,057	51.13	4,875,293	51.63	259,236	0.50
306	Wilson ES	4,510,520	5,209,118	6,559,410	7,264,566	88.01	7,340,923	85.54	76,357	(2.47)
311	Piney Branch ES	5,317,712	5,968,621	6,026,406	6,073,924	69.50	6,323,755	70.80	249,831	1.30
313	Pattie ES	5,225,287	5,144,747	5,320,623	5,501,283	65.16	5,468,367	61.16	(32,916)	(4.00)
301	The Nokesville School	6,728,184	7,054,453	7,513,325	7,170,565	84.50	8,117,120	89.40	946,555	4.90
323	Porter School	4,705,959	4,961,966	4,822,870	5,060,020	56.50	5,414,849	57.00	354,829	0.50
324	Williams ES	7,400,979	5,981,720	5,915,273	6,099,384	74.44	6,269,299	72.94	169,915	(1.50)
326	Occoquan ES	5,204,858	5,207,714	5,312,313	5,623,075	63.80	5,933,957	68.47	310,882	4.67
332	Springwoods ES	5,231,877	5,214,000	5,179,956	6,490,049	69.00	6,266,762	69.50	(223,287)	0.50
335	Yorkshire ES	6,293,817	6,547,114	6,467,084	7,225,816	83.94	7,657,517	84.94	431,701	1.00
339	Victory ES	4,470,951	4,954,594	4,947,173	5,789,665	67.60	6,123,591	70.80	333,926	3.20
340	Pennington Traditional Sch.	4,503,303	4,540,194	4,672,659	4,752,326	52.30	5,011,889	53.50	259,563	1.20
343	Triangle ES	5,782,568	5,981,404	6,153,417	6,588,430	77.30	7,241,481	80.80	653,051	3.50
347	Wood ES	6,230,692	6,384,421	6,633,085	6,348,123	76.70	6,563,383	75.70	215,260	(1.00)
354	West Gate ES	4,938,108	5,070,175	5,133,370	5,805,773	66.40	6,897,585	75.00	1,091,812	8.60
355	Potomac View ES	6,709,685	5,982,633	5,430,496	5,438,759	62.80	6,040,280	63.80	601,521	1.00
358	Vaughan ES	5,975,161	5,128,468	5,362,236	5,577,543	65.04	6,000,369	67.04	422,826	2.00
362	Sinclair ES	5,776,727	5,905,307	6,304,417	6,624,534	79.66	7,536,034	85.26	911,500	5.60
363	Tyler ES	3,978,812	4,095,646	3,889,370	3,881,411	44.86	4,234,359	48.06	352,948	3.20
374	Westridge ES	4,871,455	4,875,903	4,775,296	5,037,584	58.56	5,400,779	62.06	363,195	3.50
375	River Oaks ES	5,255,311	5,346,121	5,446,679	6,010,599	63.50	6,265,163	66.60	254,564	3.10
382	Old Bridge ES	5,573,296	5,797,620	5,773,293	4,199,736	50.07	4,598,053	50.87	398,317	0.80
385	Penn ES	6,594,195	6,920,990	7,322,006	5,621,271	68.10	5,778,005	68.30	156,734	0.20

Financial Section

Operating Budget by Department Total

Department		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
389	Swans Creek ES	5,549,301	5,209,514	5,403,189	5,460,676	64.90	5,558,036	64.10	97,360	(0.80)
394	Rosa Parks ES	5,608,693	5,728,180	5,851,479	5,786,782	69.46	6,014,324	67.46	227,542	(2.00)
397	Signal Hill ES	5,624,125	5,948,972	5,904,722	6,103,770	74.54	6,098,390	68.54	(5,380)	(6.00)
405	Ronald Regan MS	8,778,427	9,524,164	9,610,866	10,205,743	112.00	10,592,559	114.00	386,816	2.00
417	Potomac MS	8,544,198	9,069,120	9,526,804	10,215,757	114.00	10,778,487	113.00	562,730	(1.00)
438	Saunders MS	8,770,298	8,978,119	9,068,519	9,072,703	100.50	9,859,880	106.60	787,177	6.10
448	Unity Braxton MS	8,710,239	8,851,296	9,529,966	9,829,909	109.50	10,620,902	112.00	790,993	2.50
450	Parkside MS	9,151,910	9,705,157	10,396,175	11,989,760	131.15	12,736,605	131.40	746,845	0.25
456	Woodbridge MS	9,323,415	9,730,774	9,749,875	10,258,202	116.20	10,183,049	108.00	(75,153)	(8.20)
459	Rippon MS	9,161,345	9,157,938	9,461,596	10,413,127	114.50	10,793,936	114.50	380,809	0.00
501	Charles J. Colgan HS	12,462,000	16,006,233	18,249,587	19,372,287	210.50	21,660,170	223.30	2,287,883	12.80
506	Woodbridge HS	18,604,922	18,904,916	19,713,221	20,250,032	218.46	21,684,648	229.60	1,434,616	11.14
508	Osborn Park HS	16,888,030	16,775,915	17,901,166	18,410,264	199.47	19,972,352	207.17	1,562,088	7.70
514	Potomac HS	14,884,552	15,384,876	15,419,321	15,294,387	164.50	16,619,998	174.00	1,325,611	9.50
542	Patriot HS	18,482,653	19,011,858	19,428,778	19,738,584	220.90	20,923,628	228.50	1,185,044	7.60
568	Unity Reed HS	19,976,505	20,566,004	20,130,351	20,614,000	219.60	22,301,738	236.10	1,687,738	16.50
School Totals		669,152,537	697,501,645	717,158,641	744,089,454	8,486.20	790,307,165	8,645.80	46,217,711	159.60

School-Based Instructional Programs										
146	Adaptive Physical Ed.	258,232	277,969	296,367	299,552	3.00	337,554	3.00	38,002	0.00
163	Elementary Strings	1,806,318	1,810,256	1,867,170	1,927,215	20.10	2,090,943	21.10	163,728	1.00
164	Gifted Education (START K-3)	1,350,735	1,520,098	1,713,871	2,511,860	18.00	2,356,200	18.00	(155,660)	0.00
143	Hearing Impaired	1,208,239	1,228,666	1,399,247	1,336,128	16.00	1,452,336	16.00	116,208	0.00
151	Nurse Program	6,895,618	8,215,891	8,486,432	9,067,970	99.00	9,610,110	101.80	542,140	2.80
145	Occup. & Physical Therapy	3,648,099	3,791,665	4,101,925	3,872,220	36.50	4,157,398	37.50	285,178	1.00
147	PreSchool Programs	1,596,053	1,566,966	1,520,670	1,587,170	15.00	1,644,260	15.00	57,090	0.00
153	Psychology Program	2,790,454	2,805,083	2,900,945	3,330,075	34.00	3,489,680	34.00	159,605	0.00
152	Social Services	3,205,011	3,465,213	4,847,132	5,265,281	59.20	5,929,190	64.50	663,909	5.30
142	Speech Program	7,435,866	7,361,916	7,542,859	7,145,741	75.80	7,257,110	75.80	111,369	0.00
144	Visually Impaired	978,932	989,267	1,052,321	883,499	9.50	934,687	9.50	51,188	0.00
Other Programs Totals		31,173,556	33,032,991	35,728,939	37,226,711	386.10	39,259,468	396.20	2,032,757	10.10

Operating Fund Totals		\$981,419,451	\$1,008,873,566	\$1,046,834,155	\$1,134,421,452	11,079.58	\$1,191,030,566	11,265.62	\$56,609,114	186.04
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Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Personnel Services										
1000	Salaries	(\$57,058)	(\$55,745)	\$(33,908)	\$0	0.00	\$0	0.00	\$0	0.00
1101	School Board Members	106,600	99,508	97,100	214,680	8.00	214,320	8.00	(360)	0.00
1102	Superintendent	355,007	364,603	365,603	315,600	1.00	315,603	1.00	3	0.00
1103	Associate Superintendent	1,990,833	2,013,463	2,192,377	2,475,360	12.00	2,593,440	12.00	118,080	0.00
1104	Director	2,150,279	1,980,064	2,134,045	2,445,159	17.00	2,360,572	16.50	(84,587)	(0.50)
1106	Supervisor	7,402,109	7,885,301	8,273,925	8,404,404	68.90	9,488,079	73.00	1,083,675	4.10
1107	Admin. Coordinator	9,838,365	10,159,232	10,540,454	12,274,027	124.00	12,767,072	126.00	493,045	2.00
1108	Attorney	317,979	269,771	468,109	444,163	2.00	465,421	2.00	21,258	0.00
1111	Principal	12,058,204	12,089,460	12,117,353	13,391,371	96.10	13,300,797	98.00	(90,574)	1.90
1112	Assistant Principal	14,619,278	15,739,839	16,054,064	18,370,080	182.00	19,252,320	187.40	882,240	5.40
1115	Teacher, Admin. Assignment	4,980,024	5,823,530	6,304,738	5,576,929	78.50	7,423,668	98.00	1,846,739	19.50
1120	Teacher, Classroom	374,597,946	387,594,792	397,685,530	410,876,883	6,278.35	430,548,465	6,391.21	19,671,583	112.86
1121	Librarian	8,376,360	8,659,553	8,775,180	7,992,000	120.00	8,251,200	120.00	259,200	0.00
1122	Counselor	15,297,239	15,781,635	16,472,507	19,370,773	290.42	20,280,464	295.40	909,691	4.98
1130	Social Worker	3,913,718	3,975,435	4,915,531	4,811,459	67.60	5,179,805	72.40	368,346	4.80
1131	Licensed School Nurse	5,007,536	5,624,135	5,751,409	5,862,276	90.30	6,749,568	100.80	887,292	10.50
1133	Psychologist	3,249,911	3,497,816	3,314,035	4,004,641	57.60	3,955,972	57.60	(48,669)	0.00
1134	School Nurse	0	454,578	477,667	499,884	7.70	0	0.00	(499,884)	(7.70)
1136	Diagnostician	1,208,594	1,263,895	1,309,285	1,150,720	15.00	1,214,692	15.00	63,972	0.00
1138	Support Professional	2,009,316	2,131,271	2,119,354	2,086,593	35.00	2,003,870	35.00	(82,723)	0.00
1140	Teacher Assistant	15,671,392	16,501,158	17,671,278	18,270,891	745.76	18,728,607	751.22	457,715	5.46
1141	Student Attendant	472,353	530,530	418,177	600,000	0.00	600,000	0.00	0	0.00
1142	Cafeteria Aide	778,721	819,834	820,077	918,733	46.97	981,359	48.97	62,626	2.00
1143	Aide, Bus	5,125,903	5,269,403	3,804,494	4,124,141	165.23	4,385,923	169.21	261,782	3.98
1144	Attendance Personnel	493,934	557,276	635,089	897,416	16.00	972,020	17.50	74,604	1.50
1145	Technician	3,721,785	3,944,789	4,012,277	4,224,712	52.00	4,452,080	54.00	227,368	2.00
1146	Home-School Coordinator	467,949	565,353	558,882	578,107	12.67	611,494	13.00	33,387	0.33
1147	Coordinator	85,876	86,823	89,342	80,880	1.00	153,360	2.00	72,480	1.00
1148	Specialist	14,514,811	15,165,726	15,367,402	18,291,546	297.00	18,122,135	298.40	(169,411)	1.40
1150	Secretarial/ Clerical	27,230,497	27,942,878	28,274,187	29,114,220	709.50	30,253,040	717.50	1,138,821	8.00
1160	Maintenance Personnel	9,646,481	9,716,825	9,770,808	10,116,960	174.00	10,332,000	176.00	215,040	2.00
1170	Bus Drivers	19,212,546	18,946,151	18,624,930	22,570,411	695.48	23,225,364	695.51	654,953	0.03
1171	Garage Employees	2,924,243	2,929,584	3,042,656	3,188,160	53.00	3,277,680	54.00	89,520	1.00
1172	Bus Service Attendant	366,842	363,682	389,595	480,960	13.00	495,000	13.00	14,040	0.00

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
1180	Nat. Brd Cert. Tchr Incentive	430,000	395,000	420,000	10,000	0.00	0	0.00	(10,000)	0.00
1190	Custodian	17,034,189	17,582,790	17,990,788	18,192,540	517.50	18,528,060	517.00	335,520	(0.50)
1191	Warehousemen	1,302,570	1,312,423	1,333,587	1,197,720	29.00	1,229,400	29.00	31,680	0.00
1200	Overtime	1,701,317	1,343,963	1,888,733	1,073,930		1,134,843		60,913	
1201	Straight Time	1,271,968	1,942,039	2,692,155	1,435,076		1,500,281		65,205	
1300	Temporary Employee	5,830,663	5,944,138	6,061,527	3,040,249		3,283,996		243,747	
1500	Substitute, Teacher	7,628,602	7,310,560	7,695,372	7,176,251		7,343,619		167,368	
1502	Substitute, Other	336,456	348,072	2,117,537	634,409		701,402		66,993	
1600	Supplemental Pay	3,384,408	3,567,838	4,089,765	3,360,438		3,600,537		240,099	
1601	Coaching Supplements	2,416,264	2,421,478	2,463,244	2,506,581		2,773,048		266,467	
1602	Extra Curricular Supplement	1,366,724	1,369,733	1,389,245	1,289,137		1,468,999		179,862	
1603	Homebound Tutoring	767,591	743,506	588,005	1,189,201		1,227,156		37,955	
1647	Coordinator Supplement	69,650	50,417	26,632	0		0		0	
1900	Other Salary/ Wages	529,344	129,015	1,055,544	160,000		160,000		0	
1910	Salary/ Retirement Program	7,701,051	7,405,563	7,142,350	7,648,025		7,747,660		99,635	
Total Personnel Services		619,906,370	640,558,685	659,768,034	682,937,695	11,079.58	713,654,392	11,265.62	30,716,696	186.04

Benefits & Fixed Charges										
2100	Social Security	45,379,311	46,962,287	48,319,762	52,403,366		54,763,370		2,360,004	
2210	Retirement - VRS	77,025,667	88,408,258	86,467,474	102,958,481		113,801,653		10,843,171	
2211	VRS Retirement Payment	5,813,672	6,695,969	6,704,538	102,045		100,864		(1,181)	
2220	Retirement - PWCS	4,707,984	4,893,477	5,069,886	5,527,614		5,793,242		265,627	
2221	Defined Contribution Plan	1,660,539	2,319,509	2,788,959	19,256		23,948		4,693	
2300/2355	Health Insurance	64,630,960	67,628,157	73,114,757	78,541,565		82,286,518		3,744,953	
2310	Short/Long-Term Disability Premium	315,454	417,197	508,965	3,948		3,774		(174)	
2400	Life Insurance - GLI	7,411,201	7,703,211	7,906,506	8,513,465		9,108,851		595,386	
2810	Separation Leave	1,824,851	2,189,976	2,130,152	1,729,103		1,743,494		14,391	
2820	Certified Tuition Assistance	250,505	264,198	271,612	596,595		594,299		(2,296)	
2825	Classified Tuition Assistance	2,100	4,550	3,150	0		0		0	
2830	Assoc. Fees - Admin.	107,276	113,894	119,055	156,662		186,004		29,342	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
2840	Conf. Expenses - Admin.	38,888	34,562	21,977	27,192		40,809		13,617	
2850	Employee Recognition	442,873	426,751	454,574	432,722		451,843		19,121	
2990	Visiting Int'l Faculty Payment	1,009,195	1,060,510	1,120,770	0		1,000,000		1,000,000	
2999	Employee Benefits, Other	58,323	86,528	83,768	28,500		28,500		0	
Total Benefits & Fixed Charges		210,678,798	229,209,034	235,085,905	251,040,515	0.00	269,927,169	0.00	18,886,655	0.00

Contractual Services										
3100	Professional Services	2,965,698	3,277,764	4,261,768	4,074,187		4,598,875		524,688	
3101	Audit	87,275	97,360	86,841	132,617		111,210		(21,407)	
3102	Health Services	120,949	105,703	142,873	156,000		183,500		27,500	
3103	Legal Services	614,670	281,896	63,864	177,276		185,795		8,519	
3104	Engineering Services	29,273	12,260	76,089	56,700		56,700		0	
3105	Consultant	3,465,278	2,284,390	792,575	574,205		651,667		77,462	
3106	Sports Officials	150,195	161,048	205,259	218,340		212,554		(5,786)	
3107	Data Processing	29,389	112,520	55,528	42,138		145,221		103,083	
3108	Settlement Costs	40,500	23,100	22,700	0		0		0	
3110	Human Resources	0	10,971	46,683	0		0		0	
3120	Real Property/ Facilities	0	62,411	136,918	0		0		0	
3140	School Board Litigation	0	19,408	16,432	0		0		0	
3141	Paving Services	0	10,762	0	0		0		0	
3150	Special Education	0	46,278	36,325	0		0		0	
3201	Telephone Service	2,747,607	2,694,527	2,276,144	2,567,259		2,129,766		(437,493)	
3202	Electric Service	15,167,783	15,669,682	16,011,853	17,263,709		17,166,559		(97,150)	
3203	Fuel	1,728,548	1,899,761	1,743,481	1,596,152		1,631,605		35,453	
3204	Water Service	183	0	(1,873)	181		482,948		482,767	
3205	Sewer Service	2,627,436	2,627,009	2,572,732	2,967,196		3,225,869		258,673	
3206	Trash	1,019,604	1,013,175	972,109	980,595		1,141,195		160,600	
3301	Insurance, General	169,234	174,123	170,419	172,149		176,723		4,574	
3302	Liability Insurance	753,116	776,385	780,276	777,671		787,039		9,368	
3303	Liability, Transportation	743,583	765,978	769,822	768,671		778,039		9,368	
3304	Fire Insurance	953,603	982,324	987,254	985,778		997,793		12,015	
3305	Workmen's Compensation	442,744	456,079	458,368	457,683		463,261		5,578	
3306	Unemployment Insurance	248,468	255,951	257,235	256,850		259,980		3,130	
3308	Safety Patrol Insurance	9,201	7,758	7,911	8,196		8,718		522	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
3401	Travel Reimbursement	800,164	763,769	732,780	739,036		737,781		(1,255)	
3402	Conference Expenses	1,326,109	1,046,898	1,339,764	1,046,076		1,386,673		340,597	
3450	Field Trips	1,946,842	2,179,434	2,169,400	1,614,360		1,469,771		(144,589)	
3500	Miscellaneous Projects	132,574	313,755	38,785	4,754,155		4,902,154		147,999	
3501	Repair/Maint.-Building	467,343	357,267	352,460	325,000		309,800		(15,200)	
3502	Repair/Maint.-Equipment	492,699	414,244	524,149	401,469		708,980		307,511	
3503	Repair/Maint.-Vehicles	0	0	0	0		44,500		44,500	
3504	Maint. Service Contract	5,588,933	4,979,788	6,347,106	8,114,799		8,662,077		547,278	
3700	In-Service	291,011	316,247	406,421	177,392		180,137		2,745	
3710	Contract Courses	116,856	38,449	12,470	23,000		9,400		(13,600)	
3750	Curriculum Development	3,500	1,500	0	15,000		0		(15,000)	
3901	Laundry/Dry Cleaning	28,286	33,313	41,058	27,208		37,300		10,092	
3902	Printing/Duplicating	1,055,951	1,119,384	1,146,082	1,142,552		1,159,485		16,933	
3903	Postage	403,660	427,666	401,643	496,451		508,537		12,086	
3904	Freight/Shipping	3,483	3,144	3,832	5,700		6,100		400	
3905	Extracurricular Expenses	112,928	89,723	95,798	164,909		163,781		(1,128)	
3906	Advertising	16,660	9,176	12,981	23,000		34,952		11,952	
3907	School Board Dues	13,720	24,164	23,484	31,559		32,725		1,166	
3908	Parent Activity	360,801	88,975	227,056	96,500		257,889		161,389	
3909	Accreditation Expenses	102,081	83,700	111,600	94,000		110,000		16,000	
3910	Educational TV	6,456	12,071	7,081	5,100		5,100		0	
3911	Rental Equipment	475,766	653,745	630,602	777,485		836,212		58,727	
3912	Rental Space	5,994	10,245	5,588	8,400		58,556		50,156	
3913	Tuition-Other Divisions	1,051,194	1,112,240	1,338,597	1,524,946		1,506,947		(17,999)	
3914	Tuition-Private Schools	269,180	269,030	274,411	35,000		40,000		5,000	
3916	Recruitment Expenses	40,008	62,999	92,523	201,457		184,268		(17,189)	
3917	Employment Services	123,530	98,080	115,351	141,000		136,003		(4,997)	
3918	Permits & Fees	21,955	21,948	10,190	18,920		18,930		10	
3919	Tuition-Annual Year Governor's School	691,667	803,928	824,838	707,386		799,824		92,438	
3920	Tuition-Regional School	(711,446)	(499,545)	(660,158)	344,371		332,207		(12,164)	
3921	Tuition-PWCS	58,313	150,335	158,750	498,978		291,249		(207,729)	
3932	Processing Fees	0	22,549	14,597	8,500		2,260		(6,240)	
3950	Indirect Costs	44,985	72,864	37,792	165,500		129,750		(35,750)	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
3960	Armored Car Service	0	1,654	79,158	250,000		255,000		5,000	
3961	Credit Card Program	0	0	1,500	162,634		164,440		1,806	
3999	Other Contractual Services	3,685,745	4,272,934	4,066,117	4,213,596		3,852,478		(361,118)	
Total Contractual Services		53,141,284	53,184,297	53,933,392	62,588,992	0.00	64,730,283	0.00	2,141,291	0.00

Materials & Supplies										
4001	Office Supplies	1,549,424	1,394,672	1,560,910	1,408,033		1,659,393		251,360	
4002	Medical/Laboratory Supplies	172,374	94,188	110,269	203,418		208,260		4,842	
4003	Custodial Supplies	2,301,204	2,341,470	1,921,125	1,910,111		2,089,863		179,752	
4004	Repair/Maint. Supplies	3,995,745	3,121,073	1,490,539	4,200,586		4,200,933		347	
4005	Vehicle Fuels	3,138,545	3,996,387	4,194,437	4,401,623		4,282,665		(118,958)	
4006	Vehicle Supplies	206,589	264,925	269,085	265,000		265,000		0	
4007	Wearing Apparel	320,760	254,759	335,519	338,173		347,973		9,800	
4008	Reference Materials	166,979	184,591	168,910	137,898		136,216		(1,682)	
4009	Extracurricular Supplies	164,473	162,897	215,208	42,159		85,500		43,341	
4010	Instructional Supplies	12,264,364	11,802,217	11,912,518	12,275,527		16,125,898		3,850,371	
4011	Textbooks	2,263,251	1,531,272	2,077,973	3,101,699		2,756,970		(344,729)	
4012	Emp. Training Supplies	282,074	296,576	299,425	253,699		466,368		212,669	
4013	Testing Material	2,295,901	2,454,965	2,126,953	1,612,878		1,372,823		(240,055)	
4014	Food	227,896	298,649	403,072	171,369		219,174		47,805	
4015	Food Service Supplies	27,284	1,165	0	0		0		0	
4016	Library Books	437,641	626,890	392,193	451,300		504,224		52,924	
4017	Library Periodicals	53,446	59,667	51,318	105,390		111,150		5,760	
4018	Library Supplies	88,910	85,210	84,809	80,919		85,128		4,209	
4019	Food	478,925	562,134	635,222	582,086		711,210		129,124	
4020	Printing Supplies	546,297	611,935	520,438	540,886		563,656		22,770	
4021	Transportation Year-End Activity	7,491	3,009	2,400	0		0		0	
4022	Trans. Vehicle Supplies	2,174,376	2,080,800	2,100,930	2,036,155		2,224,000		187,845	
4150	Lease Agreement	946,276	918,138	601,114	633,190		547,190		(86,000)	
4310	Tech. Supp/Equip - Add'l	10,023,957	5,947,575	6,738,828	2,928,215		3,510,345		582,130	
4350	Tech. Supp/Equip - Repl.	4,304,108	3,632,847	5,930,770	1,297,127		1,354,497		57,370	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
4410	Software Additional	969,511	1,404,243	2,883,374	976,346		1,283,968		307,622	
4450	Software - Replacement	693,501	614,974	1,006,243	976,101		1,251,681		275,580	
4510	Gen. Equip./ Furniture-Add'l.	2,731,989	2,084,342	2,436,169	2,100,394		2,445,767		345,373	
4550	Gen. Equip./ Furniture-Repl.	878,444	707,136	596,584	1,189,038		354,180		(834,858)	
4999	Other Materials & Supplies	31,538	19,641	21,478	31,550		25,000		(6,550)	
Total Materials & Supplies		53,743,273	47,558,344	51,097,814	44,250,870	0.00	49,189,032	0.00	4,938,162	0.00

Capital Outlay										
5101	Equipment/ Furniture, Add'l.	528,311	737,625	451,330	115,167		115,619		452	
5102	Tech. Equipment, Add'l.	9,880	11,426	335,481	20,000		20,000		0	
5103	DP Equipment, Add'l.	12,108	0	0	20,000		0		(20,000)	
5104	Software, Additional	67,206	0	178,601	85,000		78,417		(6,583)	
5110	Vehicle, Additional	494,492	0	198,205	120,000		179,448		59,448	
5111	Buses, Additional	776,424	1,757,102	445,232	0		1,168,674		1,168,674	
5141	Site Improvement	52,078	124,868	11,950	361,704		245,442		(116,262)	
5144	Building, Alteration	30,600	732	1,800	0		0		0	
5145	Pollution Remediation	0	868	0	0		0		0	
5150	Lease Purchase Agreement	181,354	183,109	198,367	197,000		196,000		(1,000)	
5501	Equipment/ Furniture, Repl.	225,905	118,641	173,762	116,466		145,000		28,534	
5502	Tech. Equipment, Repl.	1,625,527	3,543,525	4,248,396	8,400		5,000		(3,400)	
5503	DP Equipment, Repl.	12,001	0	25,082	9,436,000		10,716,000		1,280,000	
5510	Vehicle, Replacement	537,372	846,881	973,621	895,890		695,914		(199,976)	
5511	Buses, Replacement	10,911,010	10,847,900	10,995,532	6,113,340		3,269,451		(2,843,889)	
6900	Reimbursement Account	(896,175)	(97,259)	(176,770)	0		0		0	
Total Capital Outlay		14,568,093	18,075,418	18,060,588	17,488,967		16,834,965		(654,002)	0.00

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
Reserves										
8001	Salary Reserve	0	0	0	20,701,453		13,663,531		(7,037,922)	
8002	General Reserve	740	0	0	7,029,482		8,068,122		1,038,640	
8003	Gen. Insurance Reserve	1,078,481	1,110,963	1,116,538	1,114,868		1,128,456		13,588	
8004	Emergency Reserve	158,006	162,764	163,581	163,336		165,328		1,992	
8005	School Reserve Funds	0	0	0	156,000		162,000		6,000	
8009	Holdback Allocation Reserve	0	0	0	12,796,861		18,480,496		5,683,635	
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	564,515		449,984		(114,531)	
8017	Capital Improvements Res.	15,836,000	0	0	23,644,000		24,381,000		737,000	
8018	Capital Maint. Contingency	0	0	0	830,470		830,470		0	
8023	Reading Intervention Grant	0	0	0	1,862,375		2,263,630		401,255	
8024	SOL Remediation	0	0	0	110,846		114,833		3,987	
8032	State Mentor Program	0	0	0	69,129		66,147		(2,982)	
8034	McKinney Vento	0	0	0	25,000		25,000		0	
8035	Class Size Reduction	0	0	0	311,440		311,440		0	
8036	Early Childhood ED4 - Mixed Delivery	0	0	0	0		200,000		200,000	
8084	21st Century Grant	0	0	0	692,549		692,459		(90)	
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	12,274,095	0	0	1,800,000		1,800,000		0	
8607	School Transfer	0	0	0	769,589		419,329		(350,260)	
8803	Transfer to Adult Education	0	121,537	121,537	0		0		0	

Financial Section

Operating Budget by Object Code Total

Departments		FY 2017	FY 2018	FY 2019	FY 2020 APPROVED		FY 2021 APPROVED		INCREASE (DECREASE)	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	FTE	BUDGET	FTE	BUDGET	FTE
8807	Transfer to Construction Fund	0	17,388,640	25,236,992	0		0		0	
8818	Transfer to Facilities Use	0	6,936	0	0		0		0	
8820	Transfer to Imaging Center	0	102,116	31,566	0		0		0	
8823	Transfer to Health Insurance Fund	0	1,000,000	1,800,000	0		0		0	
8828	Transfer to Aquatics Center Fund	0	400,000	400,000	0		0		0	
8999	Refunds	34,311	(5,168)	18,207	0		0		0	
Total Reserves		29,381,633	20,287,788	28,888,421	76,114,413	0.00	76,694,725	0.00	580,312	0.00
Operating Fund Totals		\$981,419,451	\$1,008,873,566	\$1,046,834,155	\$1,134,421,452	11,079.58	\$1,191,030,566	11,265.62	\$56,609,114	186.04

Central Office Summary

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1000	Salaries	(57,061)	(56,033)	(33,916)	0	0.00	0	0.00	0	0.00
1101	School Board Members	106,600	99,508	97,100	214,680	8.00	214,320	8.00	(360)	0.00
1102	Superintendent	355,007	364,603	365,603	315,600	1.00	315,603	1.00	3	0.00
1103	Associate Superintendent	1,990,833	2,013,463	2,192,377	2,475,360	12.00	2,593,440	12.00	118,080	0.00
1104	Director	2,150,279	1,980,064	2,134,045	2,445,159	17.00	2,360,572	16.50	(84,587)	(0.50)
1106	Supervisor	7,402,109	7,885,301	8,379,130	8,517,564	69.90	9,488,079	73.00	970,515	3.10
1107	Admin. Coordinator	8,834,217	9,194,398	9,498,702	11,478,187	116.00	12,383,912	122.00	905,725	6.00
1108	Attorney	317,979	269,771	468,109	444,163	2.00	465,421	2.00	21,258	0.00
1111	Principal	164,000	185,441	167,545	254,239	1.00	142,677	1.00	(111,562)	0.00
1112	Assistant Principal	29,919	0	0	0	0.00	0	0.00	0	0.00
1115	Teacher, Admin. Assign.	3,889,195	3,873,133	4,254,281	4,021,373	49.80	4,068,108	49.00	46,735	(0.80)
1120	Teacher, Classroom	26,545,809	28,206,396	27,239,318	28,429,891	390.50	28,524,182	389.30	94,291	(1.20)
1122	Counselor	32,011	27,584	37,265	114,409	0.60	18,800	0.00	(95,609)	(0.60)
1130	Social Worker	3,561,936	3,623,374	4,601,926	4,533,059	63.60	4,892,525	68.40	359,466	4.80
1131	Licensed School Nurse	5,007,536	5,624,135	5,751,409	5,862,276	90.30	6,749,568	100.80	887,292	10.50
1133	Psychologist	3,003,584	3,244,400	2,947,037	3,707,521	53.60	3,649,252	53.60	(58,269)	0.00
1134	School Nurse	0	454,578	477,667	499,884	7.70	0	0.00	(499,884)	(7.70)
1136	Diagnostician	1,208,594	1,263,895	1,309,285	1,150,720	15.00	1,214,692	15.00	63,972	0.00
1138	Support Professional	2,009,316	2,131,271	2,119,354	2,086,593	35.00	2,003,870	35.00	(82,723)	0.00
1140	Teacher Assistant	1,038,072	1,205,966	1,280,224	1,551,109	56.00	1,518,048	55.00	(33,061)	(1.00)
1141	Student Attendant	472,353	530,530	418,177	600,000	0.00	600,000	0.00	0	0.00
1143	Aide, Bus	5,125,903	5,269,403	3,804,494	4,124,141	165.23	4,385,923	169.21	261,782	3.98
1144	Attendance Personnel	493,934	557,276	635,089	897,416	16.00	972,020	17.50	74,604	1.50
1145	Technician	3,920,498	4,149,606	4,223,306	4,370,152	53.00	4,375,400	53.00	5,248	0.00
1146	Comm. Health Specialist	467,949	565,353	558,882	578,107	12.67	611,494	13.00	33,387	0.33
1147	Coordinator	163,316	166,508	171,340	161,760	2.00	153,360	2.00	(8,400)	0.00
1148	Specialist	11,212,229	11,721,351	11,792,834	14,143,662	209.50	14,059,163	212.50	(84,499)	3.00
1150	Secretarial/Bookkeeper	6,958,656	7,140,012	7,249,046	7,789,956	157.50	8,055,320	159.50	265,365	2.00
1160	Maintenance Personnel	9,646,481	9,716,825	9,770,808	10,116,960	174.00	10,332,000	176.00	215,040	2.00
1170	Bus Driver	19,212,546	18,946,151	18,624,930	22,570,411	695.48	23,225,364	695.51	654,953	0.03
1171	Garage Employees	2,924,243	2,929,584	3,042,656	3,188,160	53.00	3,277,680	54.00	89,520	1.00
1172	Bus Service Attendant	366,842	363,682	389,595	480,960	13.00	495,000	13.00	14,040	0.00
1180	National Board Certified Teacher Incentive	30,000	27,500	20,000	10,000	0.00	0	0.00	(10,000)	0.00
1190	Custodian	785,061	768,720	853,148	847,440	24.00	880,200	24.00	32,760	0.00
1191	Warehouse Personnel	1,302,570	1,312,423	1,333,587	1,197,720	29.00	1,229,400	29.00	31,680	0.00
1200	Overtime	1,368,812	964,583	1,473,056	735,059		750,795		15,736	
1201	Straight Time	766,580	1,303,267	1,888,535	981,057		1,012,729		31,672	
1300	Temporary Employee	2,056,752	2,356,028	2,923,419	1,755,127		1,766,178		11,051	
1500	Substitute Teacher	1,149,528	790,172	738,470	1,244,744		1,222,421		(22,323)	
1502	Substitute, Other	68,914	11,269	1,529,709	288,435		299,294		10,859	
1600	Supplemental Pay	1,707,294	1,790,623	2,152,045	2,410,013		2,467,173		57,160	
1601	Coaching Supplements	1,247	270	0	3,000		10,500		7,500	
1602	Extra Curr. Supplement	54	0	5,945	3,909		18,200		14,291	
1603	Homebound Tutoring	764,219	742,789	588,005	1,189,201		1,227,156		37,955	
1647	Coordinator Supplement	6,700	9,600	0	0		0		0	
1900	Other Salary / Wages	529,344	129,015	1,055,544	160,000		160,000		0	
1910	Salary - ROP	7,701,051	7,405,563	7,142,350	7,648,025		7,747,660		99,635	
2100	Social Security - FICA	10,777,389	11,135,377	11,486,406	12,813,602		13,169,274		355,672	
2210	Retirement - VRS	14,761,627	16,884,288	16,348,833	19,883,969		21,612,683		1,728,714	
2211	Retiree Health Care Credit	1,039,700	1,204,476	1,203,447	102,045		100,864		(1,181)	
2220	Retirement - PWCS	1,119,408	1,162,582	1,196,671	1,390,284		1,449,168		58,884	
2221	Defined Contribution Plan	285,501	408,149	531,557	19,256		23,948		4,693	
2300	Health Insurance - HMP	15,679,352	16,275,782	17,377,201	17,337,006		18,023,794		686,788	
2310	Short/Long Term Disability Premium	55,595	76,186	96,468	3,948		3,774		(174)	
2355	Benefits/Superintendent	9,666	9,224	9,135	0		0		0	
2400	Life Insurance - GLI	1,610,817	1,677,904	1,720,056	1,919,890		2,027,302		107,412	
2810	Separation Leave	1,824,851	2,189,976	2,130,152	1,729,103		1,743,494		14,391	
2820	Tuition Assistance	249,877	264,198	271,612	596,595		594,299		(2,296)	
2825	Classified Ed. Reimbursement	2,100	4,550	3,150	0		0		0	
2830	Admin. Assoc. Fees	43,440	43,771	44,479	65,546		90,731		25,185	
2840	Conf. Expenses-Admin	38,638	34,562	21,977	27,192		40,809		13,617	
2850	Employee Recognition	435,194	417,974	444,829	426,222		440,343		14,121	
2990	Visiting Int'l Faculty Pmt.	1,009,195	1,060,510	1,120,770	0		1,000,000		1,000,000	
2999	Employee Benefits, Other	58,323	86,528	83,768	28,500		28,500		0	
3100	Professional Services	2,749,386	3,066,247	4,048,617	3,941,127		4,453,617		512,490	
3101	Audit	87,275	97,360	86,841	132,617		111,210		(21,407)	
3102	Health Services	120,949	104,716	141,827	153,500		183,500		30,000	
3103	Legal Services	614,303	281,896	63,864	177,276		185,795		8,519	
3104	Engineering Services	29,273	12,260	76,089	56,700		56,700		0	
3105	Contractual Services	3,452,781	2,284,345	788,175	568,805		650,667		81,862	
3107	Data Processing	29,389	80,520	25,628	37,138		33,221		(3,917)	
3108	Settlement Cost	40,500	23,100	22,700	0		0		0	

Financial Section

Central Office Summary

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
3110	Human Resources	0	10,971	46,683	0		0		0	
3120	Real Property/ Facilities	0	62,411	136,918	0		0		0	
3140	School Board Litigation	0	19,408	16,432	0		0		0	
3150	Special Education	0	46,278	36,325	0		0		0	
3201	Telephone	2,597,092	2,546,104	2,138,749	2,405,273		1,960,725		(444,548)	
3202	Electric Service	15,167,783	15,669,682	16,011,853	17,263,709		17,166,559		(97,150)	
3203	Fuel	1,728,548	1,899,761	1,743,481	1,596,152		1,631,605		35,453	
3204	Water Service	183	0	(1,873)	181		482,948		482,767	
3205	Sewer Service	2,627,436	2,627,009	2,572,732	2,967,196		3,225,869		258,673	
3206	Trash	1,019,604	1,013,175	971,914	980,595		1,141,195		160,600	
3301	Insurance, General	169,234	174,123	170,419	172,149		176,723		4,574	
3302	Liability Insurance	753,116	776,385	780,276	777,671		787,039		9,368	
3303	Liability, Transportation	743,583	765,978	769,822	768,671		778,039		9,368	
3304	Fire Insurance	953,603	982,324	987,254	985,778		997,793		12,015	
3305	Worker's Comp.	442,744	456,079	458,368	457,683		463,261		5,578	
3306	Unemployment Comp.	248,468	255,951	257,235	256,850		259,980		3,130	
3308	Safety Patrol Insurance	9,201	7,758	7,911	8,196		8,718		522	
3401	Travel Reimbursement	511,095	479,937	491,049	531,712		529,047		(2,665)	
3402	Conference Expenses	709,551	532,653	654,368	597,080		918,789		321,709	
3450	Field Trips	624,424	858,660	497,785	447,237		374,039		(73,198)	
3500	Miscellaneous Projects	132,574	313,507	34,903	4,753,155		4,901,154		147,999	
3501	Repair/Maint. - Building	263,464	188,176	220,384	228,200		228,200		0	
3502	Repair/Maint. - Equipment	322,826	306,386	407,450	286,119		625,230		339,111	
3503	Rep/Maint. - Vehicles	0	0	0	0		44,500		44,500	
3504	Maint. Service Contract	5,477,575	4,854,697	6,247,858	7,907,943		8,011,352		103,409	
3700	In-Service Expenses	168,967	244,902	299,272	78,835		71,137		(7,698)	
3710	Contract Courses	116,856	38,449	12,470	23,000		9,400		(13,600)	
3750	Curriculum Development	3,500	1,500	0	15,000		0		(15,000)	
3901	Laundry/Dry Cleaning	26,847	33,035	40,878	26,908		37,000		10,092	
3902	Printing Services	426,717	511,356	613,554	503,867		483,340		(20,527)	
3903	Postage	255,665	284,055	262,390	308,429		323,287		14,858	
3904	Freight/Shipping	2,885	2,702	2,968	5,000		5,500		500	
3905	Extra Curricular Expenses	32,161	42,693	37,047	92,909		101,781		8,872	
3906	Advertising	16,660	9,176	12,981	23,000		34,952		11,952	
3907	School Board Dues	13,720	24,164	23,484	31,559		32,725		1,166	
3908	Parent Activity	360,498	88,847	226,500	96,000		256,889		160,889	
3909	Accreditation Expenses	102,081	83,700	111,600	94,000		110,000		16,000	
3910	Educational Television	6,456	12,071	7,081	5,100		5,100		0	
3911	Rental Equipment	16,324	20,189	27,522	67,208		74,276		7,068	
3912	Rental Space	1,791	6,612	5,588	8,400		58,556		50,156	
3913	Tuition - Other Divisions	1,051,044	1,075,009	1,324,743	1,459,946		1,462,947		3,001	
3914	Tuition - Private Schools	269,030	269,030	274,411	0		0		0	
3916	Personnel - Recruiting	40,008	62,999	92,523	201,457		184,268		(17,189)	
3917	Employment Services	123,530	98,080	115,351	141,000		136,003		(4,997)	
3918	Permits and Fees	195	2,265	570	400		400		0	
3919	Tuition - Annual Year Governor's School	445,120	498,851	507,982	440,886		556,324		115,438	
3920	Tuition - Regional School	(711,446)	(499,545)	(660,158)	344,371		332,207		(12,164)	
3921	Tuition- PW	(23,498)	24,236	9,764	82,057		79,961		(2,096)	
3932	Processing Fees	0	22,549	14,597	8,500		1,260		(7,240)	
3950	Indirect Costs	44,985	72,864	37,792	165,500		129,750		(35,750)	
3960	Armored Car Service	0	1,654	79,158	250,000		255,000		5,000	
3961	Credit Card	0	0	1,500	162,634		164,440		1,806	
3999	Other Contract Expenses	3,488,158	4,061,844	3,832,326	4,139,546		3,707,363		(432,183)	
4001	Office Supplies	815,795	788,250	965,997	837,750		942,515		104,765	
4002	Medical Supplies	77,190	9,273	25,459	46,618		50,564		3,946	
4003	Custodial Supplies	437,249	453,817	101,252	140,000		147,458		7,458	
4004	Repair/Maint. Supplies	3,751,777	2,904,757	1,246,869	4,012,086		4,029,133		17,047	
4005	Vehicle Fuels	3,138,545	3,996,387	4,194,437	4,401,623		4,282,665		(118,958)	
4006	Vehicle Supplies	206,589	264,925	269,085	265,000		265,000		0	
4007	Wearing Apparel	111,674	114,844	155,011	215,048		237,148		22,100	
4008	Reference Materials	138,830	132,732	112,346	75,822		69,216		(6,606)	
4009	Extra Curricular Supplies	118,637	118,269	164,387	13,459		8,900		(4,559)	
4010	Instructional Supplies	2,286,407	1,899,653	2,476,583	1,711,942		1,659,240		(52,702)	
4011	Textbooks	16,124	22,449	23,039	12,000		60,000		48,000	
4012	Emp. Training Supplies	250,729	249,576	259,681	198,999		402,893		203,894	
4013	Testing Materials	942,472	1,138,050	930,252	981,605		1,044,713		63,108	
4014	Food, Cafeteria	540	0	0	0		0		0	
4016	Library Books	7,939	21,133	18,896	2,300		3,835		1,535	
4017	Library Periodicals	3,350	3,424	5,409	3,540		4,000		460	
4018	Library Supplies	1,656	2,031	195	650		650		0	
4019	Food	182,899	213,818	220,650	217,136		253,437		36,301	
4020	Printing Supplies	169,790	165,518	31,357	30,000		31,058		1,058	

Financial Section

Central Office Summary

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
4021	Transportation Year-End Activity	7,491	3,009	2,400	0		0		0	
4022	Transp. Veh. Supplies	2,174,376	2,080,800	2,110,930	2,036,155		2,224,000		187,845	
4150	Lease Agreement	383,128	391,100	3,449	0		0		0	
4310	Tech. Supply Equip.Addl.	5,207,576	2,503,968	3,411,251	820,252		949,409		129,157	
4350	Tech. Supply Equip. Repl.	3,365,241	2,610,166	5,433,833	443,219		574,442		131,223	
4410	Software, Additional	457,113	861,241	2,213,415	437,458		642,740		205,282	
4450	Software Replacement	171,152	148,298	256,847	257,356		408,300		150,944	
4510	General Equipment - Add'l.	792,386	561,140	538,292	546,870		374,189		(172,681)	
4550	General Equipment - Repl.	179,717	183,070	219,660	732,767		45,859		(686,908)	
4999	Other Materials/Supplies	31,538	19,641	18,946	31,550		25,000		(6,550)	
5101	Equipment - Additional	158,418	220,704	180,793	30,167		30,167		0	
5102	Tech. Equipment, Add'l	9,880	11,426	335,481	20,000		20,000		0	
5104	Software - Additional	67,206	0	172,676	85,000		78,417		(6,583)	
5110	Vehicle, Additional	494,492	0	198,205	120,000		179,448		59,448	
5111	Buses, Additional	776,424	1,757,102	445,232	0		1,168,674		1,168,674	
5145	Asbestos Removal	0	868	0	0		0		0	
5150	Lease/Purchase Agree.	3,911	0	0	0		0		0	
5501	Equipment - Replacement	71,785	4,808	16,125	10,000		10,000		0	
5502	Tech. Equip. Repl.	1,625,527	3,543,525	4,248,396	8,400		5,000		(3,400)	
5503	DP Equipment - Repl.	0	0	0	9,436,000		10,716,000		1,280,000	
5510	Vehicle, Repl.	537,372	846,881	973,621	895,890		695,914		(199,976)	
5511	Buses, Repl.	10,911,010	10,847,900	10,995,532	6,113,340		3,269,451		(2,843,889)	
6900	Reimbursement Account	(896,175)	(97,259)	(176,770)	0		0		0	
8001	Salary Reserve	0	0	0	20,701,453		13,663,531		(7,037,922)	
8002	General Reserve	0	0	0	6,882,482		7,899,539		1,017,057	
8003	Gen. Insurance Reserve	1,078,481	1,110,963	1,116,538	1,114,868		1,128,456		13,588	
8004	Emergency Reserve	158,006	162,764	163,581	163,336		165,328		1,992	
8005	School Reserve Funds	0	0	0	156,000		162,000		6,000	
8009	Holdback Alloc Reserve	0	0	0	12,796,861		18,480,496		5,683,635	
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	YES Grant Funding	0	0	0	564,515		449,984		(114,531)	
8017	Capital Imprvmnt Reserve	15,836,000	0	0	23,644,000		24,381,000		737,000	
8018	Cap. Maint. Contingency	0	0	0	830,470		830,470		0	
8023	Reading Intervention Grant	0	0	0	1,862,375		2,263,630		401,255	
8024	SOL Remediation	0	0	0	110,846		114,833		3,987	
8032	State Mentor Grant	0	0	0	69,129		66,147		(2,982)	
8034	McKinney Vento Grant	0	0	0	25,000		25,000		0	
8035	Class Size Reduction	0	0	0	311,440		311,440		0	
8036	Early Childhood ED4-Mixed Delivery	0	0	0	0		200,000		200,000	
8084	21st Century Grant	0	0	0	692,549		692,459		(90)	
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	12,274,095	0	0	1,800,000		1,800,000		0	
8607	School Transfer	0	0	0	769,589		419,329		(350,260)	
8803	Transfer to Adult Education	0	121,537	121,537	0		0		0	
8807	Transfer to Construction Fund	0	17,388,640	25,236,992	0		0		0	
8818	Transfer to Facilities Use	0	6,936	0	0		0		0	
8820	Transfer to Imaging Center	0	102,116	31,566	0		0		0	
8823	Transfer to Health Insurance Fund	0	1,000,000	1,800,000	0		0		0	
8828	Transfer to Aquatics Center Fund	0	400,000	400,000	0		0		0	
8999	Refunds	34,311	(5,168)	18,207	0		0		0	
		312,266,547	311,371,618	329,675,513	390,331,998	2,593.38	400,723,401	2,619.82	10,391,403	26.44

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 2021

- None.



Financial Section

Dept. Name SCHOOL BOARD
Dept. # 010

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1101	School Board Members	106,600	99,508	97,100	214,680	8.00	214,320	8.00	(360)	0.00
1104	Director	0	0	0	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	146,846	151,252	155,791	123,840	1.00	138,000	1.00	14,160	0.00
1107	Admin. Coordinator	103,499	106,604	109,801	92,760	1.00	97,560	1.00	4,800	0.00
1108	Attorney	317,979	269,771	105,543	0	0.00	0	0.00	0	0.00
1150	Secretarial/Bookkeeper	156,085	160,629	94,533	123,480	2.00	130,560	2.00	7,080	0.00
1200	Overtime	7,534	6,341	4,123	8,116		5,722		(2,394)	
1201	Straight Time	3,539	4,901	4,685	5,454		6,332		878	
1600	Supplemental Pay	800	0	0	0		0		0	
2100	Social Security - FICA	56,695	49,495	34,990	55,459		57,414		1,955	
2210	Retirement - VRS	91,307	96,632	67,949	83,840		93,458		9,618	
2211	Retiree Health Care Credit	7,280	7,866	5,453	0		0		0	
2220	Retirement - PWCS	4,251	4,853	4,817	4,083		4,309		226	
2221	Defined Contribution Plan	4,837	7,736	3,310	0		0		0	
2300	Health Insurance - HMP	65,912	54,725	33,201	60,396		63,738		3,342	
2310	Short/Long Term Disability Premium	709	729	312	0		0		0	
2400	Life Insurance - GLI	8,591	8,378	5,953	6,507		7,024		517	
2830	Admin. Assoc. Fees	1,559	1,835	463	529		1,035		506	
2840	Conf. Expenses-Admin	1,514	1,180	0	0		0		0	
3302	Liability Insurance	1,857	1,899	0	0		0		0	
3401	Travel Reimbursement	53,208	44,809	38,831	50,429		55,196		4,767	
3402	Conference Expenses	16,979	12,648	14,660	16,519		26,019		9,500	
3902	Printing Services	606	464	63	82		4,460		4,378	
3907	School Board Dues	13,720	24,164	23,484	31,559		32,725		1,166	
3999	Other Contract Expenses	23,887	32,906	20,991	42,977		27,799		(15,178)	
4001	Office Supplies	3,730	9,071	2,752	9,961		5,197		(4,764)	
4008	Reference Materials	824	1,876	0	0		750		750	
4019	Food	144	80	0	0		0		0	
4410	Software, Additional	0	0	0	0		2,060		2,060	
4550	General Equipment - Repl.	3,207	0	0	0		0		0	
	Totals	1,203,698	1,160,352	828,807	1,087,270	13.00	1,131,717	13.00	44,447	0.00
	Positions	14.00	13.00	11.00	13.00		13.00			

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; and
- Develop and provide professional development training on legal issues, including culturally responsive and non-discriminatory practices for PWCS employees.

Budget Changes for Fiscal Year 2021

- One position title reclassification.

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.

Critical Unmet Needs

- None.



Financial Section

Dept. Name **DIVISON COUNSEL**
Dept. # **011**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1108	Attorney	0	0	362,566	444,163	2.00	465,421	2.00	21,258	0.00
1148	Specialist	0	0	0	0	0.00	97,560	1.00	97,560	1.00
1150	Secretarial/Bookkeeper	0	0	125,470	132,360	2.00	66,840	1.00	(65,520)	(1.00)
1200	Overtime	0	0	0	2,000		2,000		0	
1201	Straight Time	0	0	1,791	2,000		2,000		0	
1300	Temporary Employee	0	0	16,370	15,000		18,775		3,775	
2100	Social Security - FICA	0	0	35,706	45,558		49,923		4,366	
2210	Retirement - VRS	0	0	65,189	91,983		106,381		14,398	
2211	Retiree Health Care Credit	0	0	5,378	0		0		0	
2220	Retirement - PWCS	0	0	1,163	56,368		59,827		3,459	
2221	Defined Contribution Plan	0	0	5,077	0		0		0	
2300	Health Insurance - HMP	0	0	17,553	66,262		72,551		6,289	
2310	Short/Long Term Disability Premium	0	0	592	0		0		0	
2400	Life Insurance - GLI	0	0	5,871	7,138		7,995		857	
2830	Admin. Assoc. Fees	0	0	1,880	3,681		3,681		0	
2840	Conf. Expenses-Admin	0	0	2,524	8,000		7,000		(1,000)	
3302	Liability Insurance	0	0	1,899	0		0		0	
3401	Travel Reimbursement	0	0	18,381	8,000		7,000		(1,000)	
3902	Printing Services	0	0	0	500		0		(500)	
3903	Postage	0	0	0	500		0		(500)	
4001	Office Supplies	0	0	10,055	15,000		18,197		3,197	
4008	Reference Materials	0	0	19,619	20,000		20,000		0	
4012	Emp. Training Supplies	0	0	0	3,000		1,000		(2,000)	
4019	Food	0	0	0	1,000		1,000		0	
4310	Tech. Supply Equip.Addl.	0	0	0	2,000		2,000		0	
4350	Tech. Supply Equip. Repl.	0	0	4,820	2,000		7,000		5,000	
4410	Software, Additional	0	0	8,446	0		0		0	
4510	General Equipment - Add'l.	0	0	14,737	3,000		2,297		(703)	
4550	General Equipment - Repl.	0	0	894	3,000		1,000		(2,000)	
Totals		0	0	725,980	932,513	4.00	1,019,449	4.00	86,936	0.00
Positions		0.00	0.00	4.00	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 2021

- None.



Financial Section

Dept. Name SUPERINTENDENT'S STAFF
Dept. # 020

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1102	Superintendent	355,007	364,603	365,603	315,600	1.00	315,603	1.00	3	0.00
1103	Associate Superintendent	1,990,833	2,013,463	2,192,377	2,475,360	12.00	2,593,440	12.00	118,080	0.00
1107	Admin. Coordinator	86,679	89,277	91,957	185,520	2.00	195,120	2.00	9,600	0.00
1150	Secretarial/Bookkeeper	723,475	726,419	751,237	770,760	12.00	804,000	12.00	33,240	0.00
1200	Overtime	544	1,519	1,576	3,504		1,709		(1,795)	
1201	Straight Time	965	5,804	10,197	7,577		8,574		997	
1300	Temporary Employee	89,182	62,839	78,153	57,365		34,388		(22,977)	
1600	Supplemental Pay	0	0	1,189	0		795		795	
2100	Social Security - FICA	182,284	189,233	209,244	291,900		302,453		10,554	
2210	Retirement - VRS	448,400	501,998	488,386	632,534		696,825		64,291	
2211	Retiree Health Care Credit	34,030	37,939	37,561	0		0		0	
2220	Retirement - PWCS	44,509	43,382	48,775	30,802		32,125		1,323	
2221	Defined Contribution Plan	1,057	1,631	2,408	0		0		0	
2300	Health Insurance - HMP	216,587	228,208	226,168	455,664		475,233		19,568	
2310	Short/Long Term Disability Premium	174	180	702	0		0		0	
2355	Benefits/Superintendent	9,666	9,224	9,135	0		0		0	
2400	Life Insurance - GLI	40,713	41,024	41,535	49,089		52,369		3,281	
2830	Admin. Assoc. Fees	14,768	18,440	16,200	19,812		21,640		1,828	
2840	Conf. Expenses-Admin	18,003	17,141	15,523	11,692		16,510		4,818	
3105	Contractual Services	2,626	15,625	0	6,202		4,135		(2,067)	
3201	Telephone	0	0	1,223	0		789		789	
3401	Travel Reimbursement	12,698	15,224	17,092	21,116		17,877		(3,239)	
3402	Conference Expenses	9,214	7,099	4,748	5,491		4,481		(1,010)	
3502	Repair/Maint. - Equipment	744	0	1,231	0		840		840	
3504	Maint. Service Contract	11,619	11,781	12,081	10,390		9,990		(400)	
3700	In-Service Expenses	7,440	3,203	5,375	2,930		3,626		696	
3901	Laundry/Dry Cleaning	24	17	0	8		0		(8)	
3902	Printing Services	378	9,344	598	8,089		689		(7,400)	
3903	Postage	0	8	0	4		0		(4)	
3905	Extra Curricular Expenses	0	18	0	9		0		(9)	
3999	Other Contract Expenses	15	4,012	169	2,023		115		(1,908)	
4001	Office Supplies	75,598	68,713	93,465	77,565		100,279		22,714	
4002	Medical Supplies	6,275	5,520	5,468	5,135		6,748		1,613	
4008	Reference Materials	5,567	8,732	4,450	4,326		3,093		(1,233)	
4012	Emp. Training Supplies	0	0	2,925	0		1,778		1,778	
4019	Food	32,601	48,567	45,384	31,918		34,233		2,315	
4310	Tech. Supply Equip. Addl.	12,558	20,585	22,891	14,574		22,768		8,194	
4350	Tech. Supply Equip. Repl.	3,935	5,618	2,711	4,174		1,670		(2,504)	
4550	General Equipment - Repl.	1,906	390	325	248		198		(50)	
Totals		4,440,071	4,576,777	4,808,061	5,501,381	27.00	5,764,094	27.00	262,713	0.00
Positions		23.00	23.00	22.80	27.00		27.00			

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.

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.

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 information 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 staff;
- Operate 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;
- Produce student/teacher recognition events; and
- Communicate/support Board legislative priorities.

Budget Changes for Fiscal Year 2021

- Addition of a .50 FTE Video Production Technician.

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.
- Added “The Scoop” external electronic newsletter, sent weekly to 100,000 subscribers;
- Launched and provide frequent support for the Superintendent’s Twitter account; and
- Created a multi-faceted promotional campaign for FY20 and FY21 proposed budgets.

Critical Unmet Needs:

- None.

Financial Section

Dept. Name COMMUNICATIONS SERVICES
Dept. # 025

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	162,290	133,759	178,302	278,640	2.00	270,120	2.00	(8,520)	0.00
1106	Supervisor	377,719	472,926	418,030	339,480	3.00	344,160	3.00	4,680	0.00
1107	Admin. Coordinator	341,817	291,470	379,883	470,160	5.00	491,573	5.00	21,413	0.00
1145	Technician	369,833	391,265	257,462	194,520	2.50	236,040	3.00	41,520	0.50
1148	Specialist	310,864	350,571	459,347	561,960	8.00	596,520	8.00	34,560	0.00
1150	Secretarial/Bookkeeper	218,613	162,549	170,387	171,240	3.00	169,320	3.00	(1,920)	0.00
1200	Overtime	29,054	17,156	3,645	5,000		2,700		(2,300)	
1201	Straight Time	15,874	18,173	13,239	8,700		8,500		(200)	
1300	Temporary Employee	23,121	15,951	4,856	4,000		2,000		(2,000)	
1600	Supplemental Pay	0	26,081	1,564	0		0		0	
2100	Social Security - FICA	133,350	137,626	135,119	155,577		162,250		6,673	
2210	Retirement - VRS	257,180	284,628	279,246	340,301		374,750		34,449	
2211	Retiree Health Care Credit	19,491	21,518	21,693	0		1,149		1,149	
2220	Retirement - PWCS	19,618	17,675	16,454	16,572		18,454		1,883	
2221	Defined Contribution Plan	2,414	3,087	6,144	0		0		0	
2300	Health Insurance - HMP	186,443	201,889	228,293	245,146		244,649		(496)	
2310	Short/Long Term Disability Premium	546	707	1,069	0		0		0	
2400	Life Insurance - GLI	23,640	23,591	24,376	26,410		28,205		1,796	
2830	Admin. Assoc. Fees	2,484	2,150	4,575	5,000		6,000		1,000	
2840	Conf. Expenses-Admin	7,486	5,228	3,930	6,000		0		(6,000)	
3100	Professional Services	151,265	166,762	224,235	282,067		296,523		14,456	
3401	Travel Reimbursement	42,763	41,158	26,762	29,370		30,568		1,198	
3450	Field Trips	0	0	579	0		0		0	
3502	Repair/Maint. - Equipment	0	175	0	200		200		0	
3504	Maint. Service Contract	91,255	74,411	150,381	44,250		0		(44,250)	
3902	Printing Services	85,894	76,629	99,815	123,000		105,670		(17,330)	
3903	Postage	265	468	137	300		300		0	
3905	Extra Curricular Expenses	0	1,542	0	82,000		82,000		0	
3910	Educational Television	3,675	11,990	2,000	5,000		5,000		0	
3911	Rental Equipment	356	170	0	0		0		0	
3999	Other Contract Expenses	182,616	144,857	318,727	184,422		289,796		105,374	
4001	Office Supplies	96,864	79,825	45,732	30,500		38,000		7,500	
4004	Repair/Maint. Supplies	2,147	0	1,932	0		2,000		2,000	
4007	Wearing Apparel	0	0	432	0		0		0	
4008	Reference Materials	559	0	0	0		0		0	
4010	Instructional Supplies	0	0	16,815	12,000		12,000		0	
4014	Food, Cafeteria	540	0	0	0		0		0	
4019	Food	18,627	17,351	15,017	30,000		20,000		(10,000)	
4020	Printing Supplies	0	0	3,136	0		1,500		1,500	
4310	Tech. Supply Equip.Addl.	826,015	322,354	242,963	40,000		43,841		3,841	
4350	Tech. Supply Equip. Repl.	3,224	15,441	4,136	44,250		0		(44,250)	
4410	Software, Additional	22,267	8,161	47,492	65,000		65,701		701	
4510	General Equipment - Add'l.	3,428	3,954	11,108	14,000		14,000		0	
4999	Other Materials/Supplies	19,710	10,333	14,269	15,000		10,000		(5,000)	
5502	Tech. Equip. Repl.	777,773	309,897	429,387	8,400		5,000		(3,400)	
Totals		4,831,081	3,863,476	4,262,668	3,838,464	23.50	3,978,490	24.00	140,026	0.50
Positions		21.50	22.50	23.50	23.50		24.00			

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, telecommunication services, Division-wide information security, and Wide Area Network management of 98,000+ devices 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 Division-wide 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, Division-wide 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 2021

- Addition of a 1.0 FTE Project Manager;
- One position title upgraded per recommendations from the compensation and classification study;
- Maintenance contract funding includes \$167,970 for Talent Ed (new HR management system), and \$145,129 for fully funded Communications Messaging; and
- \$500,000 funded for the Technology Improvement Plan (TIP).

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”;
- Recognized by Ed Tech Magazine, Focus on K-12 for building a better business case for investing in network upgrades;
- 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, and MS365;
- Integrated ITC and TSSPEC services;
- Integrated the use of Division-wide software applications for instruction (e.g., World Book, Pixie, Discovery Education, Smart Notebook);
- Implemented MS365 in grades 3-12 and for all staff Division-wide, 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

- ITS employee professional development;
- Funding for a Learning Management System;
- 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 Division-wide Digital Equity.

Financial Section

Dept. Name INFORMATION TECHNOLOGY SERVICES
Dept. # 033

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	126,275	135,482	139,547	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	803,933	843,933	879,847	856,200	7.00	966,000	7.00	109,800	0.00
1107	Admin. Coordinator	255,403	325,744	363,606	514,320	5.00	626,280	6.00	111,960	1.00
1145	Technician	3,358,059	3,524,628	3,730,489	3,954,720	47.00	3,961,440	47.00	6,720	0.00
1148	Specialist	3,938,007	4,064,599	4,129,034	5,014,560	62.00	4,754,160	62.00	(260,400)	0.00
1150	Secretarial/Bookkeeper	119,000	176,463	180,869	214,800	4.00	214,320	4.00	(480)	0.00
1200	Overtime	51,139	38,324	22,800	34,400		29,100		(5,300)	
1201	Straight Time	24,965	18,647	14,943	14,650		18,450		3,800	
1300	Temporary Employee	556	10,067	19,976	0		0		0	
1500	Substitute Teacher	0	181	2,208	0		0		0	
1600	Supplemental Pay	1,804	5,324	3,805	1,000		1,000		0	
2100	Social Security - FICA	633,059	670,052	692,274	823,235		820,753		(2,482)	
2210	Retirement - VRS	1,205,440	1,408,581	1,386,832	1,808,050		1,904,287		96,236	
2211	Retiree Health Care Credit	92,524	108,567	109,936	0		0		0	
2220	Retirement - PWCS	70,772	76,131	78,652	88,046		87,792		(254)	
2221	Defined Contribution Plan	27,562	42,288	58,356	0		0		0	
2300	Health Insurance - HMP	886,548	930,875	989,447	1,302,482		1,298,717		(3,765)	
2310	Short/Long Term Disability Premium	4,633	6,310	8,529	0		0		0	
2400	Life Insurance - GLI	112,426	118,745	123,164	140,317		143,115		2,798	
3100	Professional Services	109,520	121,528	156,863	5,000		3,500		(1,500)	
3104	Engineering Services	21,600	0	0	0		0		0	
3105	Contractual Services	8,320	14,414	485,495	0		0		0	
3401	Travel Reimbursement	9,628	7,967	13,387	13,800		5,738		(8,062)	
3402	Conference Expenses	7,105	6,015	4,637	5,000		12,000		7,000	
3504	Maint. Service Contract	4,644,411	4,169,043	5,618,871	7,319,440		7,408,074		88,634	
3700	In-Service Expenses	85,149	189,278	172,692	12,000		25,000		13,000	
3902	Printing Services	28,987	37,415	38,629	34,000		13,000		(21,000)	
3904	Freight/Shipping	710	147	101	200		200		0	
3906	Advertising	500	0	0	0		0		0	
3999	Other Contract Expenses	90,932	4,678	190	6,000		6,000		0	
4001	Office Supplies	12,895	25,542	24,787	63,319		86,726		23,407	
4004	Repair/Maint. Supplies	3,590	17,413	15,358	23,000		22,000		(1,000)	
4010	Instructional Supplies	160	0	0	0		0		0	
4012	Emp. Training Supplies	1,101	1,178	11,146	3,000		3,000		0	
4019	Food	2,379	1,056	828	1,200		1,200		0	
4020	Printing Supplies	39,526	18,230	7,530	12,000		12,000		0	
4310	Tech. Supply Equip.Addl.	3,405,716	1,462,484	208,799	86,500		117,500		31,000	
4350	Tech. Supply Equip. Repl.	3,093,100	2,151,450	5,132,574	20,000		20,000		0	
4410	Software, Additional	105,421	593,577	1,596,515	130,500		32,515		(97,985)	
4510	General Equipment - Add'l.	4,749	14,995	35,721	15,000		15,000		0	
5102	Tech. Equipment, Add'l.	0	0	329,984	0		0		0	
5502	Tech. Equip. Repl.	817,253	3,217,675	3,789,249	0		0		0	
6900	Reimbursement Account	(7,343)	(5,864)	0	0		0		0	
Totals		24,197,513	24,553,160	30,577,665	22,673,339	126.00	22,766,907	127.00	93,568	1.00
Positions		118.00	121.00	123.00	126.00		127.00			

Virtual Prince William

Description

Virtual Prince William (VPW) is the county's online learning program. It is a supplemental program where students can take virtual courses instead of attending classes scheduled during school hours in a physical school building. VPW provides a unique opportunity for students to earn high school credit in an online classroom. VPW instructors provide direct instruction to students online within a learning management system and communicate directly with parents to help ensure student success. Other capabilities available within the learning management system include secure email, audio, video, web conferencing, live lessons, and messaging. Highly qualified PWCS teachers provide students with quality, standards-based courses. All courses align with PWCS and Virginia SOL objectives and state standards, and are NCAA approved as non-traditional courses.

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 1.2.1: Equitable Access
 - Objective 1.2.4: Use of Technology
- Goal 2: Climate;
 - Objective 2.1.2: Collaborative Teamwork to improve professional practice
 - Objective 2.3.3: Instructional Equipment;
- Goal 4: Qualified Work Force;
 - Objective 4.1.1: Highly Qualified Teachers.
 - Objective 4.2.3 Standards Based Performance Evaluation

Critical Functions and Strategic Programs

- Allow students the opportunity to take courses not offered at their base school;
- Fee free access to virtual programs;
- Provide students the opportunity to advance and accelerate their education/learning;
- Allow for schedule flexibility to accommodate work schedules, internships, and family needs;
- Allow students the opportunity to participate in specialty program courses; and
- Help traditional schools reduce their class sizes and overall student traffic.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Hired a Supervisor to manage VPW;
- Relocated VPW under Instructional Technology;
- Physically relocated the VPW office to the Kelly Leadership Center;
- More than doubled enrollment from 2018-19 to the 2019-20 school year;
- Created and formalized digital contractual process for PWCS teachers in collaboration with the Office of Human Resources;
- Created Regulation 630.02-2, Virtual High School;
- Increased the accessibility of online learning across the county;
- Increased collaboration with high school counselors, and the Offices of Human Resources, and Student Learning; and,
- High school counselors provide valuable knowledge about student needs and access to VPW.

Critical Unmet Needs

- Funding for a robust Learning Management System (LMS) to support increased student enrollment and technology advances, including training of PWCS staff;
- Funding for additional instructional staff to support the increase in student registration;
- Funding for a full-time counselor; and
- Funding for a full-time instructional designer.

Financial Section

Dept. Name **VIRTUAL PRINCE WILLIAM**
Dept. # **189**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	0	0	0	113,160	1.00	114,720	1.00	1,560	0.00
1300	Temporary Employee	0	0	0	7,000		0		(7,000)	
1500	Substitute Teacher	0	0	0	0		9,500		9,500	
1600	Supplemental Pay	0	0	0	443,000		705,008		262,008	
2100	Social Security - FICA	0	0	0	43,082		63,436		20,354	
2210	Retirement - VRS	0	0	0	19,101		20,455		1,353	
2220	Retirement - PWCS	0	0	0	930		943		13	
2300	Health Insurance - HMP	0	0	0	13,760		13,950		190	
2400	Life Insurance - GLI	0	0	0	1,482		1,537		55	
3100	Professional Services	0	0	0	3,000		1,045		(1,955)	
3201	Telephone	0	0	0	1,100		0		(1,100)	
3401	Travel Reimbursement	0	0	0	1,000		0		(1,000)	
3504	Maint. Service Contract	0	0	0	0		49,211		49,211	
3750	Curriculum Development	0	0	0	15,000		0		(15,000)	
3932	Processing Fees	0	0	0	8,500		0		(8,500)	
4010	Instructional Supplies	0	0	0	3,000		0		(3,000)	
4410	Software, Additional	0	0	0	0		20,195		20,195	
4450	Software Replacement	0	0	0	23,975		0		(23,975)	
	Totals	0	0	0	697,091	1.00	1,000,000	1.00	302,909	0.00
	Positions	0.00	0.00	0.00	1.00		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 the employee supervision and evaluation system;
- Overseeing staffing of 97 schools and central offices;
- Overseeing state certification and licensure 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 2021

- Reclassification of three position titles;
- Addition of a 1.0 FTE Benefits Coordinator; and
- Increase of 0.1 FTE Administrative Coordinator for Recruitment (to increase work schedule from 223 to 250 day).

Major Accomplishments (Past Five Years)

- Full implementation of Digital Evaluation System to support 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 (IPAL) Report;
- 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;
- 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;
- Achieving 96 percent approval rating on the Division-wide 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; and
- Implementation of digital contracts, and launch of digital on-boarding and digital personnel files.

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

Dept. Name HUMAN RESOURCES
Dept. # 031

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	156,983	161,772	164,598	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	642,312	681,383	877,557	1,036,800	9.00	1,297,560	11.00	260,760	2.00
1107	Admin. Coordinator	523,749	454,671	590,401	765,360	8.00	746,316	7.10	(19,044)	(0.90)
1115	Teacher on Special Assignment	84,037	86,499	89,033	74,280	1.00	76,680	1.00	2,400	0.00
1148	Specialist	634,239	662,039	716,114	1,002,960	16.00	1,026,960	16.00	24,000	0.00
1150	Secretarial/Bookkeeper	264,547	256,327	236,597	324,720	6.00	321,840	6.00	(2,880)	0.00
1200	Overtime	1,539	3,735	9,788	5,500		5,500		0	
1201	Straight Time	8,380	10,728	13,337	10,000		10,000		0	
1300	Temporary Employee	30,545	42,735	27,687	28,000		28,000		0	
1600	Supplemental Pay	36,000	49,492	29,000	0		0		0	
2100	Social Security - FICA	170,688	170,156	197,381	260,423		280,824		20,401	
2210	Retirement - VRS	327,925	365,643	405,727	567,289		646,765		79,475	
2211	Retiree Health Care Credit	25,410	28,305	31,903	0		0		0	
2220	Retirement - PWCS	20,092	23,097	27,758	27,625		29,817		2,192	
2221	Defined Contribution Plan	7,911	9,917	11,139	0		0		0	
2300	Health Insurance - HMP	260,907	259,173	284,395	408,663		441,091		32,428	
2310	Short/Long Term Disability Premium	1,446	1,598	1,777	0		0		0	
2400	Life Insurance - GLI	29,962	30,146	34,827	44,025		48,607		4,582	
2830	Admin. Assoc. Fees	2,152	1,774	1,775	2,000		2,000		0	
3100	Professional Services	172,390	165,482	165,606	169,800		174,525		4,725	
3102	Health Services	38,424	35,443	36,926	59,000		57,000		(2,000)	
3103	Legal Services	875	0	0	0		0		0	
3105	Contractual Services	354,445	38,869	0	0		0		0	
3201	Telephone	4,482	2,198	2,833	3,500		3,500		0	
3401	Travel Reimbursement	22,398	17,176	14,102	6,600		5,600		(1,000)	
3402	Conference Expenses	9,480	32,406	34,909	15,000		15,000		0	
3450	Field Trips	144	119	0	0		0		0	
3504	Maint. Service Contract	4,850	8,228	43,139	30,800		30,300		(500)	
3700	In-Service Expenses	3,277	(1,273)	3,492	8,700		8,700		0	
3902	Printing Services	4,917	9,132	5,681	3,000		2,500		(500)	
3904	Freight/Shipping	259	1,267	1,358	500		500		0	
3906	Advertising	7,150	0	0	0		0		0	
3916	Personnel - Recruiting	40,008	62,999	79,847	196,457		179,268		(17,189)	
3917	Employment Services	117,765	90,995	109,042	135,000		130,003		(4,997)	
3999	Other Contract Expenses	6,000	68,890	70,361	73,518		73,518		0	
4001	Office Supplies	52,954	39,130	36,973	14,079		12,576		(1,503)	
4007	Wearing Apparel	0	50	2,679	1,200		1,200		0	
4008	Reference Materials	1,886	1,769	3,157	2,000		2,000		0	
4012	Emp. Training Supplies	500	0	12,902	1,600		1,600		0	
4013	Testing Materials	5,500	(80)	0	3,000		3,000		0	
4019	Food	6,476	9,095	7,082	6,500		4,300		(2,200)	
4020	Printing Supplies	0	5,265	9,890	10,000		10,000		0	
4310	Tech. Supply Equip.Addl.	10,418	14,457	34,027	18,900		5,500		(13,400)	
4350	Tech. Supply Equip. Repl.	0	0	0	6,000		3,000		(3,000)	
4410	Software, Additional	26,947	45,132	5,600	30,000		30,000		0	
4510	General Equipment - Add'l.	9,131	2,764	24,823	6,600		6,600		0	
4550	General Equipment - Repl.	0	0	41	6,000		6,000		0	
5102	Tech. Equipment, Add'l	9,880	11,426	5,497	10,000		10,000		0	
5104	Software - Additional	67,206	0	0	15,000		15,000		0	
5501	Equipment - Replacement	0	4,808	0	0		0		0	
5502	Tech. Equip. Repl.	0	8,624	0	0		0		0	
Totals		4,206,585	3,973,558	4,460,761	5,547,000	41.00	5,911,190	42.10	364,190	1.10
Positions		33.00	33.00	34.00	41.00		42.10			

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, oversight of credit card processing 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 2021

- Addition of a 1.0 FTE Lead Payroll Specialist; and
- Reclassification of one position title.

Major Accomplishments (Past Five Years)

Budgeting

- Received meritorious budget award from the Association of School Business Officials (ASBO) for each of the past five years.

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;
- Refunded VPSA bonds, reducing School Division's debt service costs; and
- Implementation of credit card processing for Hylton Planetarium and Central Office fees.

Supply Services

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

Payroll

- Continuous improvement of cross-departmental processes through training and streamlining; and
- Continued implementation and improved efficiencies of Automated Time and Leave System for School Division (KRONOS).

Purchasing

- Received Achievement of Excellence (AEP) award for each of the past three years;
- 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 contract protests during each of the last two school years.

Training

- Improved customer service by adding a Finance Training Specialist position to assist schools and departments with bookkeeping duties during long-term absences and on-site support for new bookkeepers.

Critical Unmet Needs

- Additional Payroll support;
- Upgrade School Division Financial and HR Enterprise Resource Planning (ERP) System;
- Financial systems technical support to Financial Services staff to enhance business operations and procedures Divisionwide;
- Expand Budgeting for Results program to enhance the current budget process Divisionwide; and
- Expand Bookkeeper Staff Reserve to support schools when staff shortages occur and provide assistance to bookkeepers one-on-one.

Financial Section

Dept. Name FINANCIAL SERVICES
Dept. # 032

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	166,625	171,625	145,973	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	507,975	523,217	470,783	486,720	4.00	531,960	4.00	45,240	0.00
1107	Admin. Coordinator	591,321	575,300	465,867	594,360	6.00	712,200	7.00	117,840	1.00
1148	Specialist	1,654,933	1,738,419	1,797,034	1,994,100	33.50	2,016,540	33.50	22,440	0.00
1150	Secretarial/Bookkeeper	152,063	154,706	175,592	159,840	3.00	160,560	3.00	720	0.00
1200	Overtime	67	4,124	1,828	5,762		2,368		(3,394)	
1201	Straight Time	657	3,139	5,742	4,338		7,435		3,097	
1300	Temporary Employee	15,965	11,884	6,982	16,425		9,051		(7,374)	
2100	Social Security - FICA	220,541	227,525	218,355	261,488		275,258		13,770	
2210	Retirement - VRS	436,965	495,138	447,782	572,505		638,189		65,684	
2211	Retiree Health Care Credit	33,846	38,576	36,052	0		0		0	
2220	Retirement - PWCS	26,579	25,177	24,006	27,879		29,422		1,543	
2221	Defined Contribution Plan	10,062	16,697	23,601	0		0		0	
2300	Health Insurance - HMP	265,557	272,214	305,867	412,421		435,243		22,822	
2310	Short/Long Term Disability Premium	1,415	2,119	2,717	0		0		0	
2400	Life Insurance - GLI	39,945	41,085	39,358	44,430		47,963		3,532	
2830	Admin. Assoc. Fees	4,529	4,625	1,577	7,246		2,028		(5,218)	
3100	Professional Services	6,500	6,500	17,815	13,301		23,089		9,788	
3101	Audit	87,275	97,360	86,841	132,617		111,210		(21,407)	
3105	Contractual Services	286,931	41,000	46,175	56,585		58,242		1,657	
3107	Data Processing	29,389	26,870	25,628	37,138		33,221		(3,917)	
3401	Travel Reimbursement	2,638	5,824	21,428	11,732		27,692		15,960	
3402	Conference Expenses	29,714	36,566	26,058	49,661		33,766		(15,895)	
3504	Maint. Service Contract	6,281	6,281	6,281	8,681		8,142		(539)	
3902	Printing Services	23,314	22,623	20,645	31,268		26,762		(4,506)	
3906	Advertising	1,706	930	407	1,300		528		(772)	
3950	Indirect Costs	(118,659)	(123,576)	(127,251)	0		0		0	
3999	Other Contract Expenses	0	7,663	5,683	3,695		7,367		3,672	
4001	Office Supplies	36,698	39,813	73,174	55,027		90,032		35,005	
4008	Reference Materials	2,189	1,503	338	2,077		438		(1,639)	
4019	Food	1,051	1,102	439	369		570		201	
4310	Tech. Supply Equip. Addl.	1,537	6,805	12,496	9,405		16,198		6,793	
4350	Tech. Supply Equip. Repl.	0	3,492	0	4,826		0		(4,826)	
4410	Software, Additional	7,601	975	300	1,348		389		(959)	
4510	General Equipment - Add'l.	1,716	0	2,500	0		3,241		3,241	
4550	General Equipment - Repl.	3,218	0	47	0		61		61	
Totals		4,538,143	4,487,301	4,388,120	5,163,145	47.50	5,467,205	48.50	304,060	1.00
Positions		41.50	42.50	41.50	47.50		48.50			

Financial Section

Dept. Name Dept. #		SUPPLY SERVICES 042								
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	136,488	140,582	144,800	115,200	1.00	117,960	1.00	2,760	0.00
1147	Coordinator	84,376	86,823	89,342	80,880	1.00	76,680	1.00	(4,200)	0.00
1150	Secretarial/Bookkeeper	274,334	282,289	276,213	224,160	5.00	222,600	5.00	(1,560)	0.00
1191	Warehouse Personnel	1,302,570	1,312,423	1,333,587	1,197,720	29.00	1,229,400	29.00	31,680	0.00
1200	Overtime	26,611	26,361	40,873	43,600		68,600		25,000	
1201	Straight Time	38,648	42,929	41,570	59,679		59,679		0	
1300	Temporary Employee	26,824	18,042	12,183	68,885		93,885		25,000	
2100	Social Security - FICA	134,740	137,094	139,273	136,944		142,963		6,019	
2210	Retirement - VRS	160,374	171,860	158,507	142,321		151,600		9,280	
2211	Retiree Health Care Credit	8,861	9,728	9,452	0		0		0	
2220	Retirement - PWCS	15,757	18,500	19,650	13,300		13,535		236	
2221	Defined Contribution Plan	1,391	1,957	3,301	0		0		0	
2300	Health Insurance - HMP	265,248	262,854	257,932	196,744		200,231		3,487	
2310	Short/Long Term Disability Premium	367	471	679	0		0		0	
2400	Life Insurance - GLI	23,568	23,835	24,087	21,195		22,065		870	
2830	Admin. Assoc. Fees	210	233	323	1,000		1,402		402	
3401	Travel Reimbursement	0	2,282	3,670	3,000		3,000		0	
3402	Conference Expenses	7,016	7,106	7,457	8,000		8,000		0	
3501	Repair/Maint. - Building	6,164	2,524	15,224	0		0		0	
3502	Repair/Maint. - Equipment	11,960	9,368	11,331	31,719		31,179		(540)	
3504	Maint. Service Contract	5,150	5,666	0	0		0		0	
3902	Printing Services	16,274	12,562	13,176	36,923		32,874		(4,049)	
3903	Postage	(167)	0	0	0		0		0	
3904	Freight/Shipping	1,071	698	798	4,000		4,000		0	
3912	Rental Space	660	720	720	2,000		2,000		0	
3999	Other Contract Expenses	36,840	37,555	29,506	13,000		13,000		0	
4001	Office Supplies	36,786	53,249	48,472	6,808		6,808		0	
4004	Repair/Maint. Supplies	6	1,021	22	0		0		0	
4007	Wearing Apparel	15,285	17,867	8,483	6,088		6,088		0	
4019	Food	192	267	959	0		0		0	
4310	Tech. Supply Equip. Addl.	15,960	0	0	0		0		0	
4350	Tech. Supply Equip. Repl.	1,894	3,246	13,086	0		0		0	
4450	Software Replacement	0	0	38,074	2,000		2,000		0	
4510	General Equipment - Add'l.	11,750	13,774	4,998	15,000		15,000		0	
4550	General Equipment - Repl.	2,334	4,634	12,509	0		0		0	
4999	Other Materials/Supplies	4,736	3,430	3,167	10,000		10,000		0	
5102	Tech. Equipment, Add'l	0	0	0	10,000		10,000		0	
5501	Equipment - Replacement	0	0	7,143	0		0		0	
5502	Tech. Equip. Repl.	30,500	0	0	0		0		0	
Totals		2,704,776	2,711,951	2,770,568	2,450,166	36.00	2,544,550	36.00	94,384	0.00
Positions		36.00	36.00	36.00	36.00		36.00			

Financial Section

Dept. Name BENEFITS & RESERVES
Dept. # 038

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1000	Salaries	(57,061)	(56,033)	(33,916)	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	239,526	246,414	89,730	73,569	1.00	0	0.00	(73,569)	(1.00)
1180	National Board Certified Teacher Incentive B	0	2,500	2,500	0		0		0	
1910	Salary - ROP	7,701,051	7,405,563	7,142,350	7,648,025		7,747,660		99,635	
2100	Social Security - FICA	771,794	765,744	742,728	757,436		761,785		4,349	
2210	Retirement - VRS	40,148	40,277	19,600	198,560		199,547		987	
2211	Retiree Health Care Credit	3,040	3,036	1,454	0		0		0	
2220	Retirement - PWCS	3,959	3,505	1,657	131,972		133,404		1,432	
2300	Health Insurance - HMP	18,921	19,759	9,594	9,032		0		(9,032)	
2400	Life Insurance - GLI	3,588	3,233	1,802	24,468		26,483		2,015	
2810	Separation Leave	1,824,851	2,189,976	2,130,152	1,729,103		1,743,494		14,391	
2850	Employee Recognition	435,194	417,974	444,829	426,222		440,343		14,121	
2990	Visiting Int'l Faculty Pmt.	1,009,195	1,060,510	1,120,770	0		1,000,000		1,000,000	
2999	Employee Benefits, Other	58,323	86,528	83,768	28,500		28,500		0	
8001	Salary Reserve	0	0	0	20,701,453		13,663,531		(7,037,922)	
8002	General Reserve	0	0	0	5,642,930		5,868,000		225,070	
8005	School Reserve Funds	0	0	0	156,000		162,000		6,000	
8009	Holdback Alloc Reserve	0	0	0	12,796,861		18,480,496		5,683,635	
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	564,515		449,984		(114,531)	
8023	Reading Intervention Grant	0	0	0	1,862,375		2,263,630		401,255	
8024	SOL Remediation	0	0	0	110,846		114,833		3,987	
8032	State Mentor Grant	0	0	0	69,129		66,147		(2,982)	
8034	McKinney Vento Grant	0	0	0	25,000		25,000		0	
8035	Class Size Reduction	0	0	0	311,440		311,440		0	
8036	Early Childhood ED4-Mixed Delivery	0	0	0	0		200,000		200,000	
8084	21st Century Grant	0	0	0	692,549		692,459		(90)	
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	12,274,095	0	0	1,800,000		1,800,000		0	
8999	Refunds	34,311	(5,168)	18,207	0		0		0	
Totals		24,360,935	12,183,817	11,775,225	59,232,486	1.00	59,651,236	0.00	418,750	(1.00)
Positions		3.00	3.00	1.00	1.00		0.00			

Financial Section

Dept. Name	FIXED CHARGES									
Dept. #	039									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1300	Temporary Employee	60,533	774	2,183	0		0		0	
1500	Substitute Teacher	719,870	593,676	571,839	893,197		920,623		27,426	
1502	Substitute, Other	5,277	11,269	20,606	66,435		69,294		2,859	
1603	Homebound Tutoring	0	0	0	1,189,201		1,227,156		37,955	
2100	Social Security - FICA	60,376	46,293	45,722	164,386		169,606		5,220	
2820	Tuition Assistance	188,352	200,837	194,615	326,177		329,799		3,622	
2825	Classified Ed. Reimbursement	2,100	4,550	3,150	0		0		0	
3100	Professional Services	3,300	14,288	6,444	1,670,204		1,859,588		189,384	
3103	Legal Services	613,428	281,896	63,864	177,276		185,795		8,519	
3105	Contractual Services	580,853	351,155	92,605	0		0		0	
3108	Settlement Cost	40,500	23,100	22,700	0		0		0	
3110	Human Resources	0	10,971	46,683	0		0		0	
3120	Real Property/ Facilities	0	62,411	136,918	0		0		0	
3140	School Board Litigation	0	19,408	16,432	0		0		0	
3150	Special Education	0	46,278	36,325	0		0		0	
3201	Telephone	2,311,221	2,251,160	1,868,443	2,136,573		1,700,980		(435,593)	
3202	Electric Service	15,167,783	15,669,682	16,011,853	17,263,709		17,166,559		(97,150)	
3203	Fuel	1,728,548	1,899,761	1,743,481	1,596,152		1,631,605		35,453	
3204	Water Service	183	0	(1,873)	181		482,948		482,767	
3205	Sewer Service	2,627,436	2,627,009	2,572,732	2,967,196		3,225,869		258,673	
3206	Trash	1,019,604	1,013,175	971,719	980,595		1,141,195		160,600	
3301	Insurance, General	164,610	169,568	170,419	170,164		172,238		2,074	
3302	Liability Insurance	743,583	765,978	769,822	768,671		778,039		9,368	
3303	Liability, Transportation	743,583	765,978	769,822	768,671		778,039		9,368	
3304	Fire Insurance	953,603	982,324	987,254	985,778		997,793		12,015	
3305	Worker's Comp.	442,744	456,079	458,368	457,683		463,261		5,578	
3306	Unemployment Comp.	248,468	255,951	257,235	256,850		259,980		3,130	
3308	Safety Patrol Insurance	4,541	4,678	4,701	4,694		4,751		57	
3504	Maint. Service Contract	206,400	0	3,230	0		0		0	
3902	Printing Services	0	0	38,279	0		0		0	
3903	Postage	251,449	278,454	258,332	303,405		316,153		12,748	
3913	Tuition - Other Divisions	965,743	1,049,908	1,167,761	1,424,946		1,462,947		38,001	
3914	Tuition - Private Schools	269,030	269,030	274,411	0		0		0	
3960	Armored Car Service	0	1,654	79,158	250,000		255,000		5,000	
3961	Credit Card	0	0	1,500	162,634		164,440		1,806	
4150	Lease Agreement	379,709	391,100	0	0		0		0	
4310	Tech. Supply Equip.Addl.	58,983	88,615	1,735,761	0		0		0	
4410	Software, Additional	0	0	27,795	0		0		0	
5104	Software - Additional	0	0	53,676	0		0		0	
5503	DP Equipment - Repl.	0	0	0	9,436,000		10,716,000		1,280,000	
5510	Vehicle, Repl.	537,372	846,881	973,621	895,890		695,914		(199,976)	
5511	Buses, Repl.	10,911,010	10,847,900	10,995,532	6,113,340		3,269,451		(2,843,889)	
8002	General Reserve	0	0	0	1,239,552		2,031,539		791,987	
8003	Gen. Insurance Reserve	1,078,481	1,110,963	1,116,538	1,114,868		1,128,456		13,588	
8004	Emergency Reserve	158,006	162,764	163,581	163,336		165,328		1,992	
8017	Capital Imprvmnt Reserve	15,836,000	0	0	23,644,000		24,381,000		737,000	
8018	Cap. Maint. Contingency	0	0	0	830,470		830,470		0	
8803	Transfer to Adult Education	0	121,537	121,537	0		0		0	
8807	Transfer to Construction Fund	0	17,388,640	25,236,992	0		0		0	
8818	Transfer to Facilities Use	0	6,936	0	0		0		0	
8820	Transfer to Imaging Center	0	102,116	31,566	0		0		0	
8823	Transfer to Health Insurance Fund	0	1,000,000	1,800,000	0		0		0	
8828	Transfer to Aquatics Center Fund	0	400,000	400,000	0		0		0	
Totals		59,082,680	62,594,746	72,323,334	78,422,234	0.00	78,981,816	0.00	559,582	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 2021

- Added 4.00 FTE dispatchers to improve customer service to all stakeholders;
- Added 1.00 FTE Computer Scheduling Technician to improve routes and provide quicker turnaround for different bus scheduling scenarios;
- Added 3.98 FTE bus aides; and
- Added 1.00 FTE Vehicle Parts Worker II.

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.
- Added a full-time recruiter for recruitment and retention

Critical Unmet Needs

- Continue to develop effective strategies to attract highly qualified individuals as school bus drivers;
- Continue to use technology to improve operations and customer service; and
- Exceptional Transportation is outpacing our budget. Exceptional Transportation includes McKinney Vento, Private Placement, Special Education and other programs.



Financial Section

Dept. Name TRANSPORTATION SERVICES
Dept. # 043

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	123,986	128,551	131,536	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	214,473	230,540	246,873	228,360	2.00	232,680	2.00	4,320	0.00
1107	Admin. Coordinator	527,747	592,809	661,355	885,960	9.00	917,280	9.00	31,320	0.00
1143	Aide, Bus	5,125,903	5,269,403	3,804,494	4,124,141	165.23	4,385,923	169.21	261,782	3.98
1148	Specialist	510,309	558,873	583,361	814,800	14.00	869,520	15.00	54,720	1.00
1150	Secretarial/Bookkeeper	855,315	946,189	967,881	1,287,240	29.00	1,497,000	33.00	209,760	4.00
1170	Bus Driver	19,212,546	18,946,151	18,624,930	22,570,411	695.48	23,225,364	695.51	654,953	0.03
1171	Garage Employees	2,924,243	2,929,584	3,042,656	3,188,160	53.00	3,277,680	54.00	89,520	1.00
1172	Bus Service Attendant	366,842	363,682	389,595	480,960	13.00	495,000	13.00	14,040	0.00
1200	Overtime	996,583	480,021	970,914	124,000		124,000		0	
1201	Straight Time	448,172	845,733	1,402,118	670,259		670,259		0	
1300	Temporary Employee	142,086	158,022	83,621	305,000		305,000		0	
1502	Substitute, Other	0	0	1,474,780	210,000		210,000		0	
1600	Supplemental Pay	0	0	2,436	0		0		0	
1900	Other Salary / Wages	142,477	129,015	1,055,544	160,000		160,000		0	
2100	Social Security - FICA	2,248,562	2,250,188	2,381,742	2,693,249		2,794,372		101,123	
2210	Retirement - VRS	1,973,977	2,052,101	1,918,893	2,379,030		2,626,082		247,051	
2211	Retiree Health Care Credit	90,288	98,286	98,143	0		0		0	
2220	Retirement - PWCS	176,792	186,400	199,958	277,315		288,182		10,866	
2221	Defined Contribution Plan	71,512	93,663	118,304	0		0		0	
2300	Health Insurance - HMP	6,107,974	6,137,212	6,444,712	4,102,374		4,263,112		160,738	
2310	Short/Long Term Disability Premium	17,507	23,007	27,435	0		0		0	
2400	Life Insurance - GLI	355,873	360,130	373,178	441,949		469,784		27,835	
3100	Professional Services	0	0	8,417	0		0		0	
3102	Health Services	82,245	67,504	95,829	89,000		89,000		0	
3201	Telephone	114,003	95,730	96,901	80,000		80,000		0	
3401	Travel Reimbursement	12,691	12,132	20,903	13,000		20,000		7,000	
3402	Conference Expenses	0	1,523	1,698	5,800		5,800		0	
3502	Repair/Maint. - Equipment	285	0	320	0		0		0	
3504	Maint. Service Contract	193,146	194,104	194,957	203,415		222,415		19,000	
3700	In-Service Expenses	1,545	5,920	2,015	3,000		3,000		0	
3901	Laundry/Dry Cleaning	21,319	28,139	34,859	24,500		35,000		10,500	
3902	Printing Services	11,055	12,805	18,249	11,500		19,000		7,500	
3910	Educational Television	60	81	81	100		100		0	
3911	Rental Equipment	10,614	8,749	10,163	13,200		13,200		0	
3916	Personnel - Recruiting	0	0	11,000	0		0		0	
3918	Permits and Fees	195	65	195	0		0		0	
3999	Other Contract Expenses	1,636,892	2,366,215	2,093,661	2,059,558		2,259,371		199,813	
4001	Office Supplies	88,225	105,123	86,243	82,495		90,000		7,505	
4002	Medical Supplies	0	0	0	0		10,000		10,000	
4004	Repair/Maint. Supplies	677	30,782	2,326	0		3,000		3,000	
4005	Vehicle Fuels	3,129,371	3,981,731	4,189,275	4,382,942		4,267,665		(115,277)	
4006	Vehicle Supplies	206,589	262,667	269,085	265,000		265,000		0	
4007	Wearing Apparel	0	4,740	16,458	0		17,000		17,000	
4012	Emp. Training Supplies	910	1,024	1,019	4,000		4,000		0	
4019	Food	7,680	4,695	7,230	0		7,200		7,200	
4021	Transportation Year-End Activity	7,491	3,009	2,400	0		0		0	
4022	Transp. Veh. Supplies	2,139,854	2,059,563	2,100,033	2,036,155		2,200,000		163,845	
4310	Tech. Supply Equip.Addl.	16,180	17,792	37,638	0		10,000		10,000	
4350	Tech. Supply Equip. Repl.	0	0	0	2,500		2,500		0	
4410	Software, Additional	53,025	10,756	5,223	0		5,500		5,500	
4510	General Equipment - Add'l.	6,296	0	1,800	0		2,000		2,000	
4550	General Equipment - Repl.	12,932	45,517	11,157	0		12,000		12,000	
5101	Equipment - Additional	0	17,243	0	0		0		0	
5110	Vehicle, Additional	437,834	0	0	0		0		0	
5111	Buses, Additional	776,424	1,757,102	445,232	0		1,168,674		1,168,674	
5502	Tech. Equip. Repl.	0	7,329	0	0		0		0	
6900	Reimbursement Account	(300,155)	(68,499)	(157,288)	0		0		0	
Totals		51,300,550	53,813,102	54,611,540	54,375,974	981.71	57,780,703	991.72	3,404,729	10.01
Positions		910.40	896.26	892.83	981.71		991.72			

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 safe schools and working environments 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 (PWC) Emergency Operations Center; and
- Safety inspections of school facilities and playgrounds.

Budget Changes for Fiscal Year 2021

- Additional 1.0 FTE Administrative Coordinator.

Major Accomplishments (Past Five Years)

- Implementation of the armed Elementary School Community Safety Officer program;
- Upgraded the electronic access control (lock) system at KLC which allows real time user access changes via a web-based interface as well as other value added security functions;
- 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;
- 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

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

Financial Section

Dept. Name RISK MANAGEMENT & SECURITY SERVICES
Dept. # 036

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	128,456	132,310	136,280	130,920	1.00	128,280	1.00	(2,640)	0.00
1107	Admin. Coordinator	96,280	109,434	129,389	102,480	1.00	208,320	2.00	105,840	1.00
1148	Specialist	1,039,352	1,069,081	1,289,541	1,358,760	29.00	1,354,320	29.00	(4,440)	0.00
1150	Secretarial/Bookkeeper	145,329	163,636	168,384	180,120	3.00	182,400	3.00	2,280	0.00
1200	Overtime	37,799	36,531	66,553	43,000		43,000		0	
1201	Straight Time	5,013	5,710	16,016	12,500		12,500		0	
1300	Temporary Employee	50,286	45,602	55,602	70,000		70,000		0	
2100	Social Security - FICA	109,272	112,777	133,514	145,181		152,910		7,729	
2210	Retirement - VRS	192,987	221,514	249,446	299,161		334,013		34,852	
2211	Retiree Health Care Credit	14,901	17,140	19,846	0		0		0	
2220	Retirement - PWCS	8,773	6,285	6,705	14,568		15,399		831	
2221	Defined Contribution Plan	3,812	5,901	10,253	0		0		0	
2300	Health Insurance - HMP	174,135	190,525	246,592	215,509		227,796		12,286	
2310	Short/Long Term Disability Premium	744	1,395	2,267	0		0		0	
2400	Life Insurance - GLI	17,585	18,255	21,742	23,217		25,102		1,886	
2830	Admin. Assoc. Fees	434	175	475	1,500		1,500		0	
3100	Professional Services	59,681	84,265	59,468	80,000		90,180		10,180	
3102	Health Services	0	0	8,236	3,000		3,000		0	
3401	Travel Reimbursement	1,209	432	638	3,000		3,000		0	
3402	Conference Expenses	10,652	5,663	6,443	7,500		12,500		5,000	
3502	Repair/Maint. - Equipment	4,344	0	500	2,000		2,000		0	
3504	Maint. Service Contract	0	0	3,322	3,000		3,000		0	
3700	In-Service Expenses	2,631	3,647	1,940	3,000		3,000		0	
3902	Printing Services	28,667	10,878	9,983	10,000		13,000		3,000	
3903	Postage	0	200	136	200		200		0	
3916	Personnel - Recruiting	0	0	1,676	5,000		5,000		0	
3917	Employment Services	5,765	7,085	6,309	6,000		6,000		0	
4001	Office Supplies	22,454	22,689	23,875	85,279		94,237		8,958	
4002	Medical Supplies	0	0	944	1,500		1,500		0	
4007	Wearing Apparel	4,005	2,416	12,189	6,500		8,500		2,000	
4008	Reference Materials	464	307	334	1,000		1,000		0	
4012	Emp. Training Supplies	199	208	2,738	2,000		2,000		0	
4013	Testing Materials	0	0	1,492	0		0		0	
4019	Food	2,164	3,073	2,313	3,000		3,000		0	
4310	Tech. Supply Equip.Addl.	111,041	131,444	147,256	70,000		70,000		0	
4350	Tech. Supply Equip. Repl.	0	0	0	3,000		3,000		0	
4450	Software Replacement	0	949	488	1,000		1,000		0	
4510	General Equipment - Add'l.	8,179	1,433	48,946	55,000		55,000		0	
4550	General Equipment - Repl.	0	0	2,170	0		0		0	
4999	Other Materials/Supplies	748	823	1,150	5,000		5,000		0	
5110	Vehicle, Additional	0	0	36,940	70,000		60,000		(10,000)	
5501	Equipment - Replacement	40,073	0	8,982	10,000		10,000		0	
Totals		2,327,433	2,411,783	2,941,070	3,032,895	34.00	3,210,657	35.00	177,762	1.00
Positions		25.80	26.80	31.60	34.00		35.00			

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 \$40.4M in six 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 104 existing facilities totaling 11.3 million square-feet of building space and 2,677 acres of grounds—including snow removal.

Budget Changes for Fiscal Year 2021

- Added Administrative Coordinator, Construction Permits (1.0 FTE) to ensure ongoing construction compliance with PWC regulations;
- Added Irrigation Technician (1.0 FTE) to maintain our increasing number of irrigation system installations; and
- Added a Senior GIS Analyst (1.0 FTE).

Major Accomplishments (Past Five Years)

- Implemented construction Project Management software (Procore);
- Built six new schools and additions to 12 existing schools, adding capacity for more than 8,100 students;
- Completed major renovations of 14 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;
- 183 portable classrooms in use, a reduction from 206 in FY2019;
- Annually relocated an average of 40 portable classrooms to support both the instructional space requirements and the CIP school renovation 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-MS, and 1-HS) and other minor boundary adjustments;
- Implemented Energy Conservation Program, saving the School Division approximately \$40.4M in six years;
- Recognized eleven times as a “VSBA Certified Green School Division” and in 2019 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

Dept. Name FACILITIES SERVICES
Dept. # 046

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	143,734	148,044	152,486	156,600	1.00	158,040	1.00	1,440	0.00
1106	Supervisor	638,106	654,947	670,199	601,920	5.00	649,920	5.00	48,000	0.00
1107	Admin. Coordinator	1,031,825	1,088,560	1,000,757	1,221,000	12.00	1,334,280	13.00	113,280	1.00
1145	Technician	191,318	196,869	202,583	164,880	3.00	161,280	3.00	(3,600)	0.00
1147	Coordinator	77,440	79,685	81,998	80,880	1.00	76,680	1.00	(4,200)	0.00
1148	Specialist	1,531,484	1,638,130	1,480,389	1,681,800	23.00	1,696,560	23.00	14,760	0.00
1150	Secretarial/Bookkeeper	608,899	627,869	643,939	591,000	12.00	593,400	12.00	2,400	0.00
1160	Maintenance Personnel	9,646,481	9,716,825	9,770,808	10,116,960	174.00	10,332,000	176.00	215,040	2.00
1190	Custodian	753,892	736,650	787,913	847,440	24.00	880,200	24.00	32,760	0.00
1200	Overtime	121,265	210,611	226,617	378,900		378,900		0	
1201	Straight Time	102,548	144,087	157,311	83,300		83,300		0	
1300	Temporary Employee	339,681	342,531	379,166	447,000		467,000		20,000	
2100	Social Security - FICA	1,101,175	1,127,197	1,130,638	1,252,435		1,286,047		33,612	
2210	Retirement - VRS	1,241,135	1,315,548	1,191,641	1,405,783		1,536,816		131,033	
2211	Retiree Health Care Credit	66,156	71,233	67,565	0		0		0	
2220	Retirement - PWCS	150,622	154,793	152,154	127,101		130,554		3,453	
2221	Defined Contribution Plan	20,835	28,272	34,637	0		0		0	
2300	Health Insurance - HMP	2,010,854	2,046,600	2,090,639	1,880,237		1,931,295		51,058	
2310	Short/Long Term Disability Premium	4,396	5,223	6,692	0		0		0	
2400	Life Insurance - GLI	191,466	194,270	194,634	202,558		212,823		10,265	
2820	Tuition Assistance	19,339	4,527	4,115	6,700		6,700		0	
2830	Admin. Assoc. Fees	110	120	0	100		100		0	
2840	Conf. Expenses-Admin	2,900	0	0	1,500		1,500		0	
3100	Professional Services	1,599	584	6,970	50,000		50,000		0	
3104	Engineering Services	7,673	12,260	19,995	56,700		56,700		0	
3105	Contractual Services	0	190	285	1,000		1,000		0	
3201	Telephone	138,030	164,326	142,568	154,500		156,386		1,886	
3401	Travel Reimbursement	6,210	3,128	4,602	13,100		13,100		0	
3402	Conference Expenses	14	0	7,846	8,100		8,100		0	
3500	Miscellaneous Projects	132,574	313,507	34,903	4,753,155		4,901,154		147,999	
3501	Repair/Maint. - Building	256,191	136,743	205,060	228,200		228,200		0	
3502	Repair/Maint. - Equipment	102,380	126,224	157,846	206,800		206,800		0	
3504	Maint. Service Contract	160,739	208,281	129,479	155,000		155,000		0	
3700	In-Service Expenses	405	0	0	0		0		0	
3902	Printing Services	25,838	20,576	46,699	47,300		47,300		0	
3904	Freight/Shipping	730	257	193	300		300		0	
3906	Advertising	1,133	0	0	0		0		0	
3911	Rental Equipment	1,883	2,866	2,750	46,000		46,000		0	
3918	Permits and Fees	0	0	375	400		400		0	
4001	Office Supplies	60,091	48,006	68,184	77,164		77,164		0	
4003	Custodial Supplies	434,411	450,877	94,655	140,000		141,208		1,208	
4004	Repair/Maint. Supplies	3,697,549	2,813,761	1,194,349	3,933,836		3,987,983		54,147	
4007	Wearing Apparel	90,347	87,040	102,564	197,260		197,260		0	
4008	Reference Materials	325	325	325	500		500		0	
4009	Extra Curricular Supplies	0	0	1,034	0		0		0	
4012	Emp. Training Supplies	42,697	62,315	43,846	42,100		42,100		0	
4019	Food	8,601	9,432	8,487	8,000		8,000		0	
4310	Tech. Supply Equip.Addl.	2,550	14,808	18,611	11,000		11,000		0	
4350	Tech. Supply Equip. Repl.	290	0	13,258	7,000		7,000		0	
4410	Software, Additional	6,950	3,620	1,284	64,000		84,000		20,000	
4450	Software Replacement	51,231	36,689	45,137	50,000		50,000		0	
4510	General Equipment - Add'l.	341,559	251,594	175,621	228,400		205,972		(22,428)	
4550	General Equipment - Repl.	480	0	0	4,000		4,000		0	
5101	Equipment - Additional	101,182	111,942	164,444	30,167		30,167		0	
5110	Vehicle, Additional	0	0	161,265	50,000		119,448		69,448	
5145	Asbestos Removal	0	868	0	0		0		0	
Totals		25,669,323	25,412,812	23,279,517	31,812,076	255.00	32,753,637	258.00	941,561	3.00
Positions		242.00	241.00	237.00	255.00		258.00			

Financial Section

Dept. Name ENERGY CONSERVATION
Dept. # 048

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	263,962	271,880	280,035	289,800	3.00	300,960	3.00	11,160	0.00
1600	Supplemental Pay	4,800	9,800	26,573	0		0		0	
2100	Social Security - FICA	19,262	20,249	21,285	22,171		23,024		854	
2210	Retirement - VRS	38,697	44,371	43,910	48,918		53,661		4,743	
2211	Retiree Health Care Credit	2,930	3,344	3,360	0		0		0	
2220	Retirement - PWCS	4,378	4,596	5,106	2,382		2,474		92	
2300	Health Insurance - HMP	35,275	35,817	33,945	35,240		36,597		1,357	
2400	Life Insurance - GLI	3,458	3,562	3,668	3,796		4,033		236	
2820	Tuition Assistance	5,849	315	9,025	200,000		200,000		0	
3104	Engineering Services	0	0	56,095	0		0		0	
3105	Contractual Services	2,012,315	1,646,918	21,103	79,046		79,046		0	
3201	Telephone	1,319	851	1,333	5,000		5,000		0	
3401	Travel Reimbursement	5,727	6,227	12,691	18,000		18,000		0	
3402	Conference Expenses	305	718	0	0		0		0	
3450	Field Trips	0	0	135	0		0		0	
4001	Office Supplies	25,500	35,392	168,800	5,000		5,000		0	
4007	Wearing Apparel	981	2,003	1,080	1,000		1,000		0	
4008	Reference Materials	168	176	0	1,000		1,000		0	
4019	Food	0	653	2,092	0		0		0	
4310	Tech. Supply Equip.Addl.	6,134	18,327	10,566	16,953		16,953		0	
4410	Software, Additional	2,613	2,945	2,945	8,000		8,000		0	
4510	General Equipment - Add'l.	6,929	229	62,633	11,833		17,579		5,746	
	Totals	2,440,602	2,108,371	766,380	748,139	3.00	772,327	3.00	24,188	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. In addition to its curriculum responsibilities, this office oversees the following budgets: Title I, the Virginia Preschool Initiative (VPI), Head Start, Perkins Grant, the PWCS Aquatics Center, START Program, Elementary Strings, Algebra Readiness, and Driver Education.

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;
- Advanced Academics and Specialty Programs;
- Fine and Performing Arts;
- Student Activities/Athletics; and,
- Instructional materials selection.

Budget Changes for Fiscal Year 2021

- Added new 1.0 FTE, Advanced Program Coordinator;
- Added 1.00 FTE, Strings teacher; and
- Reduction of 0.5 FTE, Central Office Bookkeeper.

Major Accomplishments (Past Five Years)

Academic Program Leadership

- Academic Program Leadership;
- Implemented Division-wide learning management system;
- Created extensive "Home Learning" supports for families during COVID-19;
- Updated curricula in all subject areas;
- Developed new phonics units of instruction;
- Launched historical thinking coaching program;
- Introduced Science Instructional Safety Liaisons;
- Started student built Little Free Libraries;
- Produced enhanced assessments in world languages;
- Revised elementary mathematics assessments;
- Launched PWCS MathQuest for middle schools; and,
- Increased the number of dual enrollment offerings.

Career and Technical Education (CTE)

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

Gifted Education

- Developed a Division-wide five-year plan;
- Increased school-based gifted programs; and
- Increased identification of underrepresented populations.

Advanced Academics and Specialty Programs

- Increased recruitment and retention at the Governor's School @ Innovation Park;
- Provided AP, IB, and AICE exams; and
- Introduction of two new Specialty Programs.

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 Division-wide concussion management; and
- Expanded athletic trainer coverage to all middle and 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 ongoing professional development to secondary mathematics teachers on 4,100 iPads to support integration of engaging digital activities;
- 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 supervision and evaluation of our 15 programs;
- Hire Instructional Designers to support the Division's learning management system;
- Convert remaining PWCS word document curriculum units of study to a digital learning management system-based curriculum;
- Increase collaboration with business and industry partners to promote greater workplace education opportunities;
- Increase support for job embedded professional learning on instructional practices;
- Expand elementary STEAM programs; and
- World Language Credit by Exam.

Financial Section

Dept. Name	STUDENT LEARNING										
Dept. #	160										
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions	
1104	Director	148,044	152,486	157,062	156,600	1.00	158,040	1.00	1,440	0.00	
1106	Supervisor	1,236,244	1,343,321	1,343,022	1,486,080	12.00	1,656,000	12.00	169,920	0.00	
1107	Admin. Coordinator	827,494	857,225	1,074,052	1,118,520	11.20	1,246,584	12.20	128,064	1.00	
1112	Assistant Principal	29,919	0	0	0	0.00	0	0.00	0	0.00	
1115	Teacher on Special Assignment	425,653	445,128	407,485	348,012	4.90	359,148	4.90	11,136	0.00	
1120	Teacher, Classroom	62,077	389,066	307,915	264,720	4.00	273,240	4.00	8,520	0.00	
1148	Specialist	51,760	53,259	54,803	80,880	1.00	76,680	1.00	(4,200)	0.00	
1150	Secretarial/Bookkeeper	683,667	660,569	644,935	732,840	15.50	718,080	15.00	(14,760)	(0.50)	
1180	National Board Certified Teacher Incentive Bonus	2,500	0	0	0		0		0		
1200	Overtime	15,826	13,977	15,723	20,158		22,602		2,444		
1201	Straight Time	6,482	8,235	9,715	1,000		6,500		5,500		
1300	Temporary Employee	63,648	110,755	104,991	58,797		63,995		5,198		
1500	Substitute Teacher	23,647	16,540	16,348	129,489		99,564		(29,925)		
1600	Supplemental Pay	200,694	284,086	274,083	320,629		244,569		(76,060)		
1602	Extra Curr. Supplement	0	0	0	909		0		(909)		
2100	Social Security - FICA	276,107	321,024	320,432	360,974		376,766		15,792		
2210	Retirement - VRS	511,627	642,410	627,101	706,876		800,170		93,294		
2211	Retiree Health Care Credit	38,814	48,578	48,239	0		0		0		
2220	Retirement - PWCS	43,219	51,783	55,724	34,422		36,890		2,467		
2221	Defined Contribution Plan	1,005	2,108	3,193	0		0		0		
2300	Health Insurance - HMP	312,687	334,257	372,387	509,218		545,713		36,495		
2310	Short/Long Term Disability Premium	277	356	583	0		0		0		
2400	Life Insurance - GLI	45,809	51,735	52,660	54,858		60,136		5,278		
2820	Tuition Assistance	20,646	32,750	41,650	38,718		50,000		11,282		
2830	Admin. Assoc. Fees	6,053	3,923	5,124	5,683		14,024		8,341		
2840	Conf. Expenses-Admin	139	0	0	0		0		0		
3100	Professional Services	20,452	30,822	235,046	35,725		79,360		43,635		
3102	Health Services	0	0	0	0		32,000		32,000		
3105	Contractual Services	49,624	57,865	45,853	46,304		90,500		44,196		
3201	Telephone	5,761	5,761	5,281	5,760		0		(5,760)		
3401	Travel Reimbursement	19,662	19,039	19,603	30,600		38,800		8,200		
3402	Conference Expenses	145,626	159,137	165,947	137,547		145,214		7,667		
3450	Field Trips	19,892	4,802	26,098	26,330		36,260		9,930		
3501	Repair/Maint. - Building	1,108	44,059	100	0		0		0		
3502	Repair/Maint. - Equipment	170,690	144,244	226,294	12,400		336,000		323,600		
3504	Maint. Service Contract	39,854	39,721	42,559	42,498		42,660		162		
3700	In-Service Expenses	14,998	5,113	0	0		0		0		
3710	Contract Courses	4,500	29,870	4,220	5,000		0		(5,000)		
3750	Curriculum Development	3,500	1,500	0	0		0		0		
3901	Laundry/Dry Cleaning	213	0	290	400		0		(400)		
3902	Printing Services	86,390	172,128	176,639	75,333		63,313		(12,020)		
3903	Postage	46	14	79	0		0		0		
3905	Extra Curricular Expenses	9,314	12,752	4,510	4,600		3,000		(1,600)		
3906	Advertising	897	1,947	15	0		15,200		15,200		
3908	Parent Activity	0	0	689	0		0		0		
3912	Rental Space	1,131	660	412	4,500		30,000		25,500		
3913	Tuition - Other Divisions	32,437	24,006	34,807	0		0		0		
3921	Tuition- PW	0	17,020	8,260	18,000		9,000		(9,000)		
3999	Other Contract Expenses	29,251	20,893	13,524	378,260		380,576		2,316		
4001	Office Supplies	47,505	47,285	36,541	41,518		47,856		6,338		
4002	Medical Supplies	0	0	2,361	0		0		0		
4004	Repair/Maint. Supplies	11,162	0	8,254	0		2,150		2,150		
4007	Wearing Apparel	630	728	7,952	3,000		4,100		1,100		
4008	Reference Materials	60,585	42,940	8,342	10,699		14,000		3,301		
4009	Extra Curricular Supplies	1,999	4,806	10,942	750		1,200		450		
4010	Instructional Supplies	365,540	442,551	382,653	61,995		138,243		76,248		
4011	Textbooks	718	17,827	16,282	0		0		0		
4012	Emp. Training Supplies	78,204	44,617	80,058	73,733		125,207		51,474		
4013	Testing Materials	173,099	191,654	152,335	1,788		16,800		15,012		
4016	Library Books	0	0	4,073	2,300		3,835		1,535		
4017	Library Periodicals	3,350	3,424	5,409	3,540		4,000		460		
4018	Library Supplies	1,656	2,031	195	650		650		0		
4019	Food	38,180	46,020	38,434	47,124		78,267		31,143		
4020	Printing Supplies	0	0	2,224	500		0		(500)		
4310	Tech. Supply Equip. Addl.	43,486	32,628	185,347	5,200		0		(5,200)		
4350	Tech. Supply Equip. Repl.	27,069	145,371	82,575	11,200		14,377		3,177		
4410	Software, Additional	61,362	45,618	11,285	4,800		200,160		195,360		
4450	Software Replacement	550	26,182	13,998	41,700		41,500		(200)		
4510	General Equipment - Add'l.	127,159	80,274	32,393	13,000		10,000		(3,000)		
4550	General Equipment - Repl.	25,345	16,362	54,813	682,519		15,600		(666,919)		
5101	Equipment - Additional	19,909	15,701	5,669	0		0		0		
5502	Tech. Equip. Repl.	0	0	29,760	0		0		0		
Totals		6,776,890	7,820,941	8,119,349	8,258,657	49.60	8,828,529	50.10	569,872	0.50	
Positions		39.60	45.60	44.60	49.60		50.10				

Financial Section

Dept. Name **GIFTED EDUCATION (K-3 PROGRAM)**
Dept. # **164**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	944,957	1,000,484	1,167,697	1,168,560	18.00	1,205,280	18.00	36,720	0.00
1180	National Board Certified Teacher Incentive Bonus	5,000	5,000	5,000	0		0		0	
1300	Temporary Employee	1,415	11,501	5,487	4,400		6,090		1,690	
1500	Substitute Teacher	12,746	13,938	10,096	16,052		14,364		(1,688)	
1600	Supplemental Pay	14,717	11,741	9,909	8,036		13,684		5,648	
2100	Social Security - FICA	73,156	77,017	87,958	91,574		94,815		3,242	
2210	Retirement - VRS	129,940	157,190	182,272	197,253		214,902		17,648	
2211	Retiree Health Care Credit	9,879	11,860	14,013	0		0		0	
2220	Retirement - PWCS	11,591	13,832	16,225	9,606		9,907		302	
2221	Defined Contribution Plan	542	173	838	0		0		0	
2300	Health Insurance - HMP	83,344	99,078	126,541	142,097		146,562		4,465	
2310	Short/Long Term Disability Premium	178	70	199	0		0		0	
2400	Life Insurance - GLI	11,659	12,631	15,298	15,308		16,151		843	
2830	Admin. Assoc. Fees	50	0	0	100		0		(100)	
3100	Professional Services	0	0	4,162	0		0		0	
3105	Contractual Services	4,000	14,550	3,347	11,000		12,000		1,000	
3401	Travel Reimbursement	617	324	173	500		500		0	
3402	Conference Expenses	8,953	7,532	329	10,133		56,000		45,867	
3710	Contract Courses	4,500	660	0	8,000		9,400		1,400	
3902	Printing Services	2,386	1,416	782	1,850		2,250		400	
4001	Office Supplies	6,650	12,341	(2,927)	6,407		6,538		131	
4007	Wearing Apparel	0	0	0	0		2,000		2,000	
4010	Instructional Supplies	12,213	24,951	26,598	28,900		55,500		26,600	
4012	Emp. Training Supplies	2,278	4,003	207	1,600		26,682		25,082	
4013	Testing Materials	2,931	22,723	5,367	2,500		3,000		500	
4019	Food	2,085	2,789	4,709	4,500		4,700		200	
4310	Tech. Supply Equip.Addl.	4,948	14,291	29,279	13,896		0		(13,896)	
4350	Tech. Supply Equip. Repl.	0	0	0	0		36,546		36,546	
4410	Software, Additional	0	0	312	0		0		0	
8607	School Transfer	0	0	0	769,589		419,329		(350,260)	
Totals		1,350,735	1,520,098	1,713,871	2,511,860	18.00	2,356,200	18.00	(155,660)	0.00
Positions		12.80	13.50	16.00	18.00		18.00			

Dept. Name **ELEMENTARY STRINGS PROGRAM**
Dept. # **163**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	1,277,742	1,277,417	1,284,569	1,304,892	20.10	1,412,856	21.10	107,964	1.00
1300	Temporary Employee	0	1,552	7,258	0		0		0	
1500	Substitute Teacher	4,338	5,150	173	0		0		0	
1600	Supplemental Pay	3,204	4,454	1,265	7,924		10,672		2,748	
2100	Social Security - FICA	96,408	96,615	97,229	100,430		108,900		8,470	
2210	Retirement - VRS	183,913	200,883	190,388	220,266		251,912		31,646	
2211	Retiree Health Care Credit	14,189	15,429	15,060	0		0		0	
2220	Retirement - PWCS	12,215	13,112	12,379	10,726		11,614		888	
2221	Defined Contribution Plan	3,478	3,831	6,392	0		0		0	
2300	Health Insurance - HMP	92,715	97,597	115,867	158,675		171,803		13,129	
2310	Short/Long Term Disability Premium	720	781	1,142	0		0		0	
2400	Life Insurance - GLI	16,745	16,432	16,440	17,094		18,932		1,838	
2830	Admin. Assoc. Fees	124	126	128	2,000		2,000		0	
3105	Contractual Services	0	5,050	100	0		0		0	
3401	Travel Reimbursement	14,773	11,459	12,879	13,000		13,000		0	
3402	Conference Expenses	8,793	3,295	0	9,349		9,349		0	
3450	Field Trips	423	5,664	4,615	9,000		9,000		0	
3502	Repair/Maint. - Equipment	20,069	16,139	0	0		36,026		36,026	
3902	Printing Services	40	245	0	0		0		0	
3905	Extra Curricular Expenses	383	1,294	0	0		0		0	
4001	Office Supplies	0	1,090	663	450		1,500		1,050	
4004	Repair/Maint. Supplies	0	0	0	10,000		5,000		(5,000)	
4008	Reference Materials	160	0	0	0		0		0	
4010	Instructional Supplies	13,990	25,658	89,937	53,959		21,500		(32,459)	
4012	Emp. Training Supplies	0	0	0	300		0		(300)	
4019	Food	2,134	3,659	4,171	4,150		150		(4,000)	
4310	Tech. Supply Equip.Addl.	15,502	2,939	480	0		6,728		6,728	
4350	Tech. Supply Equip. Repl.	0	0	0	5,000		0		(5,000)	
4410	Software, Additional	0	0	4,266	0		0		0	
4510	General Equipment - Add'l.	19,261	383	110	0		0		0	
4550	General Equipment - Repl.	5,000	0	1,664	0		0		0	
Totals		1,806,318	1,810,256	1,867,170	1,927,215	20.10	2,090,943	21.10	163,728	1.00
Positions		20.30	20.10	20.60	20.10		21.10			

Financial Section

Dept. Name DRIVERS EDUCATION- RANGE
Dept. # 166

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1200	Overtime	2,614	2,893	1,308	0		0		0	
1201	Straight Time	1,518	3,883	1,143	0		0		0	
1300	Temporary Employee	9,823	28,393	36,142	20,000		20,000		0	
1600	Supplemental Pay	264,611	267,340	281,896	202,025		213,694		11,669	
2100	Social Security - FICA	21,631	23,163	24,424	16,984		17,877		893	
3302	Liability Insurance	7,676	8,507	8,555	9,000		9,000		0	
3401	Travel Reimbursement	0	0	0	0		500		500	
3402	Conference Expenses	0	0	0	0		2,322		2,322	
3503	Rep/Maint. - Vehicles	0	0	0	0		44,500		44,500	
3700	In-Service Expenses	0	0	0	0		2,502		2,502	
3710	Contract Courses	1,028	0	0	0		0		0	
3902	Printing Services	1,940	1,327	2,057	8,500		10,000		1,500	
3906	Advertising	0	0	0	3,000		0		(3,000)	
4001	Office Supplies	0	33	0	0		1,500		1,500	
4004	Repair/Maint. Supplies	33,871	41,780	24,042	44,500		0		(44,500)	
4005	Vehicle Fuels	9,174	14,655	5,162	18,681		15,000		(3,681)	
4006	Vehicle Supplies	0	2,259	0	0		0		0	
4010	Instructional Supplies	2,123	0	360	6,500		6,500		0	
4019	Food	0	0	0	0		1,800		1,800	
4310	Tech. Supply Equip.Addl.	0	0	0	0		4,000		4,000	
4350	Tech. Supply Equip. Repl.	0	0	0	0		805		805	
4410	Software, Additional	6,915	4,510	2,186	45,810		30,000		(15,810)	
4450	Software Replacement	0	1,610	5,783	0		0		0	
5110	Vehicle, Additional	56,658	0	0	0		0		0	
Totals		419,580	400,353	393,058	375,000	0.00	380,000	0.00	5,000	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

Dept. Name GOVERNOR'S SCHOOL @ INNOVATION PARK
Dept. # 757

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
3919	Tuition - Annual Year Governor's School	445,120	498,851	507,982	440,886		556,324		115,438	0.00
Totals		445,120	498,851	507,982	440,886	0.00	556,324	0.00	115,438	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 School Division personnel. In addition, OPL oversees the Apple Federal Credit Union Grant that extend the effect of the office goals.

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 for Administrative, Certified, and Classified personnel to include; Culturally Responsive Instruction (CRI) Sessions, Cognitive Coaching Seminars, Mentor and Lead Mentor Support, Assistant Principal Leadership Academy, and Education Leader Induction.
- Teacher Support by recruitment and retention for teachers and administrators, instructional coaching program, and Academic and Content-Specific Support;
- University Degree/Certification support; George Mason Professional Development School partnership;
- Division-wide Professional Learning Plan; Division-wide train the trainer; Data from self-assessments and surveys, Suicide Prevention Training, implementation of the PWCS curriculum unit guides, and Classroom Management;
- School Specific Professional Learning; Instructional Point of Contact (IPOC) for identified schools, continuous school improvement for systems and identified schools, Cultural Readiness Plan implementation for targeted schools, and Continuous Improvement Plan; and
- Professional Conferences within PWCS; Student Leadership Conference, Excellence and Equity in Education Conference (EEE), AP/AI Summer Conference, Middle School Conference, and New Teacher Support through Connect.

Budget Changes for Fiscal Year 2021

- Addition of 0.25 FTE Central Office Bookkeeper; and
- Reduction of 1.0 FTE Instructional Coach.

Major Accomplishments (Past Five Years)

- Implemented Division-wide Professional Learning Plan – 2018–20;
- Provided AP Leadership Academies for APs in their first, second, and third years;
 - Added designated mentor support;
 - Developed curriculum for AI Academy;
 - Designed, implemented, and aligned a nationally recognized hybrid collaborative mentoring model that supports all teachers;

- Lead collaboration 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 Division-wide;
- Managed and maintained PowerSchool's ERO, the Online Professional Learning Catalog for all employees;
- Provided ongoing PL in core curricular areas, that integrates strategies necessary for English Learners, Special Education, 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 elementary and secondary Teacher of the Year Awards;
- Awarded Potomac Health Foundation to support cultural competency;
- Conscious Classroom implemented Division-wide;
- Created curriculum for Creating Opportunities through Relationships modules;
- Implemented Division-wide Continuous Improvement Plan; and
- Cultural Readiness Plan Cohort.

*Accomplishments supported through local and Title II funding.

Critical Unmet Needs

- Supervisor to streamline conferences and general Professional Learning activity with a 1.0 FTE;
- Supervisor for Innovation and Leadership, that aligns Division-wide professional learning aligned to the strategic and professional learning plans;
- 1.0 FTE Secretary;
- Grade 11 Administrative coordinator 1.0 FTE to manage website and other online tools;
- 3.0 FTE Administrative Coordinators to support leadership development, instructional coaching and culturally responsive instruction;
- The positions below are currently funded by the Title II, Part A grant. Over a five-year period, they should be funded by the local budget;
- 1.0 FTE Leadership Development Supervisor;
- 1.2 FTE Continuous Improvement Coordinators;
- 1.0 FTE Instructional Coach for Professional Learning and World Languages;
- 7.0 FTE Professional Development Specialists;
- Increase Central Office Bookkeeper II to a 1.0 FTE; and
- Apple Federal Credit Union Grant reduced from 90,000 to approximately 60,000 for the 2020-21 school year. Reducing to zero funds after the 2020-21 school year.

Financial Section

Dept. Name **PROFESSIONAL LEARNING**
Dept. # **130**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	140,368	144,580	148,918	130,920	1.00	128,280	1.00	(2,640)	0.00
1106	Supervisor	130,469	257,533	283,215	239,040	2.00	255,960	2.00	16,920	0.00
1107	Admin. Coordinator	133,271	17,432	0	256,032	2.80	260,400	2.80	4,368	0.00
1115	Teacher on Special Assignment	510,321	513,423	608,125	570,240	8.00	514,920	7.00	(55,320)	(1.00)
1150	Secretarial/Bookkeeper	136,434	140,392	144,465	148,440	3.00	165,240	3.25	16,800	0.25
1180	National Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0		0		0	
1200	Overtime	0	4,434	12,019	9,300		5,000		(4,300)	
1201	Straight Time	217	3,737	5,211	2,000		0		(2,000)	
1300	Temporary Employee	10,742	19,302	8,108	5,000		5,000		0	
1500	Substitute Teacher	783	0	10,517	10,800		0		(10,800)	
1600	Supplemental Pay	315,185	359,743	374,097	365,403		424,947		59,544	
2100	Social Security - FICA	101,133	108,251	116,950	132,893		134,620		1,727	
2210	Retirement - VRS	156,110	174,810	186,240	226,981		236,212		9,231	
2211	Retiree Health Care Credit	11,820	13,175	14,253	0		0		0	
2220	Retirement - PWCS	10,685	12,194	12,304	11,053		10,890		(163)	
2300	Health Insurance - HMP	82,502	73,787	87,735	163,512		161,096		(2,416)	
2400	Life Insurance - GLI	13,949	14,032	15,560	17,615		17,752		137	
2820	Tuition Assistance	0	0	0	0		2,800		2,800	
2830	Admin. Assoc. Fees	0	0	0	495		5,921		5,426	
3100	Professional Services	0	900	1,080	5,520		27,782		22,262	
3105	Contractual Services	16,500	31,100	18,300	221,666		297,572		75,906	
3201	Telephone	642	1,401	2,606	2,400		0		(2,400)	
3401	Travel Reimbursement	1,159	1,746	1,470	51,269		9,600		(41,669)	
3402	Conference Expenses	40,879	13,627	12,580	46,579		31,769		(14,810)	
3450	Field Trips	0	3,057	0	3,060		0		(3,060)	
3504	Maint. Service Contract	5,940	8,160	8,160	8,160		10,380		2,220	
3700	In-Service Expenses	13,457	10,762	13,139	17,205		0		(17,205)	
3710	Contract Courses	40,608	7,919	8,180	10,000		0		(10,000)	
3902	Printing Services	4,977	12,092	11,793	11,639		8,025		(3,614)	
3905	Extra Curricular Expenses	0	1,905	2,132	3,300		0		(3,300)	
3911	Rental Equipment	0	0	905	0		0		0	
3912	Rental Space	0	4,931	0	400		22,800		22,400	
3999	Other Contract Expenses	17,380	280	0	0		0		0	
4001	Office Supplies	4,084	4,914	9,420	17,193		12,525		(4,668)	
4008	Reference Materials	37,647	58,664	68,300	18,235		360		(17,875)	
4009	Extra Curricular Supplies	0	181	0	0		0		0	
4010	Instructional Supplies	49	0	989	71,465		500		(70,965)	
4012	Emp. Training Supplies	34,324	7,304	9,802	20,135		60,305		40,170	
4019	Food	29,960	38,406	30,984	45,325		40,183		(5,142)	
4310	Tech. Supply Equip.Addl.	2,067	11,910	4,290	10,400		0		(10,400)	
4350	Tech. Supply Equip. Repl.	0	17,294	13,610	7,269		15,000		7,731	
4410	Software, Additional	13,500	2,815	450	0		30,000		30,000	
4450	Software Replacement	60,278	59,606	51,600	64,931		150,000		85,069	
4510	General Equipment - Add'l.	227	0	0	0		0		0	
4550	General Equipment - Repl.	0	0	243	0		5,000		5,000	
Totals		2,080,168	2,158,301	2,300,248	2,925,875	16.80	3,050,839	16.05	124,964	(0.75)
Positions		12.00	11.00	13.00	16.80		16.05			

English Learner Programs and Services (EL)

Description

The Office of English Learner (EL) Programs and Services oversees and maintains services provided to 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. Translation of essential Division communication in Spanish, Urdu, Vietnamese, Korean, Arabic, Chinese, and Farsi.

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;
- Core content classes for EL Summer School;
- Visions Program for 17 thru 20 years old;
- Enhance curricula and identify instructional materials;
- Assess for program eligibility, evaluate foreign transcripts, and register for school;
- Enter and maintain EL and IY data in Student Information Systems (SIS) for state and federal reporting;
- Coordinate translation and interpretation services;
- Coordinate the administration of the state's annual English Language Proficiency (ELP) assessment and parent/guardian notification of language development;

- Support schools in EL standardized testing;
- Liaise with school leaders; and
- Recruit dually-certified English to Speakers of Other Languages (ESOL) teachers.

Budget Changes for Fiscal Year 2021

- Reduction of .80 FTE Program Specialist.

Major Accomplishments (Past Five Years)

- Exceeded VA on-time graduation rate for ELs by nearly 10 percentage points;
- Provided services to 15,910 ELs and monitored 7,887 per fall 2019 Student Record Collection;
- Screened 6,920 students for program eligibility in 2018–19;
- Essential emergency communications translated into the county's seven major languages.
- Rebranded Central Registration Services to be the Global Welcome Centers;
- Moved registration of EL students from Ann Ludwig School to new Global Welcome Center – Woodbridge Campus next to Rippon Middle School;
- Successfully executed the Settlement Agreement between the United States and PWCS;
- Implemented electronic methods in SIS to track EL program services and monitor student progress;
- 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; and
- Implemented new World-Class Instruction Design and Assessment (WIDA) ELP assessment at the Global Welcome Centers including an online version for students entering grades 3–12.

Critical Unmet Needs

- Increase funding or staffing needed to translate essential Division communication;
- A Supervisor of EL Program Sustainability to observe and evaluate the implementation of key indicators from the Settlement Agreement with the Department of Justice;
- Office Assistants for the Global Welcome Centers and EL Instructional Services team; and,
- Additional Visions Program teacher for an offering on the western side of the Division.

Financial Section

Dept. Name ENGLISH LEARNER PROGRAMS AND SERVICES (EL)
Dept. # 165

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	139,864	66,202	87,580	118,176	0.80	113,472	0.80	(4,704)	0.00
1106	Supervisor	19,720	20,312	20,921	23,040	0.20	23,592	0.20	552	0.00
1107	Admin. Coordinator	112,138	116,974	120,483	184,038	2.00	189,792	2.00	5,754	0.00
1115	Teacher on Special Assignment	273,024	226,981	248,759	267,408	3.60	214,704	2.80	(52,704)	(0.80)
1120	Teacher, Classroom	0	0	0	64,920	1.00	66,960	1.00	2,040	0.00
1148	Specialist	263,261	252,030	262,350	433,440	6.00	410,400	6.00	(23,040)	0.00
1150	Secretarial/Bookkeeper	235,253	277,990	288,842	342,360	8.00	346,440	8.00	4,080	0.00
1190	Custodian	31,169	32,070	32,998	0	0.00	0	0.00	0	0.00
1200	Overtime	14,702	10,927	9,215	7,000		6,500		(500)	
1201	Straight Time	16,505	12,614	9,275	0		2,500		2,500	
1300	Temporary Employee	116,865	138,244	121,792	108,200		62,200		(46,000)	
1502	Substitute, Other	0	0	1,526	0		0		0	
1600	Supplemental Pay	49,320	66,915	39,828	52,227		49,000		(3,227)	
1647	Coordinator Supplement	6,700	9,600	0	0		0		0	
2100	Social Security - FICA	91,720	88,469	89,914	122,463		113,645		(8,818)	
2210	Retirement - VRS	148,646	152,311	153,531	241,955		243,444		1,489	
2211	Retiree Health Care Credit	11,658	12,010	12,467	0		0		0	
2220	Retirement - PWCS	9,361	8,549	10,619	11,782		11,223		(559)	
2221	Defined Contribution Plan	6,440	8,178	10,366	0		0		0	
2300	Health Insurance - HMP	108,405	109,592	133,127	174,299		166,028		(8,271)	
2310	Short/Long Term Disability Premium	1,085	1,235	1,378	0		0		0	
2400	Life Insurance - GLI	14,070	13,151	13,967	18,777		18,296		(481)	
3105	Contractual Services	0	0	835	0		0		0	
3401	Travel Reimbursement	4,863	4,267	4,158	3,500		4,000		500	
3402	Conference Expenses	(480)	2,457	9,743	5,600		5,000		(600)	
3504	Maint. Service Contract	839	0	0	5,002		0		(5,002)	
3999	Other Contract Expenses	12,083	78,586	162,739	105,594		261,338		155,744	
4001	Office Supplies	17,853	20,236	11,567	13,792		2,400		(11,392)	
4003	Custodial Supplies	2,820	1,255	1,101	0		0		0	
4010	Instructional Supplies	1,661	2,403	3,758	0		2,000		2,000	
4012	Emp. Training Supplies	8,409	2,596	15,840	0		0		0	
4013	Testing Materials	0	1,280	5,120	4,000		2,000		(2,000)	
4019	Food	319	1,063	1,098	500		500		0	
4020	Printing Supplies	1,212	2,584	4,891	7,500		7,558		58	
4310	Tech. Supply Equip.Addl.	0	439	28,785	7,183		20,000		12,817	
4510	General Equipment - Add'l.	3,218	1,523	10,515	8,500		6,000		(2,500)	
4550	General Equipment - Repl.	190	2,460	199	2,000		2,000		0	
5101	Equipment - Additional	341	0	0	0		0		0	
Totals		1,723,235	1,745,503	1,929,289	2,333,256	21.60	2,350,991	20.80	17,735	(0.80)
Positions		18.80	18.80	19.00	21.60		20.80			

Student Services

Description

The Office of Student Services provides programs and services within the areas of school age child-care, school counseling, school social work, school health services, student conduct, and student support services. Prevention and intervention programs are available to address substance abuse issues, suicide, and truancy; promote cultural competence and equity; and create safe and healthy learning environments.

Strategic Goals

- Goal 1: Student Achievement;
- 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 need mental health support.

Budget Changes for Fiscal Year 2021

- Addition of 5.00 FTE Social Workers;
- Addition of 2.80 FTE School Nurses;
- Addition of .50 FTE Attendance Officer; and
- Addition of 1.00 FTE Student Relations & Title IX Officer and 1.0 FTE Title IX & Student Equity Officer.

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;
- 304 school counselors provided mental health, career, and academic support and education to 91,524 students; 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.

Student School Health

- To meet the superintendent's mandate of one full time nurse in every school, adjusted assignments to provide a full-time nurse in every school;
- School nurses volunteered with the Medical Reserve Corp and have been trained on several critical areas, such as Contact Tracing, COVID-19 Testing and FIT Testing for N95 Mask.

- Increased trainings for Insulin/Glucagon IAW Virginia Code requirements, as well as Insulin Pump Training for school nurses;
- All school nurses on track with training on Naloxone; and
- Received approval for the 2020-21 school year, that all PWCS schools will implement the Lions Empowering and Aiding Regional Nurses in Schools (LEARNS) Program sponsored by the Lions Club of Virginia, Virginia Department of Education, and Virginia Department of Health.

Student Assistance and Prevention Programs

- Delivered Signs of Suicide (S.O.S.) prevention curriculum to 7,109 seventh graders and 7,555 ninth graders during the 2018–19 school year (SY); and
- Attendance officers conducted 218 home visits and held 1491 truancy intervention meetings with students and families during the 2019–20 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
- Sponsors and students from each high school committed to becoming more involved in their community.

School Social Work

- 58 school social workers provided mental health and basic needs for 7,988 students; made 44,178 student contacts and 18,785 parent contacts; and conducted 2,734 socio-cultural assessments for special education eligibility; made 4,205 community referrals;
- Divisionwide, 1,223 cases reported to Child Protective Services Intake;
- School Stability meetings provided for 100 students in foster care; and
- Recipient of the National Criminal Justice Association Outstanding Program Award for SE region of US for Human Trafficking Prevention efforts serving 6,000 students, resulting in 784 students coming forward, and 238 identified student victims along the sexual assault continuum.

Threat Assessment

- Support school threat assessment teams and mental health professionals who complete approximately 550 threat assessments and 1100 suicide risk assessments yearly;
- 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;
- School Nurses and Substitute Nurses;
- Homebound and Home Instruction Program Specialists; and
- School Health Clinic Assistants.

Financial Section

Dept. Name **STUDENT SERVICES**
Dept. # **150**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	152,976	157,566	162,290	147,720	1.00	141,840	1.00	(5,880)	0.00
1106	Supervisor	795,274	802,861	826,948	718,272	5.80	938,400	6.80	220,128	1.00
1107	Admin. Coordinator	0	49,710	135,010	189,360	2.00	295,440	3.00	106,080	1.00
1115	Teacher on Special Assignment	123,376	127,212	131,168	74,280	1.00	76,680	1.00	2,400	0.00
1138	Support Professional	0	0	62,261	74,280	1.00	76,680	1.00	2,400	0.00
1150	Secretarial/Bookkeeper	464,177	453,971	448,325	469,680	10.00	468,360	10.00	(1,320)	0.00
1200	Overtime	0	233	0	0		0		0	
1201	Straight Time	0	983	972	0		1,000		1,000	
1300	Temporary Employee	32,263	12,779	16,519	0		10,000		10,000	
1600	Supplemental Pay	6,878	7,221	7,609	0		5,000		5,000	
2100	Social Security - FICA	109,744	115,039	127,920	128,030		154,026		25,996	
2210	Retirement - VRS	222,485	256,819	269,727	282,502		356,136		73,634	
2211	Retiree Health Care Credit	16,890	19,427	20,863	0		0		0	
2220	Retirement - PWCS	15,930	16,786	22,101	13,757		16,419		2,662	
2221	Defined Contribution Plan	589	934	2,888	0		0		0	
2300	Health Insurance - HMP	105,621	122,899	114,516	203,509		242,884		39,375	
2310	Short/Long Term Disability Premium	112	225	494	0		0		0	
2400	Life Insurance - GLI	19,934	20,690	22,776	21,924		26,765		4,841	
2830	Admin. Assoc. Fees	909	524	0	1,000		1,000		0	
2840	Conf. Expenses-Admin	8,296	11,014	0	0		15,799		15,799	
3100	Professional Services	77,097	89,537	53,668	86,614		50,000		(36,614)	
3105	Contractual Services	4,000	2,925	0	0		0		0	
3201	Telephone	2,498	2,905	2,715	4,500		0		(4,500)	
3401	Travel Reimbursement	5,188	5,117	4,020	5,000		7,975		2,975	
3402	Conference Expenses	33,237	8,637	3,754	2,500		1,000		(1,500)	
3450	Field Trips	29,440	26,019	27,741	0		4,916		4,916	
3502	Repair/Maint. - Equipment	747	0	0	1,000		0		(1,000)	
3700	In-Service Expenses	13,052	800	1,194	3,000		10,309		7,309	
3902	Printing Services	11,699	10,723	5,681	6,000		15,000		9,000	
3905	Extra Curricular Expenses	11,910	8,883	18,428	0		6,281		6,281	
3908	Parent Activity	0	0	0	0		3,000		3,000	
3912	Rental Space	0	0	604	0		0		0	
3999	Other Contract Expenses	50,718	17,962	17,170	21,500		20,000		(1,500)	
4001	Office Supplies	16,661	22,893	20,450	7,190		5,777		(1,413)	
4002	Medical Supplies	0	0	0	0		2,000		2,000	
4008	Reference Materials	0	8,992	0	0		0		0	
4009	Extra Curricular Supplies	2,961	5,480	10,732	1,500		0		(1,500)	
4010	Instructional Supplies	15,199	38,323	13,128	0		2,500		2,500	
4012	Emp. Training Supplies	90	800	507	0		0		0	
4013	Testing Materials	0	351	0	0		0		0	
4019	Food	1,103	1,546	10,382	2,000		10,000		8,000	
4310	Tech. Supply Equip.Addl.	5,275	46,228	30,048	5,000		7,000		2,000	
4350	Tech. Supply Equip. Repl.	12,959	486	12	1,000		7,000		6,000	
4410	Software, Additional	152	877	8,048	1,000		2,500		1,500	
4510	General Equipment - Add'l.	1,717	9,975	798	0		0		0	
5104	Software - Additional	0	0	119,000	70,000		63,417		(6,583)	
5150	Lease/Purchase Agreee.	3,911	0	0	0		0		0	
Totals		2,375,066	2,486,351	2,720,465	2,542,118	20.80	3,045,104	22.80	502,986	2.00
Positions		17.50	17.50	18.60	20.80		22.80			

Financial Section

Dept. Name NURSE PROGRAM
Dept. # 151

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	89,031	97,507	100,484	92,760	1.00	97,560	1.00	4,800	0.00
1131	Licensed School Nurse*	5,007,536	5,624,135	5,751,409	5,862,276	90.30	6,749,568	100.80	887,292	10.50
1134	School Nurse	0	454,578	477,667	499,884	7.70	0	0.00	(499,884)	(7.70)
1200	Overtime	129	239	0	0		0		0	
1201	Straight Time	18,929	20,114	4,257	30,000		0		(30,000)	
1502	Substitute, Other	63,637	0	387	0		0		0	
1600	Supplemental Pay	0	2,323	8,684	0		0		0	
2100	Social Security - FICA	382,111	461,312	467,484	496,096		523,805		27,709	
2210	Retirement - VRS	701,947	921,999	889,750	1,089,591		1,220,843		131,252	
2211	Retiree Health Care Credit	55,114	73,017	72,747	0		0		0	
2220	Retirement - PWCS	33,133	38,378	41,084	53,059		56,284		3,224	
2221	Defined Contribution Plan	25,952	46,820	60,816	0		0		0	
2300	Health Insurance - HMP	368,949	379,827	483,950	784,918		832,611		47,693	
2310	Short/Long Term Disability Premium	4,326	6,820	8,601	0		0		0	
2400	Life Insurance - GLI	65,043	77,766	79,415	84,559		91,751		7,192	
3100	Professional Services	0	0	1,000	0		0		0	
3401	Travel Reimbursement	0	800	1,676	2,000		187		(1,813)	
3402	Conference Expenses	550	1,442	2,094	0		0		0	
3502	Repair/Maint. - Equipment	4,367	4,709	4,613	25,000		7,185		(17,815)	
4001	Office Supplies	0	1,037	5,061	4,804		0		(4,804)	
4002	Medical Supplies	66,408	3,067	16,687	39,983		30,316		(9,667)	
4007	Wearing Apparel	0	0	3,009	0		0		0	
4009	Extra Curricular Supplies	0	0	5,546	0		0		0	
4310	Tech. Supply Equip.Addl.	8,457	0	12	3,039		0		(3,039)	
Totals		6,895,618	8,215,891	8,486,432	9,067,970	99.00	9,610,110	101.80	542,140	2.80
Positions		88.50	93.50	93.50	99.00		101.80			

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

Dept. Name SOCIAL SERVICES
Dept. # 152

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1130	Social Worker	1,819,837	1,895,813	2,813,631	2,768,304	41.20	3,177,360	46.00	409,056	4.80
1138	Support Professional	38,110	63,803	113,313	139,200	2.00	143,640	2.00	4,440	0.00
1144	Attendance Personnel	493,934	531,434	605,418	871,320	16.00	900,180	16.50	28,860	0.50
1200	Overtime	1,217	2,742	2,245	2,500		0		(2,500)	
1201	Straight Time	0	3,980	4,494	4,000		1,000		(3,000)	
2100	Social Security - FICA	172,489	181,887	259,456	289,577		322,997		33,420	
2210	Retirement - VRS	318,672	390,027	524,999	637,866		752,636		114,771	
2211	Retiree Health Care Credit	24,501	29,961	41,669	0		0		0	
2220	Retirement - PWCS	19,344	20,438	24,028	31,062		34,698		3,636	
2221	Defined Contribution Plan	4,925	7,508	19,483	0		0		0	
2300	Health Insurance - HMP	254,111	287,304	372,170	459,505		513,296		53,791	
2310	Short/Long Term Disability Premium	889	1,603	3,889	0		0		0	
2400	Life Insurance - GLI	28,917	31,910	45,489	49,502		56,564		7,061	
2830	Admin. Assoc. Fees	95	0	0	0		0		0	
3401	Travel Reimbursement	16,408	14,079	12,921	11,000		12,735		1,735	
3402	Conference Expenses	0	1,590	217	503		0		(503)	
3902	Printing Services	0	994	169	442		500		58	
3905	Extra Curricular Expenses	0	0	0	0		500		500	
4001	Office Supplies	11,563	117	1,005	500		84		(416)	
4010	Instructional Supplies	0	25	80	0		0		0	
4019	Food	0	0	758	0		1,000		1,000	
4310	Tech. Supply Equip.Addl.	0	0	1,700	0		11,000		11,000	
4350	Tech. Supply Equip. Repl.	0	0	0	0		1,000		1,000	
Totals		3,205,011	3,465,213	4,847,132	5,265,281	59.20	5,929,190	64.50	663,909	5.30
Positions		37.00	36.70	52.20	59.20		64.50			

Financial Section

Dept. Name **HOMEBOUND PROGRAM**
Dept. # **155**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	14,894	0	0	0	0.00	0	0.00	0	0.00
1200	Overtime	21,174	35,937	0	0		0		0	
1201	Straight Time	11,736	16,716	0	0		0		0	
1300	Temporary Employee	0	39	0	0		0		0	
1500	Substitute Teacher	192	96	0	0		0		0	
1600	Supplemental Pay	0	30,206	365	0		0		0	
1603	Homebound Tutoring	764,219	742,789	588,005	0		0		0	
2100	Social Security - FICA	61,386	61,224	43,618	0		0		0	
2210	Retirement - VRS	1,658	0	0	0		0		0	
2211	Retiree Health Care Credit	126	0	0	0		0		0	
2220	Retirement - PWCS	131	0	0	0		0		0	
2300	Health Insurance - HMP	1,890	0	0	0		0		0	
2400	Life Insurance - GLI	148	0	0	0		0		0	
3100	Professional Services	0	0	1,548	0		0		0	
3107	Data Processing	0	53,650	0	0		0		0	
3401	Travel Reimbursement	1,495	0	0	0		0		0	
3402	Conference Expenses	1,532	8,613	0	0		0		0	
3450	Field Trips	30,268	47,271	(25)	0		0		0	
3913	Tuition - Other Divisions	0	1,096	0	0		0		0	
4001	Office Supplies	2,541	8,396	(16)	0		0		0	
4010	Instructional Supplies	145,991	121,727	532	0		0		0	
4019	Food	599	630	0	0		0		0	
4310	Tech. Supply Equip.Addl.	4,965	25,010	0	0		0		0	
4350	Tech. Supply Equip. Repl.	27,778	0	0	0		0		0	
Totals		1,092,723	1,153,397	634,026	0	0.00	0	0.00	0	0.00
Positions		0.00	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, and reporting 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 and federal reporting;
- Data reporting and analysis;
- Approval of external research requests;
- Program evaluation;
- Statistical analysis;
- Strategic and continuous improvement planning;
- Support for the Superintendent's Advisory Council on Equity;
- 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 2021

- None.

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 (revision for FY 2021-25 is underway);
- Training and support for schools in strategic and continuous improvement planning;
- Renewal of Division Accreditation through AdvancED;
- 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

- Resources to implement a more comprehensive Division-level program evaluation plan;
- Staff to support the development and monitoring of the annual school calendar;
- Adequate resources to support schools with the increased volume and expansion of online formats for English proficiency testing and alternative assessments; and
- Resources to support the expansion of the use of dashboard and reporting tools in the Data Analytics and Reporting Tool (DART).

Financial Section

Dept. Name **ACCOUNTABILITY**
Dept. # **034**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	153,385	157,987	167,160	147,720	1.00	141,840	1.00	(5,880)	0.00
1106	Supervisor	252,544	260,121	405,942	458,760	4.00	468,600	4.00	9,840	0.00
1107	Admin. Coordinator	452,627	455,223	386,173	485,040	5.00	502,680	5.00	17,640	0.00
1148	Specialist	473,282	468,888	490,702	515,040	7.00	507,240	7.00	(7,800)	0.00
1150	Secretarial/Bookkeeper	397,513	409,036	372,920	381,480	7.00	381,600	7.00	120	0.00
1200	Overtime	1,254	3,255	3,648	5,200		4,200		(1,000)	
1201	Straight Time	5,452	5,694	5,593	4,200		3,700		(500)	
1300	Temporary Employee	100,541	95,030	68,451	55,250		50,250		(5,000)	
1500	Substitute Teacher	864	0	0	7,000		5,000		(2,000)	
2100	Social Security - FICA	130,582	132,764	134,160	157,567		157,981		414	
2210	Retirement - VRS	242,626	273,357	271,986	335,581		356,949		21,368	
2211	Retiree Health Care Credit	18,650	20,905	21,211	0		0		0	
2220	Retirement - PWCS	24,530	25,482	25,356	16,342		16,456		114	
2221	Defined Contribution Plan	3,682	4,008	5,180	0		0		0	
2300	Health Insurance - HMP	160,281	151,979	169,423	241,746		243,438		1,693	
2310	Short/Long Term Disability Premium	347	436	707	0		0		0	
2400	Life Insurance - GLI	22,010	22,265	23,156	26,043		26,826		783	
2830	Admin. Assoc. Fees	39	59	40	0		0		0	
2840	Conf. Expenses-Admin	300	0	0	0		0		0	
3100	Professional Services	81,079	182,005	55,983	149,500		156,234		6,734	
3201	Telephone	1,240	1,054	1,145	1,320		1,320		0	
3401	Travel Reimbursement	4,481	3,698	5,232	7,600		10,500		2,900	
3402	Conference Expenses	280	455	1,040	1,000		1,500		500	
3504	Maint. Service Contract	47,282	55,260	32,217	67,000		67,000		0	
3902	Printing Services	28,466	25,600	18,123	32,000		34,000		2,000	
3903	Postage	466	385	444	1,130		1,384		254	
3909	Accreditation Expenses	102,081	83,700	111,600	94,000		110,000		16,000	
4001	Office Supplies	27,662	23,342	29,917	31,500		31,500		0	
4008	Reference Materials	85	623	485	463		1,000		537	
4013	Testing Materials	663,349	858,662	691,818	889,358		890,000		642	
4019	Food	3,981	594	1,291	2,600		3,500		900	
4310	Tech. Supply Equip.Addl.	27,839	801	2,446	8,000		8,000		0	
4410	Software, Additional	36,150	70,800	50,640	40,000		42,000		2,000	
4510	General Equipment - Add'l.	2,760	6,040	4,286	8,000		8,000		0	
4550	General Equipment - Repl.	36,674	17,597	34,299	0		0		0	
Totals		3,504,383	3,817,104	3,592,774	4,170,440	24.00	4,232,699	24.00	62,259	0.00
Positions		23.00	22.00	23.00	24.00		24.00			

Special Education

Description

The Office of Special Education (OSE) is responsible for the oversight of the provision of PWCS providing a Free and Appropriate Public Education (FAPE) for all students with disabilities in the general and special education settings. OSE is also responsible for the oversight of 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 proficient students in gifted programs, specialty programs, taking AP, IB, or AICE courses, and participating in CTE programs, will increase;
- Goal 2: Climate; and
 - Objective 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.

Critical Functions and Strategic Programs

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;
- Provide specialized instruction to students as outlined in their IEP;
- Provision of Extended School Year Services (ESY);
- Coordinated Early Intervening Services (CEIS);
- Job embedded professional learning to all staff in the areas of research-based instruction and intervention; and
- Provide guidance and support to all stakeholders.

Budget Changes for Fiscal Year 2020

- Addition of a 1.0 FTE Administrative Coordinator.

Major Accomplishments (Past Five Years)

- Established training in the functional behavior assessment and behavior intervention plan process;
- Creations of professional learning communicates (PLC's) for teachers in specific to provide support and encourage retention;
- Developed professional learning to provide training to staff in strategies and programs in the area of explicit reading instruction;
- Provide dyslexia training to all stakeholders with the collaboration of The Office of Student Learning;
- Provided professional learning across the Division in inclusive practices, resiliency, mental health supports, and Multi-tiered Systems of Supports (MTSS);
- Creation and distribution of parent packet to provide resources to parents as they go through the intervention/eligibility/IEP processes;
- Implementation of specialized materials for students who participate in the aligned curriculum;
- Provision of Parents as Partners Conference;
- Increase in funding for and provision of technology required by students; and
- Creation of an annual conference for teachers and teaching assistants on Differentiated Instructional Practices.

Critical Unmet Needs

- Dedicated positions for nurses to support in ID Severe classes; and
- Dedicated positions for homebound/based teachers to provide services to students during the school day.



Financial Section

Dept. Name SPECIAL EDUCATION
Dept. # 140

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	152,727	90,913	128,114	147,720	1.00	141,840	1.00	(5,880)	0.00
1106	Supervisor	134,140	146,623	185,773	222,912	1.80	248,400	1.80	25,488	0.00
1107	Admin. Coordinator	526,635	625,773	611,496	745,884	7.35	862,986	8.35	117,102	1.00
1120	Teacher, Classroom	326,479	364,193	463,987	392,388	5.90	404,784	5.90	12,396	0.00
1130	Social Worker	83,306	50,738	63,803	74,280	1.00	76,680	1.00	2,400	0.00
1133	Psychologist	120,688	122,487	126,109	129,840	2.00	133,920	2.00	4,080	0.00
1136	Diagnostician	48,479	69,603	71,632	64,920	1.00	66,960	1.00	2,040	0.00
1138	Support Professional	99,622	102,173	93,844	109,440	2.00	103,680	2.00	(5,760)	0.00
1148	Specialist	49,839	52,548	31,894	157,920	2.00	162,120	2.00	4,200	0.00
1150	Secretarial/Bookkeeper	447,638	431,523	437,103	447,846	9.35	455,070	9.35	7,224	0.00
1200	Overtime	0	100	981	500		0		(500)	
1201	Straight Time	327	2,216	5,091	500		1,200		700	
1300	Temporary Employee	0	8,926	28,712	10,000		24,000		14,000	
1500	Substitute Teacher	18,567	587	0	0		0		0	
1600	Supplemental Pay	0	1,486	25,261	10,000		10,000		0	
2100	Social Security - FICA	145,725	151,604	165,111	192,332		205,910		13,578	
2210	Retirement - VRS	288,403	331,761	343,712	420,844		473,643		52,800	
2211	Retiree Health Care Credit	22,083	25,403	26,807	0		0		0	
2220	Retirement - PWCS	13,533	13,011	14,724	20,494		21,836		1,342	
2221	Defined Contribution Plan	3,255	6,607	8,149	0		0		0	
2300	Health Insurance - HMP	157,940	188,188	245,865	303,167		323,023		19,856	
2310	Short/Long Term Disability Premium	820	1,067	1,142	0		0		0	
2400	Life Insurance - GLI	26,062	27,004	29,263	32,660		35,596		2,936	
2830	Admin. Assoc. Fees	829	0	0	0		12,000		12,000	
3100	Professional Services	24,782	323,669	347,159	69,667		75,000		5,333	
3401	Travel Reimbursement	49,002	39,377	37,443	20,000		40,000		20,000	
3402	Conference Expenses	3,335	4,251	53,862	41,000		61,000		20,000	
3902	Printing Services	18,265	15,539	25,226	10,000		18,000		8,000	
3904	Freight/Shipping	114	36	428	0		500		500	
3906	Advertising	375	0	1,359	500		1,500		1,000	
3908	Parent Activity	0	0	0	0		50,000		50,000	
3912	Rental Space	0	301	3,852	1,500		3,756		2,256	
3913	Tuition - Other Divisions	23,886	0	114,774	35,000		0		(35,000)	
3921	Tuition- PW	(25,688)	(306)	0	0		0		0	
4001	Office Supplies	22,504	25,585	64,162	25,000		21,979		(3,021)	
4010	Instructional Supplies	17,993	48,256	117,862	115,000		100,000		(15,000)	
4012	Emp. Training Supplies	0	380	5,146	0		0		0	
4013	Testing Materials	4,115	10,036	0	12,000		6,087		(5,913)	
4019	Food	69	1,290	8,469	1,500		5,884		4,384	
4020	Printing Supplies	0	0	846	0		0		0	
4310	Tech. Supply Equip.Addl.	4,852	8,444	6,337	205,390		150,000		(55,390)	
4410	Software, Additional	0	0	2,171	0		6,220		6,220	
4510	General Equipment - Add'l.	1,520	2,390	4,176	2,500		2,500		0	
4550	General Equipment - Repl.	0	400	3,690	0		0		0	
Totals		2,812,222	3,294,183	3,905,537	4,022,704	33.40	4,306,075	34.40	283,371	1.00
Positions		29.40	29.60	29.40	33.40		34.40			

Speech Program

Description

Speech Language Impairment as a Primary Disability

Speech Language Pathologists provide primary services to students found eligible for special education services with a disability of Speech or Language Impairment. Communication deficits identified can be in the areas of expressive language, receptive language, articulation, fluency, and voice.

Speech Language Impairment as a Related Service

Speech Language Pathologists provide related services to students with a disability where communication deficits are a manifestation of the disability. These deficits are in the areas of expressive language, receptive language, articulation, fluency, and voice.

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; and
 - 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

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;
- Provide specialized instruction to students as outlined in their IEP; and
- Provide direct support and consultation for students using Augmentative and Alternative Communication.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Increase in PWCS speech language pathologists;
- Decrease in the use of contractors;
- Increase in recruiting efforts;
- Increase in student access to Augmentative and Alternative Communication through the OSE AAC team; and
- Increase in the understanding by teachers of the use and effectiveness of Augmentative and Alternative Communication with students.

Critical Unmet Needs

- Additional PWCS speech language pathologists as the number of speech pathologists reaching maximum caseloads is increasing; and
- Professional development from outside sources.

Dept. Name	SPEECH PROGRAM									
Dept. #	142									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	5,245,666	5,015,700	4,963,140	4,939,656	75.80	5,095,008	75.80	155,352	0.00
1300	Temporary Employee	0	93,777	54,443	10,000		20,000		10,000	
1500	Substitute Teacher	124,449	2,450	0	0		0		0	
1600	Supplemental Pay	0	10,471	16,082	10,000		10,000		0	
2100	Social Security - FICA	395,242	376,568	368,154	379,413		392,064		12,651	
2210	Retirement - VRS	644,343	697,061	694,224	833,814		908,440		74,626	
2211	Retiree Health Care Credit	49,690	54,084	55,017	0		0		0	
2220	Retirement - PWCS	41,450	38,312	41,803	40,604		41,881		1,277	
2221	Defined Contribution Plan	12,204	20,554	24,681	0		0		0	
2300	Health Insurance - HMP	399,021	396,022	468,877	600,662		619,553		18,891	
2310	Short/Long Term Disability Premium	2,319	3,592	4,359	0		0		0	
2400	Life Insurance - GLI	58,644	57,604	60,061	64,709		68,273		3,563	
3100	Professional Services	302,832	459,454	604,687	189,382		55,626		(133,756)	
3401	Travel Reimbursement	14,947	9,440	15,962	10,000		10,000		0	
4001	Office Supplies	3,049	2,893	1,065	500		500		0	
4010	Instructional Supplies	106,588	111,415	138,253	65,000		10,765		(54,235)	
4013	Testing Materials	11,393	12,520	12,776	0		15,000		15,000	
4310	Tech. Supply Equip.Addl.	24,030	0	19,276	2,000		10,000		8,000	
	Totals	7,435,866	7,361,916	7,542,859	7,145,741	75.80	7,257,110	75.80	111,369	0.00
	Positions	65.70	67.70	65.40	75.80		75.80			

Hearing Impaired Program

Description

The Hearing Impaired Program provides services to students who have permanent or fluctuating hearing loss that adversely affects a student's educational performance.

Educational Sign Language Interpreter as a related service support the communication of students who are deaf/hard of hearing.

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; and
 - Objective 2.1.2: All staff members will actively participate in collaborative teamwork designed to improve professional practice and student learning.
- Goal 4: Qualified Workforce;

Critical Functions and Strategic Programs

Hearing Itinerants

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;

- Provide specialized instruction to students as outlined in their IEP; and
- Determine the appropriate equipment needed and assist when equipment is broken or lost.

Educational Sign Language Interpreters

- Provide related services to students with a disability where communication deficits are a manifestation of the disability; and
- Participate in IEP meetings.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Nationwide recruiting via internet and on-site recruiting;
- Fully staffed Hearing Itinerant program; and
- Participation in professional development for interpreters to improve interpreting skills and develop use of cued speech as a tool.

Critical Unmet Needs

- Funding for equipment and repairs, and materials for students who require it;
- Funding for one Educational Audiologist; and
- Addition of one educational sign language interpreter.

Dept. Name HEARING IMPAIRED PROGRAM
Dept. # 143

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	22,509	12,256	27,683	24,768	0.20	27,600	0.20	2,832	0.00
1120	Teacher, Classroom	413,191	401,310	412,710	441,456	6.80	455,328	6.80	13,872	0.00
1138	Support Professional	472,150	495,464	566,272	492,480	9.00	466,560	9.00	(25,920)	0.00
1200	Overtime	0	0	525	0		0		0	
1201	Straight Time	0	1,163	16,718	0		15,000		15,000	
2100	Social Security - FICA	68,105	68,320	76,310	73,342		73,784		442	
2210	Retirement - VRS	121,307	138,799	145,059	161,829		169,294		7,464	
2211	Retiree Health Care Credit	9,605	10,808	11,485	0		0		0	
2220	Retirement - PWCS	9,453	10,042	10,802	7,881		7,805		(76)	
2221	Defined Contribution Plan	5,547	4,599	5,005	0		0		0	
2300	Health Insurance - HMP	63,390	58,297	92,937	116,578		115,458		(1,121)	
2310	Short/Long Term Disability Premium	521	508	628	0		0		0	
2400	Life Insurance - GLI	11,335	11,510	12,537	12,559		12,723		164	
3100	Professional Services	185	0	0	0		50,000		50,000	
3401	Travel Reimbursement	4,477	2,993	3,229	2,000		7,000		5,000	
4001	Office Supplies	0	820	719	235		5,500		5,265	
4010	Instructional Supplies	6,464	11,778	14,302	3,000		46,285		43,285	
4310	Tech. Supply Equip.Addl.	0	0	2,327	0		0		0	
Totals		1,208,239	1,228,666	1,399,247	1,336,128	16.00	1,452,336	16.00	116,208	0.00
Positions		14.00	13.40	15.00	16.00		16.00			

Vision Impairment Program

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 1.2.1: 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; and
 - 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

Vision Impairment Teacher

- Complete evaluations (FVA and LMA), Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;
- Interpret evaluation and assessment results regarding the impact of a visual impairment; and
- Provide specialized instruction to include visual efficiency, tactile symbols, braille, assistive technology, auditory skills, social skills, self-advocacy, use of near and low vision devices.

Orientation and Mobility Teacher

- Encourage purposeful movement;
- Orient students to familiar and unfamiliar environments;
- Provide instruction on the use of low vision devices, technology, and mobility tools (long white cane); and
- Provide opportunities for experiences in the community.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Fully staffed with Vision Teachers;
- Hiring of an O&M teacher for the 2020-21 school year; and
- Securing new equipment (Braille, embosser, magnification devices, educational materials).

Critical Unmet Needs

- Updating technology, equipment, and software; and
- Expanding community instruction by the O&M.

Dept. Name	VISION IMPAIRMENT PROGRAM									
Dept. #	144									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	649,821	701,202	749,683	616,740	9.50	636,120	9.50	19,380	0.00
1600	Supplemental Pay	4,028	0	0	0		2,000		2,000	
2100	Social Security - FICA	48,535	53,154	54,171	47,181		48,817		1,636	
2210	Retirement - VRS	93,424	116,033	119,764	104,106		113,420		9,314	
2211	Retiree Health Care Credit	7,172	8,745	9,193	0		0		0	
2220	Retirement - PWCS	5,459	5,841	5,999	5,070		5,229		159	
2221	Defined Contribution Plan	1,300	0	358	0		0		0	
2300	Health Insurance - HMP	50,835	56,864	84,125	74,996		77,352		2,357	
2310	Short/Long Term Disability Premium	308	15	99	0		0		0	
2400	Life Insurance - GLI	8,464	9,314	10,036	8,079		8,524		445	
3100	Professional Services	80,510	18,260	0	0		10,000		10,000	
3401	Travel Reimbursement	8,428	4,425	6,995	8,500		8,225		(275)	
3402	Conference Expenses	0	427	0	0		0		0	
4001	Office Supplies	1,449	4,852	171	3,000		3,000		0	
4004	Repair/Maint. Supplies	2,775	0	585	750		7,000		6,250	
4010	Instructional Supplies	12,700	6,212	6,207	7,078		10,000		2,922	
4310	Tech. Supply Equip.Addl.	3,723	3,923	3,340	6,000		5,000		(1,000)	
4450	Software Replacement	0	0	1,595	2,000		0		(2,000)	
	Totals	978,932	989,267	1,052,321	883,499	9.50	934,687	9.50	51,188	0.00
	Positions	6.50	9.50	9.50	9.50		9.50			

Occupational & Physical Therapy Programs

Description

Occupational therapy provides improvement, development, or restoration of functions/abilities impaired or lost through illness, injury, or deprivation by provision of occupational therapy. It supports improvement of task performance(s) for independent functioning if impaired or lost; prevention, through early intervention, initial or further impairment or loss of function. Physical therapy examines, alleviates, prevents, and engages with individuals with impairments, functional limitations, and disability or other health-related conditions by providing physical therapy.

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 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;
- Goal 2: Climate; and
 - Objective 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.

Critical Functions and Strategic Programs

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility; and
- Provide specialized instruction to students as outlined in their IEP.

Budget Changes for Fiscal Year 2021

- Addition of a 1.0 FTE Occupational Therapist.

Major Accomplishments (Past Five Years)

- An increase of two occupational therapy positions;
- Connection of occupational therapy and physical therapy to assistive technology; and
- Professional learning opportunities provided to occupational and physical therapists.

Critical Unmet Needs

- Increase of Occupational Therapists and Physical Therapists commensurate with student growth; and
- Recruitment and retention of qualified staff.

Dept. Name Dept. #	OCCUPATIONAL & PHYSICAL THERAPY PROGRAMS 145									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	96,658	99,558	102,544	101,040	1.00	102,360	1.00	1,320	0.00
1120	Teacher, Classroom	2,090,268	2,280,509	2,330,635	2,109,900	32.50	2,243,160	33.50	133,260	1.00
1141	Student Attendant	148,809	0	0	0	0.00	0	0.00	0	0.00
1148	Specialist	153,167	152,248	109,754	124,560	3.00	125,640	3.00	1,080	0.00
1201	Straight Time	0	308	121	0	0	0	0	0	0
1300	Temporary Employee	41,700	0	0	0	0	0	0	0	0
1600	Supplemental Pay	0	0	350	1,300	0	8,000	0	6,700	0
2100	Social Security - FICA	185,157	185,899	185,925	178,766	0	189,657	0	10,891	0
2210	Retirement - VRS	301,664	373,523	357,493	394,233	0	440,608	0	46,375	0
2211	Retiree Health Care Credit	23,414	29,147	28,451	0	0	0	0	0	0
2220	Retirement - PWCS	24,971	25,984	27,846	19,198	0	20,313	0	1,115	0
2221	Defined Contribution Plan	7,562	13,211	14,257	0	0	0	0	0	0
2300	Health Insurance - HMP	200,269	200,264	208,733	283,997	0	300,493	0	16,496	0
2310	Short/Long Term Disability Premium	1,411	2,163	2,283	0	0	0	0	0	0
2400	Life Insurance - GLI	27,632	31,043	31,058	30,595	0	33,113	0	2,518	0
3100	Professional Services	177,123	15,353	1,343	152,632	0	100,000	0	(52,632)	0
3401	Travel Reimbursement	24,096	43,052	15,436	25,000	0	30,000	0	5,000	0
3402	Conference Expenses	31	230	452	0	0	50,000	0	50,000	0
3904	Freight/Shipping	0	0	90	0	0	0	0	0	0
4001	Office Supplies	21,264	5,021	7,218	15,000	0	15,000	0	0	0
4010	Instructional Supplies	108,552	283,401	257,905	350,000	0	364,054	0	14,054	0
4013	Testing Materials	986	0	2,800	11,000	0	10,000	0	(1,000)	0
4020	Printing Supplies	0	527	0	0	0	0	0	0	0
4310	Tech. Supply Equip. Addl.	13,366	50,224	40,224	75,000	0	90,000	0	15,000	0
4410	Software, Additional	0	0	377,007	0	0	35,000	0	35,000	0
	Totals	3,648,099	3,791,665	4,101,925	3,872,220	36.50	4,157,398	37.50	285,178	1.00
	Positions	33.50	35.50	34.50	36.50		37.50			

Adaptive Physical Education Program

Description

Adapted Physical Education (APE) provides adapted or modified curriculum, instruction, tasks, equipment, and/or environment to address the individualized needs and abilities of each child so all students can successfully learn and participate in physical education.

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;
 - Objective 2.1.2: All staff members will actively participate in collaborative teamwork designed to improve professional practice and student learning.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Professional learning opportunities provided to APE teachers; and
- Remain fully staffed in this area and have a high retention of staff.

Critical Unmet Needs

- Increase in staffing that is commiserate with student growth; and
- Funding for travel of APE teachers between schools and equipment.

Critical Functions and Strategic Programs

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;
- Provide specialized instruction to students as outlined in their IEP.

Dept. Name	ADAPTIVE PHYSICAL EDUCATION PROGRAM									
Dept. #	146									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	182,145	186,858	191,694	194,760	3.00	200,880	3.00	6,120	0.00
2100	Social Security - FICA	12,762	13,412	13,719	14,899		15,368		469	
2210	Retirement - VRS	24,151	27,619	27,120	32,876		35,817		2,941	
2211	Retiree Health Care Credit	2,022	2,298	2,300	0		0		0	
2220	Retirement - PWCS	1,096	1,080	1,137	1,601		1,651		50	
2221	Defined Contribution Plan	2,551	2,877	2,937	0		0		0	
2300	Health Insurance - HMP	28,169	29,631	31,426	23,683		24,427		744	
2310	Short/Long Term Disability Premium	368	405	415	0		0		0	
2400	Life Insurance - GLI	2,386	2,448	2,511	2,551		2,692		140	
3401	Travel Reimbursement	2,581	11,341	21,779	12,000		6,719		(5,281)	
4001	Office Supplies	0	0	0	17,182		0		(17,182)	
4010	Instructional Supplies	0	0	1,329	0		50,000		50,000	
	Totals	258,232	277,969	296,367	299,552	3.00	337,554	3.00	38,002	0.00
	Positions	3.00	3.00	3.00	3.00		3.00			

Preschool Programs

Description

Preschool/Child Find is responsible for overseeing the provision of Free and Appropriate Public Education (FAPE) to all children ages two through five living within Prince William County (PWC). Services for eligible preschool students are provided at locations throughout PWC.

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;
 - 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

- Coaching and support provided to teachers in schools;
- Collaboration with Human Resources to screen Early Childhood Special Education (EDSE) applicants; and
- Screen and evaluate preschool students.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Screen over 1,000 preschoolers, and evaluate over 400 preschoolers for special education;
- Added seven classes to provide more integrated classes;
- Increase in the use of assistive technology in preschool special education classrooms; and
- Participating in the Community of Learners for providing more integrated opportunities.

Critical Unmet Needs

- Teaching assistants to support special education preschool classes;
- Two office assistants to support the needs of the Child Find office;
- Preschool Diagnostician;
- Private Duty Nurse to address student medical needs and health treatment plans;
- Curriculum and professional learning that has been mandated by the state; and
- Administrative Coordinator to support the new CLASS observations.

Dept. Name PRESCHOOL PROGRAMS Dept. # 147

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	151,252	155,791	160,466	123,840	1.00	138,000	1.00	14,160	0.00
1107	Admin. Coordinator	67,794	69,828	71,923	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	675,783	627,157	574,522	649,200	10.00	669,600	10.00	20,400	0.00
1136	Diagnostician	97,956	99,988	110,248	74,280	1.00	76,680	1.00	2,400	0.00
1150	Secretarial/Bookkeeper	91,466	81,582	76,493	83,976	2.00	82,800	2.00	(1,176)	0.00
1201	Straight Time	4,548	5,243	88	0		0		0	
1300	Temporary Employee	13,538	4,549	17,616	20,000		22,000		2,000	
1600	Supplemental Pay	0	3,864	8,241	10,000		10,000		0	
2100	Social Security - FICA	78,080	74,593	72,641	80,535		83,545		3,010	
2210	Retirement - VRS	158,145	163,421	153,185	172,638		189,012		16,375	
2211	Retiree Health Care Credit	12,034	12,478	11,834	0		0		0	
2220	Retirement - PWCS	13,571	10,901	9,122	8,407		8,714		307	
2221	Defined Contribution Plan	795	2,133	1,450	0		0		0	
2300	Health Insurance - HMP	115,346	114,444	117,063	124,365		128,906		4,541	
2310	Short/Long Term Disability Premium	62	331	256	0		0		0	
2400	Life Insurance - GLI	14,203	13,289	12,919	13,398		14,205		807	
3100	Professional Services	0	0	336	0		1,500		1,500	
3401	Travel Reimbursement	29,188	32,768	32,492	35,092		32,000		(3,092)	
3902	Printing Services	0	0	3,513	5,000		10,000		5,000	
3999	Other Contract Expenses	49,275	38,203	40,513	45,000		45,154		154	
4001	Office Supplies	1,145	11,645	14,326	15,000		10,000		(5,000)	
4010	Instructional Supplies	21,874	32,891	23,571	25,000		24,144		(856)	
4310	Tech. Supply Equip. Addl.	0	11,867	7,850	10,000		5,000		(5,000)	
	Totals	1,596,053	1,566,966	1,520,670	1,587,170	15.00	1,644,260	15.00	57,090	0.00
	Positions	14.00	14.00	14.00	15.00		15.00			

Molinari Juvenile Shelter

Description

The Molinari Juvenile Shelter (MJS) falls under the Prince William County Department of Social Services. The MJS educational program operates in two classrooms within a non-secure facility, and students have an average stay of two months. However, they may stay for as long as the entire school year and may also be repeat offenders. The programs serve boys and girls, but the incidence of boys attending either classroom is significantly higher than for girls. The educational program consists of students primarily in grades six through 12 who are taught Standards of Learning curriculum and some students who participate in the General Educational Development (GED) program. The Division will virtually interface with teachers to discuss and share information pertaining to professional development opportunities, parent workshops, and opportunities for students with or without disabilities which will enhance instruction and learning and ensure equitable access for all.

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;
 - 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

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility; and,
- Provide specialized instruction to students as outlined in their IEP.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Students placed at MJS for 90 days or longer have either improved their math level by one grade level or maintained their level of performance upon entering the facility;
- Office of Special Education staff have virtually interfaced with staff at MJS and PWC staff to address technology needs within the facility; and,
- MJS educators participated in a variety of professional development opportunities to expand their horizons as educators..

Critical Unmet Needs

- None.

Dept. Name	MOLINARI JUVENILE SHELTER									
Dept. #	148									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	11,592	11,940	12,298	12,384	0.10	13,800	0.10	1,416	0.00
1120	Teacher, Classroom	76,385	78,612	80,903	71,280	1.00	73,560	1.00	2,280	0.00
1140	Teacher Assistant	33,526	34,513	35,499	27,600	1.00	28,080	1.00	480	0.00
1201	Straight Time	0	0	13	0		0		0	
1500	Substitute Teacher	0	1,632	2,541	1,250		1,250		0	
1600	Supplemental Pay	0	0	2,132	2,000		1,000		(1,000)	
2100	Social Security - FICA	8,121	8,455	8,889	8,761		9,004		243	
2210	Retirement - VRS	17,812	20,408	20,180	18,781		20,583		1,802	
2211	Retiree Health Care Credit	1,349	1,538	1,544	0		0		0	
2220	Retirement - PWCS	1,533	1,807	1,860	915		949		34	
2300	Health Insurance - HMP	24,329	24,702	26,168	13,530		14,038		508	
2400	Life Insurance - GLI	1,592	1,638	1,686	1,458		1,547		89	
3401	Travel Reimbursement	969	106	36	100		100		0	
4001	Office Supplies	2,814	0	642	1,000		496		(504)	
4010	Instructional Supplies	10,323	5,876	4,248	3,000		3,521		521	
4310	Tech. Supply Equip.Addl.	0	960	270	1,765		500		(1,265)	
	Totals	190,345	192,189	198,910	163,823	2.10	168,427	2.10	4,604	0.00
	Positions	2.10	2.10	2.10	2.10		2.10			

Adult Detention Center (ADC)

Description

This program provides instructional services and support for students with disabilities who are in correctional facilities. Students who receive services at ADC are entitled to a Free and Appropriate Public Education (FAPE).

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;
 - Objective 2.1.2: All staff members will actively participate in collaborative teamwork designed to improve professional practice and student learning.

Budget Changes for Fiscal Year 2021

- .10 FTE increase for Supervisor of Specialized Instruction.

Major Accomplishments (Past Five Years)

- Students who receive Special Education services at ADC have more access to educational programs; and
- Each school year, the educational program has students who either earn a GED, Applied Studies, or Standard Diploma from PWCS.

Critical Unmet Needs

- None.

Critical Functions and Strategic Programs

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility; and
- Provide specialized instruction to students as outlined in their IEP.

Dept. Name	ADULT DETENTION CENTER (Effective FY 2018, Juvenile Detention Center (JDC) was transferred from Dept 149 to Dept 185 JDC)									
Dept. #	149									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	11,592	11,940	12,298	12,384	0.10	26,564	0.20	14,180	0.10
1120	Teacher, Classroom	189,392	195,690	200,678	148,560	2.00	216,529	2.00	67,969	0.00
1500	Substitute Teacher	615	0	0	0		0		0	
1600	Supplemental Pay	0	1,230	533	0		0		0	
2100	Social Security - FICA	13,220	15,483	16,024	12,313		18,597		6,284	
2210	Retirement - VRS	29,464	33,765	33,395	27,167		43,343		16,176	
2211	Retiree Health Care Credit	2,231	2,545	2,556	0		0		0	
2220	Retirement - PWCS	3,496	3,688	3,796	1,323		4,076		2,754	
2300	Health Insurance - HMP	16,526	16,854	15,998	19,571		29,561		9,990	
2400	Life Insurance - GLI	2,633	2,710	2,790	2,108		3,169		1,060	
3401	Travel Reimbursement	868	534	2,587	2,000		250		(1,750)	
3999	Other Contract Expenses	0	0	0	27,082		0		(27,082)	
4001	Office Supplies	0	0	963	700		1,354		654	
4010	Instructional Supplies	1,911	2,567	15,528	71,145		4,000		(67,145)	
	Totals	271,948	287,006	307,146	324,353	2.10	347,443	2.20	23,090	0.10
	Positions	2.10	2.10	2.10	2.10		2.20			

Psychology Services

Description

Psychological services provide direct support and interventions to students, and consults with teachers, families, and other school employed mental health professionals.

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;
 - 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

- Completes evaluations and participates in intervention and eligibility;
- Supports teams in the intervention, Manifestation Determination Review (MDR), and Functional Behavior Assessment and Behavior Intervention Plan FBA/BIP processes; and
- Provision of counseling as a related service.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Creation of a task force to find creative ways to address the shortage of school psychologists and the challenges with filling the positions resulted in an increase in the number of vacancies filled and a decrease in the use of contractors;
- An increase for the last two fiscal years of 6 positions, brings PWCS to a total of 53 positions, closer to the recommended ratio of 1:1000 by the National Association of School Psychologists (NASP); and
- Consultation with local universities to provide support for programs for university students participating in their internship and practicum experiences.

Critical Unmet Needs

- Continue to increase the amount paid to school psychologist interns;
- Funding to add one psychologist intern;
- Continue to increase the number of school psychologists to get to the 1:1000 recommended ratio; and
- Funding to ensure the purchase of various testing materials and protocols required to assess students.

Financial Section

Dept. Name PSYCHOLOGY SERVICES
Dept. # 153

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1133	Psychologist	1,915,970	2,006,947	1,943,577	2,319,600	34.00	2,393,280	34.00	73,680	0.00
1300	Temporary Employee	39,690	0	0	0		0		0	
2100	Social Security - FICA	144,472	149,284	143,267	177,450		183,087		5,636	
2210	Retirement - VRS	273,503	318,198	293,183	391,549		426,722		35,173	
2211	Retiree Health Care Credit	21,203	24,699	23,526	0		0		0	
2220	Retirement - PWCS	15,235	16,238	13,560	19,067		19,673		606	
2221	Defined Contribution Plan	6,527	9,518	14,226	0		0		0	
2300	Health Insurance - HMP	176,645	173,024	199,406	282,063		291,023		8,960	
2310	Short/Long Term Disability Premium	1,086	1,887	2,281	0		0		0	
2400	Life Insurance - GLI	25,023	26,305	25,682	30,387		32,070		1,683	
3100	Professional Services	116,594	24,415	194,081	84,000		50,000		(34,000)	
3401	Travel Reimbursement	5,518	2,648	2,091	3,000		6,000		3,000	
4001	Office Supplies	1,256	306	0	0		0		0	
4010	Instructional Supplies	47,732	39,053	11,784	1,000		25,000		24,000	
4013	Testing Materials	0	12,562	34,282	21,959		62,826		40,867	
	Totals	2,790,454	2,805,083	2,900,945	3,330,075	34.00	3,489,680	34.00	159,605	0.00
	Positions	25.00	27.00	27.00	34.00		34.00			

Dept. Name REGIONAL SCHOOL PROGRAM
Dept. # 141

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	124,847	116,670	132,332	142,416	1.15	158,700	1.15	16,284	0.00
1107	Admin. Coordinator	434,612	447,327	455,110	469,836	4.65	475,974	4.65	6,138	0.00
1120	Teacher, Classroom	829,175	994,316	1,021,004	1,045,212	16.10	1,078,056	16.10	32,844	0.00
1138	Support Professional	728,949	762,240	728,773	656,640	12.00	622,080	12.00	(34,560)	0.00
1150	Secretarial/Bookkeeper	26,068	30,085	24,893	28,314	0.65	29,250	0.65	936	0.00
1180	National Board Certified Teacher Incentive Bonus	5,000	2,500	0	0		0		0	
1200	Overtime	0	23,380	5,399	10,000		10,000		0	
1201	Straight Time	0	25,787	24,519	25,000		50,000		25,000	
1300	Temporary Employee	53,774	167,716	1,111,881	0		0		0	
1900	Other Salary / Wages	140,733	0	0	0		0		0	
2100	Social Security - FICA	172,364	189,544	256,142	181,872		185,440		3,568	
2210	Retirement - VRS	313,532	375,941	373,457	395,400		421,512		26,112	
2211	Retiree Health Care Credit	23,926	28,413	28,764	0		0		0	
2220	Retirement - PWCS	15,716	16,986	18,064	19,255		19,433		178	
2221	Defined Contribution Plan	2,459	1,051	2,388	0		0		0	
2300	Health Insurance - HMP	222,215	238,731	264,218	284,838		287,470		2,632	
2310	Short/Long Term Disability Premium	307	355	662	0		0		0	
2400	Life Insurance - GLI	28,236	30,261	31,400	30,686		31,678		993	
3100	Professional Services	176,868	72,247	108,418	111,000		100,000		(11,000)	
3401	Travel Reimbursement	19,637	12,784	14,238	30,000		30,000		0	
3502	Repair/Maint. - Equipment	2,705	0	0	2,000		2,000		0	
3920	Tuition - Regional School	(711,446)	(499,545)	(660,158)	344,371		332,207		(12,164)	
4001	Office Supplies	3,887	1,376	787	17,000		17,000		0	
4010	Instructional Supplies	34,008	1,930	0	0		0		0	
	Totals	2,647,571	3,040,095	3,942,291	3,793,840	34.55	3,850,800	34.55	56,960	0.00
	Positions	30.55	33.05	33.55	34.55		34.55			

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 (DJJ).

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 1.1.1: Full Accreditation; and
 - Objective 1.1.7: On-Time Graduation;
- Goal 2: Climate;
 - Objective 2.2: Safe Climate; and
 - Objective 2.2.1: Equitable Discipline.
- Goal 3: Engage Families and Community:
 - Objective 3.1.1: School-Community Partnership

Critical Functions and Strategic Programs

- Consistent and equitable discipline practices; and,
- Provide nontraditional education opportunities.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- OSMAP held 332 admissions, readmission, long-term suspension, pre-expulsion, reentry, early admission, nontraditional education placement appeals, and criminal reassignment/disposition hearings;
- One hundred percent of students placed on long-term suspension or expulsion received educational services;
- Re-instituting Transition Coordinators back into the hearing process, providing students and their families with an array of school/community services; and
- Implementation of Virginia Board of Education Model Guidance for Positive and Preventative Code of Student Conduct Policy and Alternatives to Suspension, which has exclusionary discipline.
- Continuing to partner with the Office of Special Education in offering restorative practices training to administrators and teachers.

Critical Unmet Needs

- Hearing Officer; Based on volume of cases and the level of supports necessary to support families through student discipline process.



Financial Section

Dept. Name **STUDENT MGMT & ALT PROGRAMS (OSMAP)**
 Dept. # **180**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	163,810	98,435	128,456	130,920	1.00	128,280	1.00	(2,640)	0.00
1106	Supervisor	109,265	112,543	134,383	123,840	1.00	138,000	1.00	14,160	0.00
1107	Admin. Coordinator	664,542	684,479	569,410	516,120	5.00	530,400	5.00	14,280	0.00
1150	Secretarial/Bookkeeper	243,362	254,894	241,430	242,280	5.00	245,760	5.00	3,480	0.00
1200	Overtime	0	69	29,979	0		0		0	
1201	Straight Time	121	1,520	17,579	0		0		0	
1300	Temporary Employee	0	11,834	26,895	0		0		0	
1600	Supplemental Pay	0	0	150,714	0		0		0	
2100	Social Security - FICA	82,319	86,361	94,976	77,507		79,748		2,241	
2210	Retirement - VRS	170,517	186,336	167,797	171,021		185,867		14,846	
2211	Retiree Health Care Credit	12,911	14,044	12,879	0		0		0	
2220	Retirement - PWCS	19,431	15,936	15,214	8,328		8,569		241	
2221	Defined Contribution Plan	0	0	484	0		0		0	
2300	Health Insurance - HMP	98,337	96,179	90,322	123,200		126,761		3,561	
2310	Short/Long Term Disability Premium	0	0	99	0		0		0	
2400	Life Insurance - GLI	15,237	14,957	14,059	13,272		13,969		696	
2830	Admin. Assoc. Fees	0	417	0	0		0		0	
3100	Professional Services	0	0	33,085	0		0		0	
3201	Telephone	3,839	4,547	4,232	2,000		2,000		0	
3401	Travel Reimbursement	(276)	5,673	8,321	2,559		2,000		(559)	
3402	Conference Expenses	0	0	1,380	0		0		0	
3450	Field Trips	0	0	58,888	0		0		0	
3902	Printing Services	1,040	102	131	200		118		(82)	
3999	Other Contract Expenses	9,356	4,736	5,322	1,000		0		(1,000)	
4001	Office Supplies	20,683	11,381	27,027	25,000		31,816		6,816	
4010	Instructional Supplies	0	0	322,902	0		0		0	
4019	Food	0	0	1,546	0		0		0	
4310	Tech. Supply Equip.Addl.	0	0	0	2,000		1,000		(1,000)	
4510	General Equipment - Add'l.	2,040	2,794	9,477	1,000		1,000		0	
Totals		1,616,534	1,607,238	2,166,986	1,440,248	12.00	1,495,287	12.00	55,039	0.00
Positions		13.00	13.00	11.00	12.00		12.00			

Nontraditional Education

Description

The nontraditional education opportunities offered through the Office of Student Management and Alternative Programs (OSMAP) provide a continuum of educational services to students grades 8-12. Each of OSMAP's nontraditional programs provides students a pathway to graduation and assist schools with on-time graduation efforts.

The Computer-Based Instruction (CBI) Program offers students who are long-term suspended or expelled access to education during time of separation from the traditional school setting, with certified teachers and licensed school counselors. Students may receive instructional services through the daytime or evening program and receive social and emotional support to promote positive behavior management. The CBI Program also serves students approved for medical homebound or homebased, to provide instruction during intermittent absence from the traditional school setting. Additionally, high schools and middle schools throughout the Division utilize the CBI online learning platform as a supplement for remedial and enrichment instruction.

The CBI Night School Program assists with on-time graduation efforts for grades 9-12. The spring semester of each year includes Project Graduation, which is an additional effort to increase graduates by June. The two CBI night school locations provide students the opportunity to recover credits or credit advancement, with certified teachers.

The 16/17-Year-Old Individual Student Alternative Education Plan (ISAEP) Program offers students at least 16 years of age the opportunity to take a high school equivalent examination to obtain a GED® certificate. Included in enrollment of the ISAEP Program is career counseling, GED® test preparation, career and technical education.

Strategic Goals

- Goal 1: Student Achievement:
 - Objective 1.1.6: Improve Average Daily Attendance; and
 - Objective 1.1.7: On-Time Graduation;
- Goal 2: Climate:
 - Objective 2.2: Safe Climate;
- Goal 4: Qualified Workforce:
 - Objective 4.1.1: High Qualified Teachers

Critical Functions and Strategic Programs

- Provide nontraditional education opportunities; and
- Support on-time graduation.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Project Graduation spring 2020 assisted 125 seniors with on-time graduation for June 2020; and,
- CBI Night School 2019-20 provided 66 students with the opportunity to earn credit; and,
- CBI Night School 2020 (fall and spring semesters) supported 247 students in obtaining credit.
- The ISAEP Program yielded 28 program completers for the 2019-20 school year.

Critical Unmet Needs

- None.



Financial Section

Dept. Name NONTRADITIONAL EDUCATION
Dept. # 161

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom*	505,192	599,761	410,969	0	0.00	0	0.00	0	0.00
1200	Overtime	7,492	7,632	12,431	9,000		11,000		2,000	
1201	Straight Time	121	0	3,895	0		0		0	
1300	Temporary Employee	52,064	13,580	30,134	15,140		18,000		2,860	
1500	Substitute Teacher	85	96	0	0		0		0	
1600	Supplemental Pay	62,752	73,924	97,325	66,000		75,000		9,000	
2100	Social Security - FICA	45,410	43,784	47,000	6,895		7,956		1,061	
3201	Telephone	2,496	2,685	1,465	2,500		2,500		0	
3401	Travel Reimbursement	10,120	1,353	2,847	1,000		1,000		0	
3402	Conference Expenses	1,658	12,642	0	0		0		0	
3902	Printing Services	21	0	0	0		200		200	
3921	Tuition- PW	0	0	(1,366)	0		0		0	
3932	Processing Fees	0	2,321	5,714	0		0		0	
3999	Other Contract Expenses	98,097	61,163	22,508	0		0		0	
4001	Office Supplies	876	533	(1,528)	0		0		0	
4010	Instructional Supplies	20,090	41,704	8,657	10,617		14,912		4,295	
4013	Testing Materials	1,086	1,086	0	1,000		1,000		0	
4410	Software, Additional	0	1,398	0	0		0		0	
6900	Reimbursement Account	(31,806)	(22,896)	(19,482)	0		0		0	
	Totals	775,754	840,768	620,568	112,152	0.00	131,568	0.00	19,416	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

Description

The Office of Student Management and Alternative Programs (OSMAP) summer school program provides academic, remedial, and enrichment opportunities for students K-12. The goal of the program is to offer a variety of educational opportunities that serve to mitigate summer learning loss and prepare students for future learning experiences, which ultimately leads to improved student achievement and on-time graduation.

Current elementary school students receive instruction in both language arts and mathematics. The elementary summer school academic program offers currently enrolled K-4 students opportunities to improve basic skills through interactive and engaging activities using individual and small group instruction. Instruction in English language development is also offered for English language learners.

Current middle school students, as well as, rising sixth graders (current fifth graders), and rising ninth graders (current eighth graders), will attend the middle school program and will be taught by a team of teachers in three 75-minute rotation blocks of language arts, math, and social skills.

The Student Success Academy is offered to rising sixth, current sixth, current seventh, and current eighth grade students. This one-week skill-building program focuses on organization, time management, study skills, learning styles, and note taking. This course will be taught by a professional school counselor.

High school students may take a course for new or repeat credit. High school students can also take a course or an SOL test to ensure on-time graduation through our summer graduation.

Due to COVID-19, the 2020 summer school session was offered virtually for grades K-12. OSMAP's summer school program offered instruction for students K-8 using Zoom and Canvas and utilized Edmentum for seniors in the Graduation Academy. Additionally, OSMAP's summer school program utilized Edmentum to assist newcomers in the English Language Learner's program with instructional needs.

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 1.2: Provide equitable access for students to challenging opportunities resulting in increased participation and achievement.
- Goal 2: Climate
 - Objective 2.2: Promote and ensure safe, responsible, and healthy behavior.

Critical Functions and Strategic Programs

- Remedial education and instruction; and
- On-time Graduation.

Budget Changes for Fiscal Year 2021

- Decrease in state funding due to declining enrollment.

Major Accomplishments (Past Five Years)

- Decrease in state funding due to declining enrollment. Summer 2019 enrollment over 10,000 students; and
- Decrease in state funding due to declining enrollment. Pam Allyn, creator of the LitCamp Language Arts curriculum site visit; and
- Decrease in state funding due to declining enrollment. Selected by Scholastic Education to produce a short film, LitCamp Project. <https://www.pwcs.edu/cms/One.aspx?portalId=340225&pageId=769490>;
- Decrease in state funding due to declining enrollment. Three NEW!!! enrichment programs for summer 2020 (one at each level: elementary, middle, and high); and
- Decrease in state funding due to declining enrollment. PWCS offered its first virtual school summer program for summer 2020. Approximately 5200 students, received instruction virtually; and
- Decrease in state funding due to declining enrollment. Summer school staff utilized Canvas, Zoom, Lexia and DreamBox to deliver virtual instruction; and
- Decrease in state funding due to declining enrollment. Summer session assisted 87 students with on-time graduation and 81 English Language Learners with instructional needs; and
- Decrease in state funding due to declining enrollment. Students grades K-8 will receive a free book upon the conclusion of the summer school program.

Critical Unmet Needs

- Decrease in state funding due to declining enrollment. Additional funding for school counselors and school nurses for the centralized summer school locations.

Financial Section

Dept. Name SUMMER SCHOOL
Dept. # 162

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	38,792	56,476	34,710	131,000	0.00	10,000	0.00	(121,000)	0.00
1115	Teacher on Special Assignment	12,800	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	947,867	1,114,027	1,161,141	1,892,000	0.00	1,067,000	0.00	(825,000)	0.00
1122	Counselor	5,334	5,334	0	6,000	0.00	6,000	0.00	0	0.00
1140	Teacher Assistant	96,250	72,741	126,825	223,000	0.00	203,000	0.00	(20,000)	0.00
1147	Coordinator	1,500	0	0	0	0.00	0	0.00	0	0.00
1148	Specialist	0	805	4,109	0	0.00	0	0.00	0	0.00
1150	Secretarial/Bookkeeper	76,818	86,110	87,044	77,960	1.00	143,760	1.00	65,800	0.00
1200	Overtime	10,715	12,537	13,661	5,000		5,000		0	
1201	Straight Time	4,170	5,753	4,645	5,000		5,000		0	
1300	Temporary Employee	61,155	59,678	3,992	52,000		20,000		(32,000)	
1500	Substitute Teacher	0	0	1,095	0		0		0	
1600	Supplemental Pay	224,724	134,141	59,087	197,000		203,000		6,000	
2100	Social Security - FICA	107,936	113,551	114,803	198,057		127,201		(70,856)	
2210	Retirement - VRS	8,639	9,896	9,784	9,277		9,585		308	
2211	Retiree Health Care Credit	654	746	749	0		0		0	
2220	Retirement - PWCS	1,179	1,213	1,248	452		442		(10)	
2300	Health Insurance - HMP	9,936	10,087	10,686	6,683		6,537		(146)	
2400	Life Insurance - GLI	772	794	817	720		720		0	
3401	Travel Reimbursement	0	206	0	200		200		0	
3902	Printing Services	7,179	2,972	11,864	0		0		0	
3932	Processing Fees	0	20,228	8,883	0		0		0	
3999	Other Contract Expenses	229,082	225,967	267,107	992,537		130,722		(861,815)	
4001	Office Supplies	23,161	18,227	23,730	38,000		40,000		2,000	
4003	Custodial Supplies	0	1,685	990	0		0		0	
4010	Instructional Supplies	93,938	25,781	198,797	223,071		114,289		(108,782)	
4019	Food	11,115	2,127	1,963	2,000		2,000		0	
	Totals	1,973,714	1,981,080	2,147,730	4,059,957	1.00	2,094,457	1.00	(1,965,500)	0.00
	Positions	1.00	1.00	1.00	1.00		1.00			

Adult Education

Description

PWCS Adult Education provides educational opportunities for adults 18 years and older who want to acquire the knowledge, skills, and competencies necessary to further education, employment, or personal enrichment. PWCS Adult Education offers classes for English Language Learning, Citizenship, High School Completion, Workforce Preparation, and transition to post-secondary education.

Strategic Goals

- Goal 4: Qualified Workforce:
 - Objective 4.1.1: High Qualified Teachers

Critical Functions and Strategic Programs

- Offer English Language Learning and high school completion programs to adult students that provide standards-based instruction as mandated under Workforce Innovation and Opportunity Act (WIOA) Public Law: 113–128; and
- Offer bridging and workforce-oriented programs to adult students that meet state mandated transitioning requirements under WIOA.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase.

Major Accomplishments (Past Five Years)

- In collaboration with our One-stop Partner, the Virginia Employment Commission, 2015 Recipient of the William J. Harris Equal Opportunity Award presented by the National Association of State Workforce Agencies (entered into the Congressional Record by the Honorable Gerald E. Connolly);
- Awarded federal grant funding to provide career pathways programs for adult students with limited English proficiency (2017-18; 2018-19; 2019-20);
- As a state pilot for the Office of Career, Technical, and Adult Education (OCTAE) and the Department for Aging & Rehabilitative Services (DARS), PWCS Adult Education implemented a bridging course designed to transition adult students from high school completion to post-secondary education and/or the workforce (2018-19); bridging classes continued during 2019-20.

Career Pathways

- In collaboration with the PWCS Department of Career and Technical Education, PWCS Adult Education implemented career pathways courses for Microsoft Office Specialist (Word) and for Retail Customer Service, leading to industry recognized certifications.
- Students from the Retail Customer Service pathway obtained employment with PWCS Food Services upon completion of the course and obtainment of the certification. (2018-19).; and

PWCS Visions Program

- In collaboration with the PWCS Office of English Learner Programs and Services, the expansion of the PWCS Visions Program received attention as a national model for serving Aged-out English Language Learners (ELL's).
- This program prepares this population to enter the PWCS Adult Education: National External Diploma Program (NEDP), through which the successful candidate earns a standard high school diploma.
- The PWCS Adult Education Coordinator and the PWCS NEDP Program Lead presented a national Webinar covering this model (March, 2019).
- The PWCS Adult Education Coordinator and the PWCS NEDP Program Lead presented this model on July 1, 2020, at the national conference for Adult Education, Coalition on Adult Basic Education (COABE), which was held virtually due to the COVID-19 pandemic.

Critical Unmet Needs

- Additional funding to support on-going increases in administrative salaries and benefits for 5.00 FTEs

Financial Section

Dept. Name ADULT EDUCATION
Dept. # 170

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	111,612	114,719	118,409	124,400	1.00	129,404	1.00	5,004	0.00
1115	Teacher on Special Assignment	176,674	184,242	142,951	149,700	2.00	154,390	2.00	4,690	0.00
1120	Teacher, Classroom*	640,363	398,834	387,194	415,320	0.00	345,680	0.00	(69,640)	0.00
1122	Counselor	0	9,280	10,976	12,800	0.00	12,800	0.00	0	0.00
1138	Support Professional	0	1,856	1,760	800	0.00	2,176	0.00	1,376	0.00
1140	Teacher Assistant	11,414	5,894	5,117	4,788	0.00	8,596	0.00	3,808	0.00
1144	Attendance Personnel	0	25,842	29,671	26,096	0.00	35,016	0.00	8,920	0.00
1145	Technician	0	17,525	15,592	15,592	0.00	16,640	0.00	1,048	0.00
1148	Specialist	0	44,528	40,952	45,600	0.00	45,088	0.00	(512)	0.00
1150	Secretarial/Bookkeeper	106,505	109,596	112,775	118,364	2.00	121,795	2.00	3,431	0.00
1200	Overtime	12,296	8,157	9,577	7,119		7,894		775	
1201	Straight Time	1,794	772	69	0		0		0	
1300	Temporary Employee	147,033	66,999	72,659	65,850		86,044		20,194	
1600	Supplemental Pay	0	10,816	17,352	1,600		10,604		9,004	
2100	Social Security - FICA	92,150	73,184	71,906	75,581		74,671		(910)	
2210	Retirement - VRS	101,786	66,716	58,794	53,323		58,249		4,926	
2211	Retiree Health Care Credit	7,548	5,028	4,255	0		4,965		4,965	
2220	Retirement - PWCS	10,857	6,793	5,727	3,219		3,333		114	
2221	Defined Contribution Plan	0	0	0	0		2,577		2,577	
2300	Health Insurance - HMP	29,397	13,172	34,329	46,203		52,235		6,032	
2310	Short/Long Term Disability Premium	0	0	0	0		173		173	
2400	Life Insurance - GLI	8,781	5,355	4,893	5,141		5,434		293	
3100	Professional Services	13,335	7,400	7,650	9,050		9,550		500	
3201	Telephone	2,031	1,879	1,688	1,720		1,750		30	
3308	Safety Patrol Insurance	4,660	3,080	3,210	3,502		3,967		465	
3401	Travel Reimbursement	361	0	0	0		0		0	
3402	Conference Expenses	380	0	3,133	0		0		0	
3504	Maint. Service Contract	1,360	2,040	3,180	3,180		3,180		0	
3902	Printing Services	2,944	3,479	1,479	10,741		9,279		(1,462)	
3903	Postage	49	0	0	0		0		0	
3906	Advertising	4,900	6,300	11,200	11,200		11,200		0	
3921	Tuition- PW	(18,590)	0	0	0		0		0	
3932	Processing Fees	0	0	0	0		1,260		1,260	
3999	Other Contract Expenses	12,164	12,395	12,036	12,950		14,581		1,631	
4001	Office Supplies	5,042	3,774	9,555	16,360		42,167		25,807	
4007	Wearing Apparel	424	0	0	0		0		0	
4010	Instructional Supplies	25,224	38,612	46,055	31,059		27,059		(4,000)	
4011	Textbooks	15,406	0	0	0		0		0	
4013	Testing Materials	5,630	431	0	0		0		0	
4310	Tech. Supply Equip. Addl.	681	7,168	13,296	0		0		0	
4350	Tech. Supply Equip. Repl.	250	0	0	0		0		0	
4450	Software Replacement	5,685	0	0	0		0		0	
4510	General Equipment - Add'l.	6,664	0	0	0		0		0	
	Totals	1,546,812	1,255,865	1,257,438	1,271,258	5.00	1,301,757	5.00	30,499	0.00
	Positions	9.00	5.00	5.00	5.00					

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

Juvenile Detention Center (JDC)

Description

State Operated Programs is a division within the Virginia Department of Education given the responsibility to educate children in state-supported juvenile detention centers, mental health facilities and children's hospitals in Virginia.

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 1.1.7: On-Time Graduation;
- Goal 4: Qualified Workforce:
 - Objective 4.1.1: High Qualified Teachers

Critical Functions and Strategic Programs

- Literacy (Math and Reading) Instruction;
- Social Emotional Learning Program;
- GED® preparation and testing; and
- Computer Based Instruction and credit recovery (where applicable).

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase.

Major Accomplishments (Past Five Years)

- Successfully implemented a Community Placement Program in partnership with SOP and Department of Juvenile Justice (DJJ);
- Designed and implemented a social emotional curriculum, Why Try® and DRUMBEAT® Program, in the program and adding a school social worker to our staff;
- Became a certified testing program for the GED® program through Pearson VUE, and pay for all eligible students;
- Developed a Post-Graduate program for adult learners to include college courses (partnership with DJJ and NOVA for our CPP students), as well as, industry certifications in CPR/First Aid, OSHA® (multiple

content areas), cyber security, ServSafe®, etc.;

- 100% of the student population successfully earned certification in Cyber Safety through Occupational Safety and Health Administration (OSHA) in the Fall 2019;
- Students participated in Digital Learning Day 2017-20; use of 3D printer, laser printer/engraver, Tinkercad, etc.;
- Partnership with King Arthur Flour, all students made and baked bread from scratch and donated to the local Hilda Barg Homeless Prevention Shelter;
- Students participated in a community service project to make blankets, later donated to Comfort Cases, an organization dedicated to bringing dignity and hope to youth in foster care;
- Students painted a mural in the cafeteria that is featured on the VDOE website for State Operated Programs;
- Worked with a Master Gardener to establish a School Yard Habitat which is a Commonwealth of Virginia initiative;
- Implemented Mindfulness Practices into daily instruction; and,
- Large school library promoting independent reading.

Critical Unmet Needs

- Implement a comprehensive and user-friendly program to monitor all students online activity in a secure setting, such as SecURLy or another type of program, with the support of the Information Technology department

Financial Section

Dept. Name		JUVENILE DETENTION CENTER (Included with Detention Home Program prior to FY 2018)								
Dept. #		185								
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	11,592	11,940	1,673	0	0.00	0	0.00	0	0.00
1111	Principal	125,208	128,965	132,835	123,239	1.00	132,677	1.00	9,438	0.00
1120	Teacher, Classroom	649,899	698,100	717,165	704,760	10.00	758,962	10.00	54,202	0.00
1130	Social Worker	67,104	81,918	84,305	78,419	1.00	80,361	1.00	1,942	0.00
1150	Secretarial/Bookkeeper	45,439	46,757	48,114	45,293	1.00	61,027	1.00	15,734	0.00
1200	Overtime	102	14	0	0		0		0	
1201	Straight Time	321	225	50	500		0		(500)	
1300	Temporary Employee	5,597	2,563	0	5,000		0		(5,000)	
1500	Substitute Teacher	10,000	12,376	6,994	8,000		8,000		0	
1600	Supplemental Pay	0	2,563	3,424	5,000		0		(5,000)	
2100	Social Security - FICA	68,955	71,855	72,181	74,221		79,638		5,417	
2210	Retirement - VRS	131,873	155,111	151,126	165,881		174,955		9,074	
2211	Retiree Health Care Credit	10,095	11,899	11,807	11,680		11,680		0	
2220	Retirement - PWCS	8,273	9,752	10,940	15,974		8,066		(7,908)	
2221	Defined Contribution Plan	1,449	2,769	3,159	2,370		2,370		0	
2300	Health Insurance - HMP	75,390	85,223	112,851	113,672		119,319		5,647	
2310	Short/Long Term Disability Premium	383	404	413	450		0		(450)	
2400	Life Insurance - GLI	11,914	12,673	12,890	12,246		13,149		903	
3100	Professional Services	0	0	750	30,000		30,000		0	
3401	Travel Reimbursement	11,696	23,187	16,004	14,000		10,000		(4,000)	
3902	Printing Services	405	458	199	500		700		200	
3999	Other Contract Expenses	7,564	48,112	57,625	43,430		55,000		11,570	
4010	Instructional Supplies	39,298	36,464	51,221	37,787		24,643		(13,144)	
4019	Food	0	0	1,375	2,000		2,000		0	
4310	Tech. Supply Equip.Addl.	41,418	35,817	3,094	26,525		27,000		475	
Totals		1,323,976	1,479,143	1,500,195	1,520,947	13.00	1,599,546	13.00	78,599	0.00
Positions		13.10	13.10	13.10	13.00		13.00			

Title I Part A

Description

Title I is a federal grant program designed to give educational assistance to students living in areas of high poverty.

The Title I program provides financial assistance through State Educational Agencies (SEA) to Local Educational Agencies (LEA) and public schools with high numbers or percentages of economically disadvantaged children to help ensure that all children meet challenging state academic content and student academic achievement standards.

Strategic Goals

- Goal 1: Student Achievement—All students meet high standards of performance; and
- Goal 3: Family and Community Engagement—Family, community, and employee engagement create an environment focused on improved student learning and work readiness.

Critical Functions and Strategic Programs

- Provide additional staffing, professional development, extended learning opportunities, and instructional materials to 27 Title I elementary schools, three Title I middle schools, and one Title I high school to close the achievement gap by enhancing and supplementing instruction for students in reading and mathematics;
- Coordinate Professional Development in Elementary Literacy and Mathematics for PWCS teachers;
- Coordinate and monitor the Virginia Kindergarten Readiness Program (VKRP) which includes the Phonological Awareness Literacy Screening (PALS) program;
- Coordinate school improvement planning and activities in accordance with the current Every Student Succeeds Act (ESSA) of 2015;
- Support Title I schools in coordinating school and Division parent and family engagement activities and parental notifications as required under ESSA; and,
- Support the access to preschool for students attending Title I schools.

Budget Changes for Fiscal Year 2021

- A reduction in the total number of FTEs to fund proposed 2.8% salary increase; and
- A reduction of Title I preschool programs.

Major Accomplishments (Past Five Years)

- Expanded the Title I program to support students from Pre-K–12;
- Accreditation of all Title I schools;
- Coordinated six Supporting the Practice of Reading and Writing Theory in the Elementary Classroom (SPOT) classes for K–5 teachers in 2019 allowing approximately 180 teachers to participate;
- Coordinated graduate level classes through George Mason University, aimed at building the knowledge and skills of classroom, ESOL, and Special Education teachers who work with students struggling in reading and writing;
- Maintained a high parent satisfaction rate according to the annual Title I Parent Survey and increased attendance and engagement at Title I Division Parent Meetings;
- Coordinated a Parent Camp for approximately 250 families at all Title I schools in 2019;
- Provided professional development to several Title I schools to design strong family engagement programs based on leading research;
- Reduced the summer learning loss for students in Title I schools by providing books and math activities to families for practice during the summer; and;
- Implemented three-week summer transition programs for incoming Kindergarten students at 12 highest poverty Title I schools.

Significant Challenges (Next Five Years)

- Providing adequate support to all Title I schools so that all students meet or exceed all targets as defined by ESSA; and,
- Maintaining the same level of Title I staffing given projected salary increases if the grant allocation does not increase.

Financial Section

Dept. Name **TITLE I, PART A**
 Dept. # **701**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	155,357	155,932	160,610	165,000	1.20	163,479	1.20	(1,521)	0.00
1107	Admin. Coordinator	101,806	223,270	229,970	234,000	1.80	248,371	1.80	14,371	0.00
1115	Teacher on Special Assignment	613,345	540,154	644,733	648,633	6.10	645,224	6.10	(3,409)	0.00
1120	Teacher, Classroom	5,713,329	6,332,585	5,037,913	5,841,367	82.50	6,169,594	80.50	328,227	(2.00)
1140	Teacher Assistant	30,075	128,017	66,661	176,000	8.00	184,970	8.00	8,970	0.00
1144	Attendance Personnel	0	0	0	0	0.00	36,824	1.00	36,824	1.00
1146	Comm. Health Specialist	6,356	75,721	38,857	80,000	2.00	80,724	2.00	724	0.00
1148	Specialist	0	0	0	0	0.00	31,289	1.00	31,289	1.00
1150	Secretarial/Bookkeeper	137,066	141,128	144,938	148,000	3.50	133,620	3.00	(14,380)	(0.50)
1180	National Board Certified Teacher Incentive Bonus	12,500	10,000	5,000	10,000		0		(10,000)	
1200	Overtime	125	253	153	1,000		2,000		1,000	
1201	Straight Time	3,022	6,253	8,320	7,000		9,000		2,000	
1300	Temporary Employee	42,373	34,051	7,036	18,000		15,000		(3,000)	
1500	Substitute Teacher	66,304	8,303	9,145	30,000		5,000		(25,000)	
1600	Supplemental Pay	357,411	246,210	310,439	200,000		0		(200,000)	
2100	Social Security - FICA	526,924	576,242	504,994	578,263		590,969		12,706	
2210	Retirement - VRS	940,536	1,194,519	945,715	1,195,800		1,073,749		(122,051)	
2211	Retiree Health Care Credit	72,293	91,390	73,894	90,000		82,673		(7,327)	
2220	Retirement - PWCS	75,929	82,894	73,879	82,050		86,355		4,305	
2221	Defined Contribution Plan	14,247	17,754	19,829	16,440		18,456		2,016	
2300	Health Insurance - HMP	504,783	655,160	592,201	689,000		736,758		47,758	
2310	Short/Long Term Disability Premium	2,533	3,433	3,058	3,400		3,493		93	
2400	Life Insurance - GLI	85,318	97,333	80,667	95,400		91,149		(4,251)	
3201	Telephone	844	627	645	900		0		(900)	
3401	Travel Reimbursement	14,925	6,072	3,405	18,000		7,500		(10,500)	
3402	Conference Expenses	137,635	51,196	33,201	15,000		22,500		7,500	
3450	Field Trips	52,886	187,710	87,247	199,747		64,863		(134,884)	
3502	Repair/Maint. - Equipment	4,536	5,525	5,314	5,000		3,000		(2,000)	
3902	Printing Services	18,647	33,009	42,051	25,000		35,000		10,000	
3904	Freight/Shipping	0	298	0	0		0		0	
3908	Parent Activity	339,368	74,640	205,173	90,000		191,389		101,389	
3950	Indirect Costs	85,926	117,352	86,148	93,000		69,750		(23,250)	
3999	Other Contract Expenses	30	0	0	0		0		0	
4001	Office Supplies	0	0	2,089	4,000		2,500		(1,500)	
4010	Instructional Supplies	628,247	97,947	229,375	80,000		33,000		(47,000)	
4019	Food	9,148	11,247	9,881	15,000		15,000		0	
4022	Transp. Veh. Supplies	14,783	0	0	0		0		0	
4310	Tech. Supply Equip.Addl.	261,539	17,494	64,594	10,000		10,000		0	
4410	Software, Additional	100,363	46,960	27,222	10,000		5,000		(5,000)	
4450	Software Replacement	53,408	0	38,822	25,000		21,800		(3,200)	
4510	General Equipment - Add'l.	8,400	1,499	1,148	0		10,000		10,000	
4999	Other Materials/Supplies	1,923	2,104	0	0		0		0	
5501	Equipment - Replacement	17,885	0	0	0		0		0	
Totals		11,212,125	11,274,282	9,794,326	10,900,000	105.10	10,900,000	104.60	(0)	(0.50)
Positions		89.05	108.10	89.29	105.10		104.60			

Title I, Part D

Description

Generally, students who are placed at Molinari Juvenile Center (MJS) have difficulty progressing in the general curriculum and mastering Individual Education Program (IEP) goals. Due to the short-term nature of students' residence at MJS, the school focuses on intensive, direct instruction in basic reading and math skills, as well as Standards of Learning (SOL) coursework for verified units of credit. Therefore, the goals of the program are to ensure students are provided with a World-Class Education to meet the academic and employment demands of the 21st Century, and to have them become productive members of society and positive contributors to communities. Professional development opportunities are afforded to the teachers in the school program which are consistent with their professional colleagues in regular school programs to ensure youth at the facility are exposed to the same academic content and rigor as their same age peers in the Division and State. The grant allocation will fund a 1.0 full-time remediation teacher, and Summer Enrichment remediation teacher at the shelter dedicated to supporting instruction in reading and math skills across the curriculum, and the framework establishment of Positive Behavior Instructional Supports (PBIS) throughout the facility to support academic achievement and behavioral services for students. Data to determine students' progress will be gathered by pre - and post-assessment (e.g., STAR assessments), progress monitoring, State performance indicators one and two, and continuation in school upon release to prevent students from dropping out of school.

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; and
 - 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

- The N&D Grant provides for students to have instruction from a remediation teacher to improve academic and social skill areas; and
- The N&D Grant has provided support to address student truancy, and to facilitate a smooth transition from the facility to a school setting.

Budget Changes for Fiscal Year 2021

- Loss of funds that covered 0.20 FTE remediation teacher.

Major Accomplishments (Past Five Years)

- PWCS has received the N&D Grant for the past five years; and
- The provision of the remediation teacher has benefitted students who receive educational services at the Molinari Juvenile Shelter.

Critical Unmet Needs

- None.

Dept. Name TITLE I, PART D (Included with Detention Home Program prior to FY 17)
Dept. # 727

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	117,787	0	56,070	73,018	1.00	59,937	0.80	(13,081)	(0.20)
1600	Supplemental Pay	0	0	2,112	0		0		0	
2100	Social Security - FICA	8,223	756	3,962	5,585		4,585		(1,000)	
2210	Retirement - VRS	17,268	0	0	2,406		10,493		8,086	
2211	Retiree Health Care Credit	1,307	0	0	0		0		0	
2220	Retirement - PWCS	1,612	147	512	586		484		(102)	
2300	Health Insurance - HMP	5,947	546	0	1,734		7,156		5,422	
2400	Life Insurance - GLI	1,543	0	0	187		789		602	
3100	Professional Services	0	0	2,000	13,871		0		(13,871)	
3401	Travel Reimbursement	0	0	4,099	2,000		500		(1,500)	
3402	Conference Expenses	0	0	1,400	0		500		500	
4010	Instructional Supplies	23,763	0	14,305	20,210		2,421		(17,789)	
	Totals	177,451	1,449	84,459	119,597	1.00	86,864	0.80	(32,733)	(0.20)
	Positions	1.00	0.00	0.80	1.00		0.80			

Title II, Part A

Description

Title II funds are intended to improve teacher and leader quality and increase student success by providing research-based professional learning activities that are aligned, data driven and continuous in nature.

Strategic Goals

- Goal 1: Student Achievement—1.1: Student Performance Levels;
- Goal 2: Climate—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

- Title II, Part A funding primarily supports three division departments: The Office of Professional Learning (OPL), the Office of Student Learning (OSL), and the Office of Human Resources (OHR).

Office of Professional Learning

- Leadership Development Supervisor (1.0 FTE)
- Admin. Coordinator Continuous Improvement (1.2 FTEs)
 - Fixed allocation funds Grade 12;
 - OPL funds additional salary to pay three positions at Grade 15; Additional salary pay essential to recruit qualified candidate.
- Professional Development Specialist Lead Mentoring (2.0 FTEs)

Office of Student Learning

- Professional Development Specialists (5.0 FTEs)
 - Five positions shared with OPL
- World Languages Instructional Coach (1.0 FTE)
 - Position shared with OPL

Office of Human Resources

- Recruitment and Retention Administrative Coordinator (1.0)

Office of Financial Services

- Grants Accountant support.

Budget Changes for Fiscal Year 2021

- The \$.8M increase is primarily due to funding transfer from the Title IV, Part A, Allocations under Provisions of the Elementary and Secondary Education Act of 1964 (ESEA), as amended to provide resources for the continued efforts and program expansion of PWCS professional development to align with PWCS's high quality teaching standards. OPL will designate the additional funding for projects such as AP Leadership Academy, Teacher Mentors, Area specific conferences, consultants, and train the trainer courses;
- Transfer of 0.10 FTE Administrative Coordinator to OHR; and
- Additional 0.25 FTE Central Office Bookkeeper.

Major Accomplishments (Past Five Years)

- Professional Learning Community (PLC) professional learning
- Administrative Intern (AI) Academy;
- New Educational Leader Mentor Program;
 - Recruitment and Retention for teachers and administrators;
 - University Degree/Certification support;
 - George Mason Professional Development School Network; and,
 - Professional learning for schools and leaders.
- Implemented Division-wide Professional Learning Plan – 2018–20;
- Provided AP Leadership Academies for APs in their first, second, and third years;
- Added designated mentor support;
- Developed curriculum for AI Academy;
- Designed, implemented, and aligned a nationally recognized hybrid collaborative mentoring model that supports all teachers;
- 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 Division-wide;
- Managed and maintained PowerSchool's ERO, the Online Professional Learning Catalog for all employees;
- Provided ongoing PL in core curricular areas, that integrates strategies necessary for English Learners, Special Education, 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 elementary and secondary Teacher-of-the-Year Awards;
- Potomac Health Foundation;
- Conscious Classroom implemented Division-wide;
- Created curriculum for Creating Opportunities through Relationships modules; and,
- Implemented Division-wide Continuous Improvement Plan;
 - Cultural Readiness Plan Cohort; and,
 - Professional Learning Community Cohort.

*Accomplishments supported through local and Title II funding.

Critical Unmet Needs

- 80 percent of Title II Grant Funding supports critical functions and programs in Prince William County Schools; and,
 - This percentage is high and should not be exceeded as per Virginia Department of Education grant guidelines. Division should reduce positions over a five-year period. Reduction would support additional professional learning for school, teachers, and leaders.

Financial Section

Dept. Name TITLE II, PART A
Dept. # 717

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	117,734	121,267	121,320	139,377	1.00	117,960	1.00	(21,417)	0.00
1107	Admin. Coordinator	82,026	84,485	60,254	185,503	2.20	199,404	2.10	13,901	(0.10)
1115	Teacher on Special Assignment	601,288	665,976	688,939	719,123	8.00	610,320	8.00	(108,803)	0.00
1150	Secretarial/Bookkeeper	25,540	26,281	17,229	21,898	0.50	40,320	0.75	18,422	0.25
1180	National Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0		0		0	
1200	Overtime	439	3,206	2,032	0		2,500		2,500	
1201	Straight Time	640	2,116	1,478	0		0		0	
1300	Temporary Employee	0	28,192	6,199	30,000		2,500		(27,500)	
1500	Substitute Teacher	39,771	47,097	63,744	70,000		109,120		39,120	
1600	Supplemental Pay	15,170	0	2,673	0		100,000		100,000	
2100	Social Security - FICA	64,333	70,585	70,565	89,192		90,432		1,240	
2210	Retirement - VRS	121,270	148,126	138,854	179,924		172,595		(7,329)	
2211	Retiree Health Care Credit	9,182	11,164	10,626	0		0		0	
2220	Retirement - PWCS	9,295	10,621	7,927	8,743		7,957		(786)	
2300	Health Insurance - HMP	67,474	71,577	60,407	129,614		117,709		(11,904)	
2400	Life Insurance - GLI	10,837	11,890	11,601	13,963		12,971		(992)	
2820	Tuition Assistance	15,692	25,770	22,206	25,000		5,000		(20,000)	
3100	Professional Services	0	0	835	0		567,466		567,466	
3105	Contractual Services	15,477	7,500	13,100	10,705		0		(10,705)	
3402	Conference Expenses	4,262	3,429	37,134	27,158		206,719		179,561	
3700	In-Service Expenses	4,580	0	14,655	0		0		0	
3710	Contract Courses	66,220	0	70	0		0		0	
3950	Indirect Costs	7,120	7,415	6,363	7,500		0		(7,500)	
3999	Other Contract Expenses	0	0	315,774	0		0		0	
4008	Reference Materials	28,372	4,193	6,998	15,522		25,075		9,553	
4010	Instructional Supplies	0	0	0	0		10,000		10,000	
4012	Emp. Training Supplies	1,559	2,034	14,280	5,000		85,640		80,640	
4019	Food	0	0	5,098	0		0		0	
4350	Tech. Supply Equip. Repl.	0	0	0	0		4,044		4,044	
4410	Software, Additional	0	0	1,599	0		0		0	
4450	Software Replacement	0	0	6,750	6,750		0		(6,750)	
Totals		1,310,781	1,355,422	1,711,208	1,684,972	11.70	2,487,733	11.85	802,761	0.15
Positions		9.50	10.50	10.50	11.70		11.85			

Title III, Part A

Description

Title III, Part A of the Every Student Succeeds Act of 2015 (ESSA) provides funds to help English learners (ELs) attain English language proficiency and meet state academic standards and provide enhanced instructional opportunities specifically for immigrant students.

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

- Specialized EL workshops/presentations for educators, administrators, and families;
- Parents as Educational Partners (PEP) Program;
- Parent, family and community engagement activities;
- Provide high quality professional development to administrators, certified teachers, and classified staff;
- Newcomer language courses for EL Summer school;
- Provide Tutoring Services;
- Supporting implementation of Division-wide EL programs;
- Improving instruction of EL Students with Disabilities (EL SWD); and
- Enhance curricula and identify instructional materials.

Budget Changes for Fiscal Year 2021

- There are no budget changes for Title III, Part A for the new fiscal year.

Major Accomplishments (Past Five Years)

- Provided 257 high quality professional learning offerings for over 5,000 educators in 2018-19;
- Offered a 45-hour course titled Teaching English Learners with Sheltered Content Instruction with face-to-face and hybrid versions (60 percent online format).
- Provided to schools a train-the-trainer model of the Teaching ELs Course through Division-wide models (both a full year and a three-year version)
- 55 PEP sessions offered in 2018-19;
- 33 Title III Tutoring Programs offered in 2018-19
- Provided instruction to 254 newcomer students, including three classes in summer school;
- 100% pass rate for newcomer classes for five consecutive years;
- Partnered with VDOE on Title III initiatives;
- Designated state trainer for the PEP Program;
- Partnered with Child Find to identify, locate, and evaluate those children residing in PWCS who are birth to age 21, inclusive, and are in need of special education services; and,
- Established ESL-endorsement cohort with GMU.

Critical Unmet Needs

- There are currently no unmet needs funded by Title III, Part A.



Financial Section

Dept. Name	TITLE III, PART A									
Dept. #	720									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	9,054	16,197	19,064	29,544	0.20	26,867	0.20	(2,677)	0.00
1106	Supervisor	78,882	81,248	83,685	92,160	0.80	90,381	0.80	(1,779)	0.00
1107	Admin. Coordinator	149,116	155,799	160,472	189,889	2.00	190,008	2.00	119	0.00
1115	Teacher on Special Assignment	475,612	463,743	569,349	460,536	6.20	619,231	6.20	158,695	0.00
1148	Specialist	28,103	28,729	28,414	44,040	1.00	32,195	1.00	(11,845)	0.00
1180	National Board Certified Teacher Incentive Bonus	0	2,500	2,500	0		0		0	
1200	Overtime	674	1,316	2,530	3,000		2,500		(500)	
1201	Straight Time	5,126	7,714	5,920	2,400		2,200		(200)	
1300	Temporary Employee	79,196	33,113	22,906	16,300		20,000		3,700	
1500	Substitute Teacher	1,322	894	383	21,956		10,000		(11,956)	
1600	Supplemental Pay	120,394	110,700	101,791	243,869		160,000		(83,869)	
2100	Social Security - FICA	71,542	66,317	73,134	84,318		88,234		3,916	
2210	Retirement - VRS	107,087	123,515	135,243	137,769		170,647		32,878	
2211	Retiree Health Care Credit	8,093	9,342	10,384	365		397		32	
2220	Retirement - PWCS	8,736	8,130	11,310	6,709		7,866		1,157	
2221	Defined Contribution Plan	365	434	446	446		545		100	
2300	Health Insurance - HMP	60,443	67,123	79,057	99,246		114,349		15,103	
2310	Short/Long Term Disability Premium	92	95	98	98		108		10	
2400	Life Insurance - GLI	9,603	9,949	11,336	10,692		12,855		2,163	
3105	Contractual Services	87,864	48,734	17,068	124,547		103,672		(20,875)	
3401	Travel Reimbursement	8,419	6,655	6,447	9,000		9,000		0	
3402	Conference Expenses	8,219	16,336	13,733	19,500		10,000		(9,500)	
3450	Field Trips	1,523	555	824	1,000		1,000		0	
3504	Maint. Service Contract	0	0	0	7,127		2,000		(5,127)	
3902	Printing Services	1,943	565	5,489	0		1,000		1,000	
3921	Tuition- PW	17,430	0	0	0		0		0	
3999	Other Contract Expenses	288,904	303,609	202,200	54,000		58,276		4,276	
4001	Office Supplies	0	0	543	0		0		0	
4010	Instructional Supplies	7,702	31,143	18,284	33,592		27,823		(5,769)	
4012	Emp. Training Supplies	53,247	63,175	20,768	21,981		22,000		19	
4019	Food	1,759	1,726	1,598	1,450		1,450		0	
4020	Printing Supplies	4,312	2,229	2,839	0		0		0	
4310	Tech. Supply Equip.Addl.	0	2,413	0	0		0		0	
4410	Software, Additional	0	0	0	15,000		6,000		(9,000)	
4510	General Equipment - Add'l.	8,139	576	125	0		0		0	
5501	Equipment - Replacement	12,209	0	0	0		0		0	
Totals		1,715,110	1,664,574	1,607,941	1,730,534	10.20	1,790,605	10.20	60,071	0.00
Positions		9.20	9.20	10.00	10.20		10.20			

Title VI-B

Description

The Office of Special Education (OSE) is responsible for the oversight of the provision of PWCS providing a Free and Appropriate Public Education (FAPE) for all students with disabilities in the general and special education settings. OSE is also responsible for the oversight of 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; and
 - 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

- Complete evaluations, Individualized Education Programs (IEP), and progress notes;
- Participation in intervention and eligibility;
- Provide specialized instruction to students as outlined in their IEP;
- Provision of Extended School Year Services (ESY);
- Coordinated Early Intervening Services (CEIS);
- Job embedded professional learning to all staff in the areas of research-based instruction and intervention; and
- Provide guidance and support to all stakeholders.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase.

Major Accomplishments (Past Five Years)

- Established training in the functional behavior assessment and behavior intervention plan process;
- Creations of professional learning communicates (PLC's) for teachers in specific to provide support and encourage retention;
- Developed professional learning to provide training to staff in strategies and programs in the area of explicit reading instruction;
- Provide dyslexia training to all stakeholders with the collaboration of The Office of Student Learning;
- Provided professional learning across the Division in inclusive practices, resiliency, mental health supports, and Multi-tiered Systems of Supports (MTSS);
- Creation and distribution of parent packet to provide resources to parents as they go through the intervention/eligibility/IEP processes; and
- Implementation of specialized materials for students who participate in the aligned curriculum.

Critical Unmet Needs

- Funding for teacher assistants to support students with disabilities;
- Dedicated positions for nurses to support in ID Severe classes; and
- Dedicated positions for homebound/based teachers to provide services to students during the school day.



Financial Section

Dept. Name	TITLE VI-B (IDEA)									
Dept. #	703									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	436,653	425,595	476,012	498,861	3.55	492,879	3.55	(5,982)	0.00
1107	Admin. Coordinator	1,064,700	1,038,695	1,022,016	1,143,748	12.00	1,095,580	12.00	(48,168)	0.00
1115	Teacher on Special Assignment	87,033	89,641	171,907	180,159	2.00	177,140	2.00	(3,019)	0.00
1120	Teacher, Classroom	2,912,025	3,294,734	3,286,639	3,562,937	50.30	3,521,262	50.30	(41,675)	0.00
1130	Social Worker	1,591,690	1,594,905	1,640,187	1,612,056	20.40	1,558,124	20.40	(53,932)	0.00
1133	Psychologist	966,926	1,114,965	877,352	1,258,081	17.60	1,122,052	17.60	(136,029)	0.00
1136	Diagnostician	989,363	1,094,304	1,117,031	1,011,520	13.00	1,071,052	13.00	59,532	0.00
1138	Support Professional	528,454	559,258	438,008	480,018	7.00	452,149	7.00	(27,869)	0.00
1140	Teacher Assistant	70,810	115,283	113,137	74,530	3.00	27,023	1.00	(47,507)	(2.00)
1141	Student Attendant	323,544	530,530	418,177	600,000	0.00	600,000	0.00	0	0.00
1146	Home-Sch. Coordinator	12,277	16,541	17,105	17,105	0.67	47,276	1.00	30,171	0.33
1148	Specialist	57,245	65,059	63,464	80,951	1.00	56,523	1.00	(24,428)	0.00
1200	Overtime	18	666	740	0		0		0	
1201	Straight Time	2,890	22,912	19,577	15,000		15,000		0	
1300	Temporary Employee	186,157	535,475	347,962	200,000		293,000		93,000	
1500	Substitute Teacher	36,083	96	2,523	0		0		0	
1502	Substitute, Other	0	0	246	0		0		0	
1600	Supplemental Pay	2,440	68,009	283,234	250,000		209,200		(40,800)	
1900	Other Salary / Wages	246,134	0	0	0		0		0	
2100	Social Security - FICA	692,055	769,364	758,734	821,225		821,476		252	
2210	Retirement - VRS	1,232,933	1,476,029	1,366,430	1,526,927		1,711,922		184,995	
2211	Retiree Health Care Credit	94,334	112,513	105,947	0		0		0	
2220	Retirement - PWCS	88,480	95,708	91,438	74,356		78,731		4,375	
2221	Defined Contribution Plan	13,664	17,813	18,601	0		0		0	
2300	Health Insurance - HMP	795,693	863,113	801,086	1,099,966		1,167,525		67,559	
2310	Short/Long Term Disability Premium	1,958	3,411	4,033	0		0		0	
2400	Life Insurance - GLI	111,333	119,831	115,658	118,500		135,263		16,763	
3100	Professional Services	698,248	926,584	1,322,404	491,344		362,649		(128,695)	
3401	Travel Reimbursement	0	1,192	0	0		0		0	
3402	Conference Expenses	0	5,000	33,619	0		10,000		10,000	
3450	Field Trips	228,210	203,853	260,922	200,000		250,000		50,000	
3913	Tuition - Other Divisions	28,978	0	7,400	0		0		0	
3950	Indirect Costs	70,599	71,674	72,533	65,000		60,000		(5,000)	
4001	Office Supplies	0	0	2,002	0		1,500		1,500	
4010	Instructional Supplies	31,071	34,885	144,506	50,000		136,458		86,458	
4013	Testing Materials	14,487	0	0	0		0		0	
4019	Food	0	882	0	0		0		0	
4310	Tech. Supply Equip.Addl.	1,788	0	29,945	15,000		80,238		65,238	
Totals		13,618,270	15,268,519	15,430,573	15,447,284	130.52	15,554,023	128.85	106,739	(1.67)
Positions		126.52	124.02	123.12	130.52		128.85			

IDEA – Preschool/Child Find Incentive Grant

Description

Preschool/Child Find is responsible for overseeing the provision of Free Appropriate Public Education (FAPE) to all children ages two through five living within Prince William County (PWC). Services for eligible preschool students are provided at locations throughout PWC.

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; and
 - 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

- Collaboration with Human Resources to screen Early Childhood Special Education (ECSE) applicants; and
- Screen and evaluate preschool students.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase; and
- Addition of 2.0 FTEs teacher assistants.

Major Accomplishments (Past Five Years)

- Screen over 1,000 preschoolers and evaluate over 400 preschools for special education;
- Added seven classes to provide more integrated classes;
- Increase in the use of assistive technology in preschool special education classrooms; and
- Participating in the Community of Learners for providing more integrated opportunities.

Critical Unmet Needs

- Assistive technology to support preschool students; and
- Professional learning to support preschool teachers;

Dept. Name	IDEA - PRESCHOOL/CHILD FIND INCENTIVE GRANT									
Dept. #	704									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1120	Teacher, Classroom	42,537	53,353	51,813	64,920	1.00	57,833	1.00	(7,087)	0.00
1136	Diagnostician	72,796	0	10,374	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	148,082	142,149	141,700	169,680	7.00	202,562	9.00	32,882	2.00
1201	Straight Time	0	1,253	2,055	0		600		600	
2100	Social Security - FICA	18,640	13,691	16,933	17,948		19,966		2,019	
2210	Retirement - VRS	31,039	26,571	31,312	39,601		42,541		2,940	
2211	Retiree Health Care Credit	2,370	2,071	2,549	0		0		0	
2220	Retirement - PWCS	0	0	1,043	1,928		2,183		255	
2221	Defined Contribution Plan	264	908	1,723	0		0		0	
2300	Health Insurance - HMP	23,845	19,382	35,987	28,527		29,333		806	
2310	Short/Long Term Disability Premium	67	255	377	0		0		0	
2400	Life Insurance - GLI	2,797	2,206	2,783	3,073		2,498		(575)	
4010	Instructional Supplies	2,078	0	7,346	21,168		0		(21,168)	
	Totals	344,515	261,840	305,995	346,845	8.00	357,516	10.00	10,671	2.00
	Positions	6.50	6.50	7.50	8.00		10.00			

Student Learning

Strengthening Career and Technical Education for the 21st Century Act (a.k.a. Perkins Grant)

Description

Grant funds must “develop, coordinate, implement, or improve career and technical education (CTE) programs to meet the needs identified in the comprehensive needs assessment.” CTE programs expand career and technical education programs to meet the local labor needs. The program supports students to overcome barriers that result in lowering rates of access to and success in the programs for special populations.

Strategic Goals

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

Critical Functions and Strategic Programs

- Develop and maintain career and technical education programs;
- Program equitable opportunities for students to explore and consider a wide variety of career fields as part of their secondary education;
- Provide high-quality, modern/current teacher professional development in high demand fields;
- Support computer lab refreshes for highly technical computing and information technology fields; and,

- Deliver equipment updates for school programs to expose students to modern tools used in the field by professionals.

Budget Changes for Fiscal Year 2021

- Increase in federal funding allocation.

Major Accomplishments (Past Five Years)

- Creation of the CTE comprehensive strategic plan;
- Increased dual enrollment opportunities for students;
- Added CTE programs such as:
- Cyber Security;
- Plumbing;
- Electricity;
- Aviation;
- Firefighting;
- Medical Billing and Coding; and
- Met VDOE Annual Performance Goals.

Critical Unmet Needs

- Additional computer lab refreshes; and
- IT/Cyber/Cloud Computing Technology coordinator.

Dept. Name	PERKINS VOCATIONAL GRANT									
Dept. #	707									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1115	Teacher on Special Assignment	38,086	38,086	38,086	41,802	0.00	0	0.00	(41,802)	0.00
2100	Social Security - FICA	2,914	2,914	2,914	3,198		0		(3,198)	
3105	Contractual Services	0	0	8,369	3,750		0		(3,750)	
3402	Conference Expenses	166,906	67,530	83,705	112,000		130,000		18,000	
3906	Advertising	0	0	0	7,000		6,524		(476)	
3918	Permits and Fees	0	2,200	0	0		0		0	
3999	Other Contract Expenses	51,138	64,003	0	73,000		57,750		(15,250)	
4008	Reference Materials	0	2,632	0	0		0		0	
4010	Instructional Supplies	11,284	3,091	0	0		0		0	
4011	Textbooks	0	4,622	6,757	12,000		60,000		48,000	
4012	Emp. Training Supplies	11,069	2,463	8,058	50		0		(50)	
4013	Testing Materials	59,896	26,825	24,262	35,000		35,000		0	
4019	Food	0	0	3,786	3,800		5,000		1,200	
4310	Tech. Supply Equip. Addl.	177,442	101,180	233,929	106,000		90,000		(16,000)	
4350	Tech. Supply Equip. Repl.	194,742	267,770	167,051	325,000		451,500		126,500	
4410	Software, Additional	12,172	8,561	1,099	10,000		20,000		10,000	
4450	Software Replacement	0	23,263	54,113	40,000		142,000		102,000	
4510	General Equipment - Add'l.	44,090	93,323	50,920	160,037		0		(160,037)	
4550	General Equipment - Repl.	88,431	95,710	97,608	35,000		0		(35,000)	
5101	Equipment - Additional	36,985	71,264	10,680	0		0		0	
Totals		895,155	875,438	791,337	967,637	0.00	997,774	0.00	30,137	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

PWCS Preschool Programs ~

Head Start and Virginia Preschool Initiative (VPI)

Description

The Head Start (federally-funded) and Virginia Preschool Initiative (VPI - state and local funded) preschool programs provide high-quality, comprehensive preschool services to children and families who fall below the 200% poverty threshold in 61 classrooms throughout PWCS.

Strategic Goals

- Goal 1: Student Achievement – All students meet high standards of performance.
- Goal 5: Organizational Alignment—The organizational system is aligned and equitable.

Critical Functions and Strategic Programs

- Preparing children for kindergarten readiness through a comprehensive curriculum (High Scope) to 580 preschoolers in the VPI classrooms and 361 preschoolers in the PWCS Head Start funded classrooms (plus 36 preschoolers in Manassas Park through the Head Start grant);
- Supporting social emotional readiness and self-control through Conscious Discipline;
- Providing comprehensive services to children and families, including nutrition, health, parent involvement support and training, mental health support, social services referrals, and transportation; and,
- Providing training and instructional support to all preschool teachers and teacher assistants.

Budget Changes for Fiscal Year 2021

- Maintain the 21 VPI preschool classrooms and take over the 8 Title I preschool students to serve 580 students.

Major Accomplishments (Past Five Years)

- Received a VPI+ grant to serve an additional 214 preschoolers in PWCS;
- Collaborated with Title I to increase capacity for preschool programing;
- Annual offering of extensive professional development (local and travel) to support all preschool staff members in their efforts to support preschool children; and,
- Virginia's Quality Rating and Improvement System (QRIS) awards quality levels to preschool programs based on four nationally recognized quality standards. All Head Start and VPI+ programs have been rated and many have increased their rating.

Critical Unmet Needs

- Providing services to the remaining (estimated) 400 4-year-old children who qualify for the preschool program based on income, but do not receive services due to lack of funding and space.



Financial Section

Dept. Name	HEAD START									
Dept. #	710									
Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	86,139	88,723	81,069	67,703	0.51	69,770	0.51	2,068	0.00
1107	Admin. Coordinator	3,642	39,075	40,248	65,186	0.51	67,177	0.51	1,990	0.00
1120	Teacher, Classroom	948,036	977,670	996,130	1,147,298	18.02	1,217,074	18.02	69,776	0.00
1138	Support Professional	93,302	96,241	75,203	68,205	1.02	69,821	1.02	1,616	0.00
1140	Teacher Assistant	341,163	365,332	336,087	369,352	16.00	377,759	16.00	8,407	0.00
1146	Comm. Health Specialist	324,304	330,097	339,978	273,879	5.50	279,808	6.00	5,929	0.50
1148	Specialist	84,604	96,372	104,732	86,168	1.04	88,950	1.28	2,782	0.24
1150	Secretarial/Bookkeeper	176,889	183,706	175,158	218,136	5.56	217,217	5.56	(919)	0.00
1200	Overtime	2,615	1,873	1,581	1,500		5,000		3,500	
1201	Straight Time	20,239	24,515	23,993	5,000		10,000		5,000	
1300	Temporary Employee	2,331	1,049	8,556	5,000		0		(5,000)	
1500	Substitute Teacher	46,563	30,084	14,334	35,000		20,000		(15,000)	
1502	Substitute, Other	0	0	8,496	12,000		10,000		(2,000)	
1600	Supplemental Pay	0	560	1,053	3,000		0		(3,000)	
2100	Social Security - FICA	154,124	159,654	160,057	179,961		186,092		6,131	
2210	Retirement - VRS	250,266	313,729	295,346	387,552		400,000		12,448	
2211	Retiree Health Care Credit	19,426	24,516	23,480	0		0		0	
2220	Retirement - PWCS	8,400	9,448	9,954	18,804		18,394		(409)	
2221	Defined Contribution Plan	6,304	11,565	11,454	0		0		0	
2300	Health Insurance - HMP	228,147	283,031	349,371	275,052		231,654		(43,398)	
2310	Short/Long Term Disability Premium	1,200	2,179	2,546	0		0		0	
2400	Life Insurance - GLI	22,926	26,111	25,635	30,077		26,109		(3,968)	
3100	Professional Services	238,660	218,582	207,115	230,000		230,000		0	
3102	Health Services	280	1,653	835	2,500		1,500		(1,000)	
3201	Telephone	4,318	7,164	3,851	3,500		3,500		0	
3301	Insurance, General	1,985	3,565	0	1,985		1,985		0	
3401	Travel Reimbursement	24,420	20,603	9,350	4,000		4,000		0	
3402	Conference Expenses	17,401	14,011	35,415	12,500		16,250		3,750	
3450	Field Trips	5,661	7,265	7,419	8,100		4,000		(4,100)	
3700	In-Service Expenses	9,841	12,070	28,026	20,000		15,000		(5,000)	
3901	Laundry/Dry Cleaning	2,606	2,840	1,680	1,000		1,000		0	
3902	Printing Services	5,727	10,510	4,040	5,000		5,000		0	
3903	Postage	2,398	2,498	2,281	2,750		2,750		0	
3908	Parent Activity	12,968	8,090	10,964	6,000		7,500		1,500	
3911	Rental Equipment	0	2,004	5,623	8,008		8,008		0	
3921	Tuition- PW	1,750	3,700	1,700	0		0		0	
3999	Other Contract Expenses	0	462	7,690	0		0		0	
4001	Office Supplies	21,774	11,816	7,011	8,489		5,182		(3,307)	
4003	Custodial Supplies	0	0	149	0		2,500		2,500	
4009	Extra Curricular Supplies	49,541	49,499	39,389	5,000		5,000		0	
4010	Instructional Supplies	85,745	96,985	87,478	22,953		26,287		3,334	
4012	Emp. Training Supplies	3,350	31,718	14,989	10,500		11,581		1,081	
4019	Food	2,454	7	5,061	3,000		2,500		(500)	
4022	Transp. Veh. Supplies	1,848	18,697	6,211	0		14,000		14,000	
4310	Tech. Supply Equip.Addl.	1,667	0	41,461	5,000		5,000		0	
4410	Software, Additional	295	0	7,160	0		10,000		10,000	
4510	General Equipment - Add'l.	53,488	61,970	35,135	5,000		0		(5,000)	
5501	Equipment - Replacement	1,619	0	0	0		0		0	
Totals		3,370,416	3,651,239	3,654,493	3,614,157	48.16	3,677,369	48.90	63,212	0.74
Positions		44.94	49.20	46.68	48.16		48.90			

Financial Section

Dept. Name VIRGINIA PRESCHOOL INITIATIVE
Dept. # 756

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	4,038	4,159	3,800	65,047	0.49	67,034	0.49	1,987	0.00
1107	Admin. Coordinator	331	3,552	3,659	62,630	0.49	64,543	0.49	1,913	0.00
1120	Teacher, Classroom	118,902	179,503	494,882	1,242,458	20.98	1,295,479	20.98	53,021	0.00
1138	Support Professional	2,411	2,491	2,573	65,530	0.98	67,084	0.98	1,554	0.00
1140	Teacher Assistant	50,487	70,304	174,055	506,159	21.00	486,058	20.00	(20,101)	(1.00)
1146	Comm. Health Specialist	0	22,049	43,144	207,123	4.50	203,686	4.00	(3,437)	(0.50)
1148	Specialist	906	2,687	2,429	79,864	0.96	49,098	0.72	(30,766)	(0.24)
1150	Secretarial/Bookkeeper	4,895	5,635	74,656	63,276	1.44	60,301	1.44	(2,975)	0.00
1190	Custodian	0	0	32,237	0	0.00	0	0.00	0	0.00
1200	Overtime	0	9	302	0		3,000		3,000	
1201	Straight Time	344	4,393	7,375	0		3,000		3,000	
1300	Temporary Employee	120	6	6,392	0		0		0	
1500	Substitute Teacher	7,467	12,541	8,636	22,000		20,000		(2,000)	
1502	Substitute, Other	0	0	11,756	0		10,000		10,000	
1600	Supplemental Pay	0	0	304	0		0		0	
2100	Social Security - FICA	13,514	21,091	58,616	175,345		178,190		2,846	
2210	Retirement - VRS	25,022	46,652	123,796	386,905		400,000		13,096	
2211	Retiree Health Care Credit	1,991	3,601	9,729	0		0		0	
2220	Retirement - PWCS	1,106	2,711	4,971	7,458		18,000		10,542	
2221	Defined Contribution Plan	1,250	1,128	4,162	0		0		0	
2300	Health Insurance - HMP	29,463	42,702	121,579	250,003		274,875		24,872	
2310	Short/Long Term Disability Premium	317	302	1,215	0		0		0	
2400	Life Insurance - GLI	2,350	3,842	10,956	33,826		27,730		(6,096)	
3102	Health Services	0	117	0	0		1,000		1,000	
3201	Telephone	1,380	754	495	0		3,000		3,000	
3206	Trash	0	0	195	0		0		0	
3301	Insurance, General	0	0	0	0		2,500		2,500	
3401	Travel Reimbursement	277	844	2,511	5,000		6,600		1,600	
3402	Conference Expenses	0	0	72	0		0		0	
3450	Field Trips	585	1,220	2,067	0		4,000		4,000	
3700	In-Service Expenses	50	970	10,216	0		0		0	
3901	Laundry/Dry Cleaning	540	540	2,640	1,000		1,000		0	
3902	Printing Services	622	1,095	2,372	5,000		5,000		0	
3903	Postage	0	0	0	0		2,500		2,500	
3908	Parent Activity	1,164	1,181	1,856	0		5,000		5,000	
3911	Rental Equipment	0	105	726	0		7,068		7,068	
3921	Tuition- PW	0	0	0	64,057		70,961		6,904	
4001	Office Supplies	1,233	1,106	734	1,683		5,000		3,317	
4003	Custodial Supplies	0	0	3,975	0		3,750		3,750	
4007	Wearing Apparel	0	0	165	0		0		0	
4009	Extra Curricular Supplies	9,033	10,413	29,801	2,467		0		(2,467)	
4010	Instructional Supplies	26,111	22,524	40,496	20,000		30,000		10,000	
4012	Emp. Training Supplies	645	1,356	5,548	0		12,000		12,000	
4016	Library Books	0	0	14,823	0		0		0	
4019	Food	76	76	0	0		0		0	
4022	Transp. Veh. Supplies	1,848	2,540	1,090	0		10,000		10,000	
4150	Lease Agreement	0	0	3,449	0		0		0	
4310	Tech. Supply Equip.Addl.	20,156	0	4,143	0		5,000		5,000	
4410	Software, Additional	180	0	3,042	0		5,000		5,000	
4450	Software Replacement	0	0	488	0		0		0	
Totals		328,811	474,199	1,332,128	3,266,829	50.84	3,407,457	49.10	140,628	(1.74)
Positions		4.32	6.92	20.89	50.84		49.10			

Military-Connected Academic Student Support Program

Description

The Military-Connected Academic Student Support Program (MCASP) administers grants received from the Department of Defense Education Activity (DoDEA) for the advancement of military-connected students.

Strategic Goals

- Goal 1: Student Achievement;
 - Objective 1.1 Increase the percentage of students who meet or exceed achievement performance levels.
- Goal 2: Climate; and
 - Objective 2.2 Promote and ensure safe, responsible, and healthy behavior.
- Goal 3: Family, Community, and Employee Engagement.
 - Objective 3.1 Engage families, community and employees in partnerships that promote student learning.

Critical Functions and Strategic Programs

- Provide counseling and support services to military-connected students to facilitate transition and social-emotional wellness;
- Provide in-class and extracurricular academically enriched activities related to Science, Technology, Engineering and Math (STEM);
- Provide family and community connection activities; and,
- Facilitate professional development of school counselors regarding the dynamic needs of the military-connected students as well as to academic teachers about current trends in STEM education.

Budget Changes for Fiscal Year 2021

- Decreased 1.0 FTE Project Director for the 2015 DoDEA Grant: World Class Military-Dependent Students: Marching Forward on Two Fronts in PWCS;
- Increased .50 FTE Project Director for the 2019 DoDEA Grant: Operation STEP to CCR: Science, Technology, Engineering and Pathways to College and Career Readiness.

Major Accomplishments (Past Five Years)

- 2015 DoDEA Grant: World Class Military-Dependent Students: Marching Forward on Two Fronts in PWCS.
- 2015 DoDEA Grant expires May 31, 2020
- Total value is \$1.5M;
- Provides services to six schools – three ES, one MS, one HS, one combined;
- Reaches 1,073 military-connected students in a total student population of 6,487; and
- Goals: (1) social emotional support, (2) increase academic achievement on math and science SOLs.
- 2019 DoDEA Grant: Operation STEP to CCR: Science, Technology, Engineering and Pathways to College and Career Readiness.
- Period of Performance: Oct 1, 2019 – May 31, 2024
- Total value is \$750K;
- Provides services to nine elementary schools;
- Reaches 1,314 military-connected students in a total student population of 6,850; and
- Goals: (1) increase interest in STEM career clusters for fourth and fifth grade military-connected students.
- More than 200 individual and small group counseling sessions addressing topics such as deployment, reintegration, family challenges, and peer relationships;
- More than 167 summer STEM enrichment camp or career readiness intensive opportunities;
- More than 182 students participating in peer-to-peer supports for military-connected students; and
- A 94 percent math SOL pass rate for military-connected students who received additional academic supports.

Critical Unmet Needs

- Military Support Specialist; and
- The 0.5 FTE Project Director is on contract specifically to administer the 2019 DoDEA Grant and interface with the nine grantee schools. All schools in PWCS have military-connected students and could benefit from professional development regarding the unique concerns of this student demographic.
- Impact Aid Specialist.
- Qualification for DoDEA and other Grants is through verification of military-connected student enrollment as confirmed through submittal of Impact Aid forms.

Financial Section

Dept. Name MILITARY CONNECTED ACADEMIC STUDENT SUPPORT
Dept. # 724

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	0	0	0	0	0.00	33,473	0.50	33,473	0.50
1150	Secretarial/Bookkeeper	18,073	1,042	0	0	0.00	0	0.00	0	0.00
1601	Coaching Supplements	0	0	0	0		10,500		10,500	
1602	Extra Curr. Supplement	0	0	0	0		18,200		18,200	
2100	Social Security - FICA	1,327	81	0	0		4,757		4,757	
2210	Retirement - VRS	2,424	164	0	0		0		0	
2211	Retiree Health Care Credit	201	14	0	0		0		0	
2221	Defined Contribution Plan	226	17	0	0		0		0	
2300	Health Insurance - HMP	6,487	273	0	0		3,990		3,990	
2310	Short/Long Term Disability Premium	60	4	0	0		0		0	
2400	Life Insurance - GLI	237	14	0	0		0		0	
3105	Contractual Services	0	0	0	0		4,500		4,500	
3401	Travel Reimbursement	143	35	0	0		11,240		11,240	
3402	Conference Expenses	2,677	661	0	0		3,500		3,500	
3902	Printing Services	0	0	0	0		700		700	
3903	Postage	108	0	0	0		0		0	
3905	Extra Curricular Expenses	0	0	0	0		10,000		10,000	
3999	Other Contract Expenses	105,276	14,048	0	0		7,000		7,000	
4001	Office Supplies	11,071	2,287	0	0		625		625	
4009	Extra Curricular Supplies	0	0	0	0		2,700		2,700	
4010	Instructional Supplies	22,954	935	0	0		5,000		5,000	
4310	Tech. Supply Equip.Addl.	3,911	4,384	0	0		90,183		90,183	
4410	Software, Additional	0	0	0	0		2,500		2,500	
Totals		175,175	23,957	0	0	0.00	208,868	0.50	208,868	0.50
Positions		0.50	0.00	0.00	0.00		0.50			

Dept. Name MEDICAID REIMBURSEMENT PROGRAM
Dept. # 714

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	85,882	32,237	85,882	101,040	1.00	102,360	1.00	1,320	0.00
1148	Specialist	59,710	61,442	63,225	66,259	1.00	61,800	1.00	(4,459)	0.00
1150	Secretarial/Bookkeeper	17,978	18,500	19,036	22,020	0.50	21,840	0.50	(180)	0.00
1201	Straight Time	0	57	12,687	0		0		0	
2100	Social Security - FICA	12,118	7,736	13,324	14,482		14,229		(253)	
2210	Retirement - VRS	23,979	20,294	26,365	31,123		33,164		2,040	
2211	Retiree Health Care Credit	1,816	1,530	2,018	0		0		0	
2220	Retirement - PWCS	2,668	1,389	1,401	1,516		1,529		13	
2300	Health Insurance - HMP	14,907	11,113	10,686	22,421		22,618		197	
2400	Life Insurance - GLI	2,143	1,629	2,203	2,415		2,492		77	
2830	Admin. Assoc. Fees	9,095	9,371	11,919	15,400		15,400		0	
3100	Professional Services	6,381	5,175	0	0		0		0	
3401	Travel Reimbursement	713	2,266	10,183	145		145		0	
3402	Conference Expenses	0	0	841	500		500		0	
4001	Office Supplies	1,039	0	1,178	0		5,000		5,000	
4010	Instructional Supplies	0	17,940	1,212	0		12,955		12,955	
4310	Tech. Supply Equip.Addl.	14,973	0	0	0		0		0	
Totals		253,402	190,678	262,159	277,321	2.50	294,032	2.50	16,711	0.00
Positions		2.50	1.50	2.50	2.50		2.50			

Financial Section

Dept. Name SOL ALGEBRA
Dept. # 754

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1115	Teacher on Special Assignment	467,945	492,048	513,745	487,200	7.00	619,671	8.00	132,471	1.00
1500	Substitute Teacher	0	351	1,627	0		0		0	
1600	Supplemental Pay	9,974	1,055	2,259	0		0		0	
2100	Social Security - FICA	35,638	38,241	37,757	37,271		47,404		10,133	
2210	Retirement - VRS	68,614	79,787	78,352	82,239		110,488		28,249	
2211	Retiree Health Care Credit	5,195	6,101	6,120	0		0		0	
2220	Retirement - PWCS	4,747	3,265	3,434	4,005		5,083		1,078	
2221	Defined Contribution Plan	0	1,160	1,604	0		0		0	
2300	Health Insurance - HMP	26,219	43,500	46,952	59,244		74,037		14,793	
2310	Short/Long Term Disability Premium	0	228	246	0		0		0	
2400	Life Insurance - GLI	6,131	6,498	6,683	6,382		8,304		1,922	
2830	Admin. Assoc. Fees	0	0	0	0		1,000		1,000	
3105	Contractual Services	2,500	0	0	0		0		0	
3401	Travel Reimbursement	144	0	295	0		2,000		2,000	
3402	Conference Expenses	13,034	14,980	4,994	25,340		30,000		4,660	
4010	Instructional Supplies	12,233	11,655	3,654	280,443		317,881		37,438	
4012	Emp. Training Supplies	4,081	8,142	58	10,000		4,000		(6,000)	
4019	Food	0	0	198	200		0		(200)	
4310	Tech. Supply Equip.Addl.	0	1,249	0	30,000		8,000		(22,000)	
4410	Software, Additional	0	11,837	0	12,000		0		(12,000)	
	Totals	656,455	720,095	707,979	1,034,324	7.00	1,227,868	8.00	193,544	1.00
	Positions	6.00	7.00	7.00	7.00		8.00			

Dept. Name DISTANCE LEARNING (Prince William Network)
Dept. # 026

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	639	0	0	0	0.00	0	0.00	0	0.00
1145	Technician	1,288	19,319	17,180	40,440	0.50	0	0.00	(40,440)	(0.50)
1200	Overtime	2,398	5,109	136	0		0		0	
1201	Straight Time	409	1,780	312	0		0		0	
1300	Temporary Employee	135,204	91,627	96,469	37,515		0		(37,515)	
1600	Supplemental Pay	0	492	0	0		0		0	
2100	Social Security - FICA	10,523	9,131	8,747	5,949		0		(5,949)	
2210	Retirement - VRS	2,527	2,281	1,542	6,826		0		(6,826)	
2211	Retiree Health Care Credit	221	195	135	0		0		0	
2220	Retirement - PWCS	0	0	0	332		0		(332)	
2221	Defined Contribution Plan	392	316	226	0		0		0	
2300	Health Insurance - HMP	4,308	3,481	2,553	4,918		0		(4,918)	
2310	Short/Long Term Disability Premium	66	52	37	0		0		0	
2400	Life Insurance - GLI	261	207	148	530		0		(530)	
3100	Professional Services	211,275	99,306	218,951	9,450		0		(9,450)	
3201	Telephone	170	52	90	0		0		0	
3401	Travel Reimbursement	22,584	21,721	8,802	8,500		0		(8,500)	
3402	Conference Expenses	2,105	1,590	3,170	1,800		0		(1,800)	
3902	Printing Services	4,470	2,423	7,014	1,000		0		(1,000)	
3903	Postage	486	501	732	140		0		(140)	
4001	Office Supplies	3,580	901	183	50		0		(50)	
4999	Other Materials/Supplies	4,422	2,950	360	1,550		0		(1,550)	
	Totals	407,327	263,435	366,786	119,000	0.50	0	0.00	(119,000)	(0.50)
	Positions	0.68	0.50	0.50	0.50		0.00			

Financial Section

Dept. Name **WORLD CLASS - MILITARY DEPENDENT STUDENTS**
Dept. # **742**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	81,702	84,154	86,679	86,679	1.00	0	0.00	(86,679)	(1.00)
1122	Counselor	26,677	12,970	26,289	95,609	0.60	0	0.00	(95,609)	(0.60)
1150	Secretarial/Bookkeeper	18,073	16,420	18,073	18,073	0.50	0	0.00	(18,073)	(0.50)
1201	Straight Time	0	47	183	1,000		0		(1,000)	
1500	Substitute Teacher	0	0	1,250	0		0		0	
1600	Supplemental Pay	0	378	3,780	10,000		0		(10,000)	
1601	Coaching Supplements	1,247	270	0	3,000		0		(3,000)	
1602	Extra Curr. Supplement	54	0	5,945	3,000		0		(3,000)	
2100	Social Security - FICA	9,409	9,049	10,531	16,629		0		(16,629)	
2210	Retirement - VRS	14,401	15,736	17,713	25,909		0		(25,909)	
2211	Retiree Health Care Credit	1,108	1,225	1,356	0		0		0	
2220	Retirement - PWCS	0	0	45	1,262		0		(1,262)	
2221	Defined Contribution Plan	226	513	0	0		0		0	
2300	Health Insurance - HMP	0	133	0	18,665		0		(18,665)	
2310	Short/Long Term Disability Premium	60	43	0	0		0		0	
2400	Life Insurance - GLI	1,307	1,304	1,480	2,011		0		(2,011)	
3105	Contractual Services	18,709	8,451	14,691	8,000		0		(8,000)	
3401	Travel Reimbursement	5,305	2,735	5,336	3,000		0		(3,000)	
3402	Conference Expenses	0	399	29,102	8,000		0		(8,000)	
3450	Field Trips	4,480	4,201	6,274	0		0		0	
3700	In-Service Expenses	6,590	77	8,692	9,000		0		(9,000)	
3903	Postage	57	0	0	0		0		0	
3905	Extra Curricular Expenses	10,554	16,299	11,978	3,000		0		(3,000)	
4001	Office Supplies	3,542	4,440	4,533	4,000		0		(4,000)	
4009	Extra Curricular Supplies	5,848	4,363	21,264	3,742		0		(3,742)	
4010	Instructional Supplies	6,093	42,743	25,449	3,000		0		(3,000)	
4310	Tech. Supply Equip.Addl.	55,473	24,385	117,164	3,522		0		(3,522)	
4410	Software, Additional	0	0	180	0		0		0	
Totals		270,913	250,334	417,988	327,100	2.10	0	0.00	(327,100)	(2.10)
Positions		2.00	1.90	1.90	2.10		0.00			

Dept. Name **TITLE II HUMAN TRAFFICKING PREVENTION, ID, & REFERRAL**
Dept. # **745**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1300	Temporary Employee	51,220	46,200	0	0		0		0	
2100	Social Security - FICA	3,918	3,534	0	0		0		0	
3105	Contractual Services	8,617	0	20,850	0		0		0	
3401	Travel Reimbursement	1,430	868	1,402	0		0		0	
3402	Conference Expenses	1,627	0	1,591	0		0		0	
3700	In-Service Expenses	0	0	3,200	0		0		0	
3902	Printing Services	0	0	1,749	0		0		0	
3910	Educational Television	2,721	0	5,000	0		0		0	
4001	Office Supplies	0	796	1,038	0		0		0	
4009	Extra Curricular Supplies	0	0	355	0		0		0	
4010	Instructional Supplies	1,860	0	0	0		0		0	
4310	Tech. Supply Equip.Addl.	0	605	0	0		0		0	
Totals		71,393	52,003	35,186	0	0.00	0	0.00	0	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

Dept. Name **SCHOOL IMPROVEMENT (Title I - Belmont ES)**
Dept. # **743**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1300	Temporary Employee	8,387	0	0	0		0		0	
1600	Supplemental Pay	12,265	0	0	0		0		0	
2100	Social Security - FICA	1,547	0	0	0		0		0	
3999	Other Contract Expenses	341,706	306,399	0	0		0		0	
4010	Instructional Supplies	2,705	2,483	1,428	0		0		0	
Totals		366,610	308,882	1,428	0	0.00	0	0.00	0	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

Financial Section

Dept. Name VIRGINIA PRESCHOOL INITIATIVE PLUS (PRESCHOOL DEVELOPMENT)
Dept. # 711

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	44,415	45,748	41,801	0	0.00	0	0.00	0	0.00
1107	Admin. Coordinator	7,380	75,782	78,056	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	732,371	798,900	800,535	0	0.00	0	0.00	0	0.00
1138	Support Professional	46,318	47,746	37,348	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	256,264	271,733	281,143	0	0.00	0	0.00	0	0.00
1146	Comm. Health Specialist	125,012	120,945	119,797	0	0.00	0	0.00	0	0.00
1148	Specialist	53,512	76,120	81,185	0	0.00	0	0.00	0	0.00
1150	Secretarial/Bookkeeper	88,143	107,721	81,516	0	0.00	0	0.00	0	0.00
1200	Overtime	1,570	247	153	0		0		0	
1201	Straight Time	12,701	12,551	12,241	0		0		0	
1300	Temporary Employee	854	9,468	26,044	0		0		0	
1500	Substitute Teacher	35,864	44,086	14,081	0		0		0	
1502	Substitute, Other	0	0	11,913	0		0		0	
1600	Supplemental Pay	0	0	1,600	0		0		0	
2100	Social Security - FICA	98,392	118,303	117,334	0		0		0	
2210	Retirement - VRS	192,923	235,880	220,794	0		0		0	
2211	Retiree Health Care Credit	15,132	18,419	17,723	0		0		0	
2220	Retirement - PWCS	1,946	2,911	2,243	0		0		0	
2221	Defined Contribution Plan	6,909	8,513	10,731	0		0		0	
2300	Health Insurance - HMP	145,170	175,811	130,266	0		0		0	
2310	Short/Long Term Disability Premium	1,787	2,192	2,459	0		0		0	
2400	Life Insurance - GLI	17,858	19,618	19,347	0		0		0	
3100	Professional Services	19,711	33,130	1,500	0		0		0	
3201	Telephone	2,817	3,010	1,235	0		0		0	
3301	Insurance, General	2,639	990	0	0		0		0	
3401	Travel Reimbursement	13,309	10,168	5,138	0		0		0	
3402	Conference Expenses	20,435	23,442	13,404	0		0		0	
3450	Field Trips	250,912	366,927	15,001	0		0		0	
3501	Repair/Maint. - Building	0	4,850	0	0		0		0	
3700	In-Service Expenses	5,952	14,336	34,636	0		0		0	
3901	Laundry/Dry Cleaning	2,145	1,500	1,410	0		0		0	
3902	Printing Services	3,625	4,251	1,366	0		0		0	
3903	Postage	508	1,526	249	0		0		0	
3908	Parent Activity	6,998	4,936	7,818	0		0		0	
3911	Rental Equipment	3,471	6,295	7,356	0		0		0	
3921	Tuition- PW	1,600	3,822	1,170	0		0		0	
3999	Other Contract Expenses	208,953	198,252	168,830	0		0		0	
4001	Office Supplies	20,112	12,258	3,655	0		0		0	
4002	Medical Supplies	4,507	686	0	0		0		0	
4003	Custodial Supplies	18	0	382	0		0		0	
4009	Extra Curricular Supplies	49,256	43,526	45,323	0		0		0	
4010	Instructional Supplies	219,645	111,833	59,144	0		0		0	
4012	Emp. Training Supplies	8,065	16,262	9,844	0		0		0	
4016	Library Books	7,939	21,133	0	0		0		0	
4019	Food	0	6,385	15	0		0		0	
4022	Transp. Veh. Supplies	16,043	0	3,596	0		0		0	
4310	Tech. Supply Equip. Addl.	2,926	1,940	70,605	0		0		0	
4410	Software, Additional	1,200	2,699	21,148	0		0		0	
4510	General Equipment - Add'l.	119,968	11,649	6,322	0		0		0	
Totals		2,877,271	3,098,497	2,587,456	0	0.00	0	0.00	0	0.00
Positions		30.99	32.95	33.27	0.00		0.00			

Dept. Name SOL REMEDIATION GRANT (This Grant is now funded by local funds, see Benefits & Reserves Dept. 038, Object Code 8024, eliminated - FY 2010)
Dept. # 753

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1300	Temporary Employee	10,580	0	0	0		0		0	
1500	Substitute Teacher	0	0	938	0		0		0	
1600	Supplemental Pay	123	0	0	0		0		0	
2100	Social Security - FICA	809	12	72	0		0		0	
2210	Retirement - VRS	0	3	0	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	101,298	83,912	90,435	0		0		0	
Totals		112,810	83,927	91,444	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

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease)	Increase/ (Decrease) Positions
1111	Principal	7,122,239	7,121,680	7,329,652	7,986,120	61.00	7,825,080	61.00	(161,040)	0.00
1112	Assistant Principal	4,497,121	4,735,603	4,664,550	5,852,160	64.00	6,175,200	66.40	323,040	2.40
1115	Teacher, Admin. Assign.	832,513	875,785	1,096,312	336,132	5.10	415,656	6.10	79,524	1.00
1120	Teacher, Classroom	157,820,735	161,864,305	165,625,911	177,370,780	2,734.63	186,677,057	2,786.33	9,306,277	51.70
1121	Librarian	4,256,166	4,407,749	4,416,022	4,062,600	61.00	4,194,360	61.00	131,760	0.00
1122	Counselor	5,541,639	5,752,648	5,912,273	6,921,770	106.62	7,298,640	109.00	376,870	2.38
1140	Teacher Assistant	9,306,342	9,685,688	10,366,680	10,475,558	432.16	10,632,566	430.12	157,008	(2.04)
1142	Cafeteria Aide	743,464	765,125	767,480	866,508	44.30	919,836	45.90	53,328	1.60
1148	Specialist	517,659	513,176	521,181	709,044	16.10	650,508	15.10	(58,536)	(1.00)
1150	Secretarial/Clerical	8,682,583	9,014,681	9,161,183	9,086,544	252.00	9,505,800	251.00	419,256	(1.00)
1180	Natl Board Certified Teacher Incentive	225,000	200,000	207,500	0	0.00	0	0.00	0	0.00
1190	Custodian	6,958,534	7,198,526	7,360,002	7,668,996	217.20	7,740,732	216.20	71,736	(1.00)
1200	Overtime	149,357	146,227	151,864	135,271		121,571		(13,700)	
1201	Straight Time	288,129	339,993	414,862	227,369		230,502		3,133	
1300	Temporary Employee	2,787,805	2,781,190	2,485,674	790,222		1,002,568		212,346	
1500	Substitute Teacher	3,416,535	3,399,497	3,685,090	3,009,992		3,154,726		144,734	
1502	Substitute, Other	224,783	276,376	504,114	286,214		342,208		55,994	
1600	Supplemental Pay	403,381	506,011	510,035	373,485		349,444		(24,041)	
1602	Extra Curr. Supplements	151,190	128,658	137,089	97,853		114,057		16,204	
1647	Coordinator Supplement	37,750	20,081	3,632	0		0		0	
2100	Social Security - FICA	15,613,884	16,077,857	16,456,627	18,072,883		18,922,322		849,438	
2210	Retirement - VRS	28,215,785	32,183,305	31,501,758	38,065,842		42,096,862		4,031,020	
2211	Retiree Health Care Credit	2,168,790	2,476,001	2,476,859	0		0		0	
2220	Retirement - PWCS	1,490,391	1,547,274	1,613,263	1,894,453		1,981,969		87,516	
2221	Defined Contribution Plan	670,435	917,848	1,076,908	0		0		0	
2300	Health Insurance - HMP	21,702,574	22,604,575	24,461,173	28,025,112		29,319,671		1,294,559	
2310	Short/Long Term Disability Premium	129,500	169,009	202,581	0		0		0	
2400	Life Insurance - GLI	2,630,491	2,712,771	2,781,698	3,019,148		3,230,935		211,787	
2830	Admin. Assoc. Fees	24,721	28,882	31,595	45,844		47,309		1,465	
2840	Conference Expense Admin	250	0	0	0		0		0	
2850	Employee Recognition	0	0	6,086	500		5,500		5,000	
3100	Professional Services	108,525	64,788	89,820	49,500		48,300		(1,200)	
3102	Health Services	0	987	1,046	2,500		0		(2,500)	
3105	Contractual Services	5,397	45	0	0		0		0	
3107	Data Processing	0	32,000	29,900	5,000		112,000		107,000	
3141	Engineering Services	0	10,762	0	0		0		0	
3201	Telephone	52,439	45,139	44,738	55,136		52,288		(2,848)	
3206	Trash	0	0	195	0		0		0	
3401	Travel Reimbursement	71,457	86,445	104,670	80,983		71,876		(9,107)	
3402	Conference Expenses	194,506	180,928	336,924	156,000		213,550		57,550	
3450	Field Trips	197,302	203,907	368,844	196,746		176,909		(19,837)	
3500	Miscellaneous Projects	0	248	3,882	1,000		1,000		0	
3501	Repair/Maint. - Building	38,506	24,944	21,388	10,800		9,100		(1,700)	
3502	Repair/Maint. - Equipment	41,730	24,255	22,580	22,500		19,300		(3,200)	
3504	Maint. Service Contracts	79,522	88,725	81,357	66,792		87,692		20,900	
3700	In-Service Expenses	34,343	47,758	56,456	45,857		59,000		13,143	
3901	Laundry/Dry Cleaning	1,434	278	179	300		300		0	
3902	Printing Services	293,240	306,396	283,200	297,800		309,620		11,820	
3903	Postage	35,887	39,570	39,684	53,372		48,800		(4,572)	
3904	Freight/Shipping	120	0	0	0		100		100	
3905	Extra Curricular Expenses	3,266	3,071	919	1,500		1,500		0	
3908	Parent Activity Expenses	106	0	0	0		0		0	
3911	Rental Equipment	255,042	353,882	315,154	373,832		422,065		48,233	
3913	Tuition - Other Divisions	0	0	0	1,000		1,000		0	
3918	Permits & Fees	21,510	18,636	8,630	17,520		17,530		10	
3921	Tuition - PW	29,673	336	0	0		0		0	
3999	Other Contract Services	120,050	146,081	144,129	46,200		99,465		53,265	
4001	Office Supplies	360,322	337,296	325,494	304,715		376,391		71,676	
4002	Medical Supplies	48,745	42,037	40,150	71,450		70,650		(800)	
4003	Custodial Supplies	1,023,822	1,020,794	978,301	912,291		957,565		45,274	
4004	Repair/Maint. Supplies	70,421	44,855	52,065	42,500		33,800		(8,700)	
4007	Wearing Apparel	26,339	29,649	38,829	34,350		42,300		7,950	
4008	Reference Materials	19,797	34,775	41,016	41,000		49,500		8,500	
4009	Extra Curricular Supplies	20,500	15,595	24,555	15,900		46,900		31,000	
4010	Instructional Supplies	4,989,043	5,512,900	5,073,690	4,725,349		4,933,540		208,191	
4011	Textbooks	509,240	731,328	770,179	1,024,567		1,120,877		96,310	
4012	Emp. Training Supplies	28,887	42,941	14,281	32,700		33,475		775	
4013	Testing Materials	53,154	66,503	56,849	35,458		38,700		3,242	
4014	Food, Cafeteria	67,270	119,592	129,171	64,750		72,974		8,224	
4016	Library Books	203,089	280,587	196,683	219,000		247,389		28,389	
4017	Library Periodicals	9,181	10,862	7,068	23,250		19,450		(3,800)	
4018	Library Supplies	27,961	32,649	30,696	38,969		38,128		(841)	
4019	Food	108,958	134,287	163,815	152,650		158,893		6,243	
4020	Printing Supplies	205,242	258,859	250,573	262,036		272,326		10,290	
4150	Lease Agreement	122,788	93,442	111,142	120,190		112,190		(8,000)	
4310	Tech. Supp/Equip Add'l	2,363,834	1,908,428	1,208,640	648,644		772,454		123,810	
4350	Tech. Supp/Equip Repl	392,221	698,909	250,704	311,547		269,386		(42,161)	
4410	Software Additional	217,276	300,262	301,172	240,600		243,540		2,940	
4450	Software Replacement	217,286	269,104	406,139	329,443		362,203		32,760	
4510	General Equipment - Add'l	937,149	652,468	739,569	518,335		344,026		(174,309)	
4550	General Equipment - Repl.	288,794	364,998	166,727	273,021		151,021		(122,000)	
5101	Equipment - Additional	178,112	126,799	133,694	20,000		43,952		23,952	
5103	DP Equipment Add'l	6,510	0	0	20,000		0		(20,000)	
5150	Lease/Purchase Agree.	31,926	34,685	55,744	17,000		22,000		5,000	
5501	Equipment - Replacement	59,008	22,160	48,819	25,000		80,000		55,000	
5503	DP Equipment - Repl.	12,001	0	25,082	0		0		0	
8002	General Reserve	0	0	0	65,000		93,583		28,583	
	Totals	300,792,678	313,316,464	319,524,192	337,454,454	3,994.11	355,713,687	4,048.15	18,259,233	54.04

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	151,252	102,993	106,082	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	83,379	76,303	78,593	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,535,163	2,607,580	2,628,582	2,507,592	38.60	2,367,497	35.33	(140,095)	(3.27)
1121	Librarian	77,819	80,092	82,343	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	96,206	97,446	100,048	116,856	1.80	93,744	1.40	(23,112)	(0.40)
1140	Teacher Assistant	204,566	196,098	188,170	169,680	7.00	160,680	6.50	(9,000)	(0.50)
1142	Cafeteria Aide	17,643	17,458	18,315	19,364	0.99	19,840	0.99	475	0.00
1150	Secretarial / Bookkeeper	153,618	158,737	162,768	147,960	4.00	149,760	4.00	1,800	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	96,698	101,101	105,599	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	3,180	2,787	2,179	2,000		0		(2,000)	
1201	Straight Time	780	1,264	1,313	850		0		(850)	
1300	Temporary Employee	41,759	33,365	25,111	2,000		54,000		52,000	
1502	Substitute, Other	3,510	2,822	3,156	2,000		2,000		0	
1600	Instructional Supplement	0	820	12,104	7,385		4,385		(3,000)	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	0		0		0	
2100	Social Security - FICA	252,878	251,124	252,128	261,106		251,611		(9,496)	
2210	Retirement - VRS	480,709	530,759	512,268	552,145		553,170		1,025	
2211	Retiree Health Care Credit	36,659	40,239	39,613	0		0		0	
2220	Retirement - PWCS	31,125	29,400	33,925	27,489		26,118		(1,371)	
2221	Defined Contribution Plan	6,856	6,764	8,515	0		0		0	
2300	Health Insurance - HMP	414,246	425,980	477,183	406,655		386,372		(20,283)	
2310	Short/Long Term Disability Premium	1,080	1,078	1,440	0		0		0	
2400	Life Insurance - GLI	44,230	43,926	44,385	43,809		42,577		(1,232)	
2830	Admin. Assoc. Fees	850	850	810	1,000		500		(500)	
3401	Travel Reimbursement	1,519	1,328	1,245	2,500		500		(2,000)	
3402	Conference Expenses	7,266	2,347	10,106	4,500		1,300		(3,200)	
3450	Field Trips	2,085	3,548	3,326	1,500		0		(1,500)	
3700	In-Service Expenses	0	0	0	1,407		1,000		(407)	
3902	Printing Services	3,978	10,631	14,176	8,000		2,500		(5,500)	
3903	Postage	59	44	32	500		500		0	
3999	Other Contract Services	0	95	190	200		0		(200)	
4001	Office Supplies	3,275	2,278	2,257	3,500		1,000		(2,500)	
4002	Medical Supplies	332	463	696	2,500		1,000		(1,500)	
4003	Custodial Supplies	17,728	24,600	14,348	12,500		7,847		(4,653)	
4007	Wearing Apparel	0	0	200	300		0		(300)	
4010	Instructional Supplies	76,024	74,653	61,466	37,000		23,413		(13,587)	
4011	Textbooks	7,200	7,351	8,505	15,487		0		(15,487)	
4014	Food, Cafeteria	0	160	314	250		0		(250)	
4016	Library Books	3,240	195	1,712	3,000		1,000		(2,000)	
4017	Library Periodicals	0	0	0	750		500		(250)	
4018	Library Supplies	2,512	1,880	1,845	1,000		500		(500)	
4310	Tech. Supp/Equip - Add'l	79,372	55,813	23,589	20,000		4,000		(16,000)	
4350	Tech. Supp/Equip - Repl	1,028	0	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	1,500		400		(1,100)	
5101	Equipment - Additional	19,560	37,369	17,343	10,000		0		(10,000)	
Totals		5,046,432	5,084,106	5,095,513	4,831,757	58.39	4,594,833	54.22	(236,924)	(4.17)
School Enrollment (K-5)		685	688	660	613		528			
Positions		60.73	61.40	60.40	58.39		54.22			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	97,081	99,993	102,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	91,110	93,843	96,658	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	39,193	40,369	32,460	0.50	33,480	0.50	1,020	0.00
1120	Teacher, Classroom	2,576,709	2,579,687	2,567,791	3,429,456	52.80	3,684,600	55.00	255,144	2.20
1121	Librarian	65,503	67,407	69,367	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	105,661	108,828	127,770	142,824	2.20	147,312	2.20	4,488	0.00
1140	Teacher Assistant	231,673	259,703	249,892	242,400	10.00	197,760	8.00	(44,640)	(2.00)
1142	Cafeteria Aide	8,170	6,730	3,069	7,824	0.40	16,032	0.80	8,208	0.40
1150	Secretarial / Bookkeeper	128,718	126,091	130,983	151,920	4.00	160,440	4.00	8,520	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	107,673	110,790	114,089	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	529	380	627	2,800		2,300		(500)	
1201	Straight Time	2,487	5,269	2,931	3,950		3,511		(439)	
1300	Temporary Employee	42,643	45,820	49,269	28,000		11,000		(17,000)	
1500	Substitute Teacher	54,472	72,895	48,503	53,500		60,000		6,500	
1502	Substitute, Other	1,946	3,057	6,775	6,600		6,600		0	
1600	Instructional Supplement	1,717	5,726	5,815	2,768		4,268		1,500	
1602	Extra-Curr. Supplement	3,116	3,116	2,663	2,337		2,337		0	
2100	Social Security - FICA	259,997	266,140	262,565	347,131		364,486		17,355	
2210	Retirement - VRS	468,462	534,353	511,137	732,272		813,877		81,604	
2211	Retiree Health Care Credit	36,462	41,445	40,268	0		0		0	
2220	Retirement - PWCS	21,848	23,236	24,301	36,413		38,293		1,880	
2221	Defined Contribution Plan	16,641	19,542	17,935	0		0		0	
2300	Health Insurance - HMP	321,950	390,090	438,883	538,671		566,470		27,799	
2310	Short/Long Term Disability Premium	3,094	3,969	4,362	0		0		0	
2400	Life Insurance - GLI	44,171	45,332	45,179	58,031		62,423		4,393	
2830	Admin. Assoc. Fees	850	1,275	850	2,500		2,250		(250)	
3102	Health Services	0	987	1,046	2,500		0		(2,500)	
3201	Telephone	1,372	1,400	1,682	1,800		1,800		0	
3401	Travel Reimbursement	879	415	113	3,000		1,650		(1,350)	
3402	Conference Expenses	3,779	5,983	5,754	5,500		5,500		0	
3501	Repair/Maint. - Building	0	150	0	500		500		0	
3502	Repair/Maint. - Equipment	1,804	1,613	1,086	4,500		3,000		(1,500)	
3504	Maint. Service Contract	0	0	0	250		515		265	
3700	In-Service Expenses	4,612	3,864	4,005	9,500		10,000		500	
3902	Printing Services	354	277	408	700		700		0	
3903	Postage	407	277	620	750		1,000		250	
3911	Rental Equipment	0	15,653	17,076	18,000		18,000		0	
3918	Permits & Fees	9,500	8,520	8,520	9,000		8,500		(500)	
3999	Other Contract Services	766	215	819	1,000		1,000		0	
4001	Office Supplies	1,337	2,041	4,093	5,000		2,000		(3,000)	
4002	Medical Supplies	664	0	357	1,000		1,000		0	
4003	Custodial Supplies	16,531	13,722	13,740	17,000		20,000		3,000	
4007	Wearing Apparel	0	0	0	2,500		1,500		(1,000)	
4008	Reference Materials	0	4,077	5,551	0		0		0	
4009	Extra Curricular Supplies	572	150	0	400		400		0	
4010	Instructional Supplies	40,628	49,795	64,999	119,919		42,655		(77,264)	
4011	Textbooks	2,599	9,826	6,533	15,000		0		(15,000)	
4012	Emp. Training Supplies	0	80	45	8,000		900		(7,100)	
4013	Testing Materials	0	0	0	500		5,000		4,500	
4014	Food, Cafeteria	1,556	449	1,612	1,500		1,500		0	
4016	Library Books	1,984	4,935	510	10,000		5,000		(5,000)	
4018	Library Supplies	680	1,090	575	1,000		1,000		0	
4019	Food	2,344	1,509	1,693	2,500		1,000		(1,500)	
4020	Printing Supplies	11,010	4,207	6,884	7,025		5,500		(1,525)	
4150	Lease Agreement	14,230	1,423	0	0		0		0	
4310	Tech. Supp/Equip - Add'l	18,182	55,971	745	10,000		5,000		(5,000)	
4350	Tech. Supp/Equip - Repl	510	4,003	1,328	20,000		13,286		(6,714)	
4410	Software - Additional	4,264	13,609	14,094	15,000		10,000		(5,000)	
4450	Software - Replacement	14,543	8,222	18,235	20,500		19,418		(1,082)	
4510	General Equipment - Add'l	19,341	30,990	1,380	3,500		5,500		2,000	
4550	General Equipment - Repl.	58,385	68,511	2,136	10,000		5,000		(5,000)	
5501	Equipment - Replacement	0	0	0	20,000		0		(20,000)	
Totals		4,930,517	5,270,375	5,153,183	6,600,001	76.90	6,810,143	77.50	210,142	0.60
School Enrollment (K-5)		650	660	643	828		791			
Positions		62.30	64.80	62.50	76.90		77.50			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	102,993	106,082	109,265	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	78,593	85,882	88,456	91,440	1.00	130,200	1.40	38,760	0.40
1120	Teacher, Classroom	2,833,638	2,915,460	3,020,078	3,052,920	47.00	3,416,760	51.00	363,840	4.00
1121	Librarian	73,575	75,784	78,056	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	112,742	106,706	108,308	142,824	2.20	147,312	2.20	4,488	0.00
1140	Teacher Assistant	206,490	215,075	246,364	266,640	11.00	321,360	13.00	54,720	2.00
1142	Cafeteria Aide	26,300	27,022	27,835	27,580	1.41	47,094	2.35	19,514	0.94
1150	Secretarial / Bookkeeper	191,499	198,345	203,726	183,600	5.00	190,320	5.00	6,720	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	141,585	140,968	129,233	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	578	1,181	2,699	0		1,500		1,500	
1201	Straight Time	4,881	3,500	11,731	0		1,500		1,500	
1300	Temporary Employee	49,963	49,491	14,700	18,000		12,000		(6,000)	
1500	Substitute Teacher	46,797	53,316	56,953	40,000		45,000		5,000	
1502	Substitute, Other	0	0	7,190	1,500		20,000		18,500	
1600	Instructional Supplement	1,477	287	1,476	0		0		0	
1602	Extra-Curr. Supplement	3,116	2,337	3,180	3,492		3,492		0	
2100	Social Security - FICA	281,360	292,828	299,276	318,353		357,375		39,022	
2210	Retirement - VRS	523,329	593,072	593,658	672,322		793,720		121,398	
2211	Retiree Health Care Credit	40,194	45,232	46,527	0		0		0	
2220	Retirement - PWCS	25,178	30,136	33,100	33,463		37,327		3,864	
2221	Defined Contribution Plan	12,526	12,110	18,172	0		0		0	
2300	Health Insurance - HMP	445,300	373,424	432,649	495,022		552,185		57,163	
2310	Short/Long Term Disability Premium	2,306	2,516	3,542	0		0		0	
2400	Life Insurance - GLI	48,901	49,689	52,189	53,329		60,849		7,520	
2830	Admin. Assoc. Fees	2,137	2,259	2,492	2,000		2,500		500	
3100	Professional Services	16,615	0	5,940	0		0		0	
3201	Telephone	1,402	596	1,009	1,100		1,500		400	
3401	Travel Reimbursement	5,196	6,480	9,242	4,500		6,500		2,000	
3450	Field Trips	3,875	3,474	5,826	0		3,500		3,500	
3501	Repair/Maint. - Building	0	0	3,463	0		0		0	
3504	Maint. Service Contract	0	10	0	0		0		0	
3903	Postage	967	1,081	1,379	1,500		1,800		300	
3911	Rental Equipment	15,359	14,824	14,290	14,290		19,000		4,710	
3921	Tuition - PW	2,133	0	0	0		0		0	
3999	Other Contract Services	299	227	880	1,000		1,500		500	
4001	Office Supplies	2,573	4,210	3,761	2,500		5,000		2,500	
4002	Medical Supplies	901	630	1,595	1,500		1,500		0	
4003	Custodial Supplies	21,180	30,955	18,900	25,000		25,000		0	
4004	Repair/Maint. Supplies	3,311	0	5,099	0		0		0	
4007	Wearing Apparel	1,012	3,833	16,252	5,000		5,000		0	
4009	Extra Curricular Supplies	154	258	141	0		0		0	
4010	Instructional Supplies	97,994	139,130	129,438	176,628		82,783		(93,845)	
4011	Textbooks	0	0	0	10,000		20,000		10,000	
4012	Emp. Training Supplies	9,230	0	445	0		0		0	
4014	Food, Cafeteria	543	1,868	2,991	0		0		0	
4016	Library Books	(4)	146	1,132	0		0		0	
4019	Food	3,026	1,916	1,925	0		1,500		1,500	
4020	Printing Supplies	20,279	20,698	20,680	20,000		25,000		5,000	
4310	Tech. Supp/Equip - Add'l	87,109	36,781	37,159	10,000		15,000		5,000	
4350	Tech. Supp/Equip - Repl	7,957	0	0	0		0		0	
4450	Software - Replacement	1,018	275	30,112	0		0		0	
4510	General Equipment - Add'l.	0	0	24,796	0		6,000		6,000	
4550	General Equipment - Repl.	20,600	0	9,202	0		0		0	
5101	Equipment - Additional	13,057	0	8,839	0		0		0	
5501	Equipment - Replacement	0	0	7,780	0		0		0	
Totals		5,596,242	5,655,096	5,958,131	6,008,982	73.61	6,696,117	80.95	687,135	7.34
School Enrollment (K-5)		800	780	820	800		873			
Positions		69.40	69.83	74.40	73.61		80.95			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	99,993	102,993	106,082	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	0	0	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	57,223	57,791	59,935	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,404,601	1,979,091	2,095,900	2,208,960	34.00	2,345,400	35.00	136,440	1.00
1121	Librarian	63,652	65,503	67,407	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	77,948	71,736	73,889	77,904	1.20	80,352	1.20	2,448	0.00
1140	Teacher Assistant	101,449	115,052	157,833	193,920	8.00	247,200	10.00	53,280	2.00
1142	Cafeteria Aide	16,335	13,679	14,036	12,910	0.66	13,226	0.66	317	0.00
1148	Specialist	39,643	40,753	30,199	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	134,277	142,758	152,789	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	129,479	133,233	137,098	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	1,660	3,047	3,369	1,700		1,700		0	
1201	Straight Time	1,877	3,410	5,771	1,900		1,900		0	
1300	Temporary Employee	15,203	12,272	20,571	0		0		0	
1500	Substitute Teacher	36,962	33,328	35,429	25,000		25,000		0	
1502	Substitute, Other	9,161	3,383	3,071	2,000		2,000		0	
1600	Instructional Supplement	9,704	4,469	0	0		0		0	
1602	Extra-Curr. Supplement	3,116	3,116	2,512	3,116		3,116		0	
2100	Social Security - FICA	232,537	201,414	218,294	237,896		253,339		15,443	
2210	Retirement - VRS	432,758	420,947	426,633	505,340		569,520		64,180	
2211	Retiree Health Care Credit	32,777	31,841	33,195	0		0		0	
2220	Retirement - PWCS	31,031	31,315	29,767	25,179		26,836		1,657	
2221	Defined Contribution Plan	4,804	6,249	11,293	0		0		0	
2300	Health Insurance - HMP	395,971	373,832	385,754	372,475		396,984		24,509	
2310	Short/Long Term Disability Premium	983	1,320	2,339	0		0		0	
2400	Life Insurance - GLI	40,016	35,345	37,719	40,127		43,746		3,620	
2830	Admin. Assoc. Fees	130	555	555	560		560		0	
3100	Professional Services	22,438	12,014	17,507	0		0		0	
3107	Data Processing	0	32,000	29,900	5,000		112,000		107,000	
3201	Telephone	514	529	530	1,000		1,000		0	
3402	Conference Expenses	3,373	2,243	2,780	3,500		3,500		0	
3450	Field Trips	6,017	3,220	3,342	2,500		2,500		0	
3501	Repair/Maint. - Building	4,756	1,589	3,922	500		0		(500)	
3504	Maint. Service Contract	987	886	0	0		0		0	
3700	In-Service Expenses	0	125	0	0		0		0	
3902	Printing Services	7,251	1,719	2,535	6,000		6,000		0	
3903	Postage	810	1,550	402	1,000		1,000		0	
3911	Rental Equipment	1,139	2,398	0	600		600		0	
3999	Other Contract Services	32	104	51	0		0		0	
4001	Office Supplies	2,691	2,321	742	2,500		2,500		0	
4002	Medical Supplies	295	648	595	1,000		1,000		0	
4003	Custodial Supplies	15,577	10,940	10,711	10,000		10,000		0	
4004	Repair/Maint. Supplies	335	186	282	0		0		0	
4007	Wearing Apparel	822	0	0	300		300		0	
4008	Reference Materials	0	805	73	0		0		0	
4009	Extra Curricular Supplies	97	0	0	0		0		0	
4010	Instructional Supplies	37,522	50,441	45,308	64,826		28,658		(36,168)	
4011	Textbooks	6,754	12,720	12,037	15,000		0		(15,000)	
4014	Food, Cafeteria	0	4,371	1,614	2,300		2,300		0	
4016	Library Books	1,691	9,534	7,723	0		0		0	
4017	Library Periodicals	505	959	468	0		0		0	
4018	Library Supplies	0	637	0	0		0		0	
4019	Food	2,876	3,387	5,866	5,000		5,000		0	
4020	Printing Supplies	20,341	10,156	6,089	4,000		4,000		0	
4310	Tech. Supp/Equip - Add'l	6,467	45,875	7,738	0		0		0	
4350	Tech. Supp/Equip - Repl	28,551	64,629	5,116	48,266		20,000		(28,266)	
4410	Software - Additional	300	1,206	1,420	0		0		0	
4450	Software - Replacement	1,018	1,857	1,038	0		0		0	
4510	General Equipment - Add'l	5,398	14,520	6,028	0		0		0	
4550	General Equipment - Repl.	4,195	4,965	10,312	0		0		0	
5501	Equipment - Replacement	12,732	0	0	0		0		0	
Totals		4,568,772	4,186,963	4,295,568	4,464,614	54.86	4,802,958	57.86	338,344	3.00
School Enrollment (K-5)		540	400	393	386		392			
Positions		54.87	48.17	52.67	54.86		57.86			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	142,569	146,846	156,952	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	157,459	162,185	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	1,892,891	1,987,322	2,108,071	2,858,160	44.00	3,048,480	45.50	190,320	1.50
1121	Librarian	60,117	61,858	63,652	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	56,949	57,776	54,154	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	182,022	155,255	168,344	242,400	10.00	271,920	11.00	29,520	1.00
1142	Cafeteria Aide	12,193	12,546	12,910	9,193	0.47	9,419	0.47	226	0.00
1148	Specialist	25,509	27,391	28,103	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	84,729	93,782	118,928	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	85,655	92,629	95,323	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	691	817	1,948	1,000		1,000		0	
1201	Straight Time	3,787	5,500	7,079	3,300		3,300		0	
1300	Temporary Employee	5,525	11,357	52,077	1,000		1,000		0	
1500	Substitute Teacher	65,281	55,875	56,407	43,500		43,500		0	
1502	Substitute, Other	6,129	3,684	9,657	2,000		2,000		0	
1600	Instructional Supplement	4,260	6,070	21,366	3,500		3,300		(200)	
1602	Extra-Curr. Supplement	3,830	3,116	3,180	2,000		2,000		0	
2100	Social Security - FICA	205,378	212,970	224,589	294,154		311,984		17,830	
2210	Retirement - VRS	355,069	402,820	393,050	625,651		702,104		76,453	
2211	Retiree Health Care Credit	27,755	31,981	31,893	0		0		0	
2220	Retirement - PWCS	7,368	7,951	8,127	31,068		32,985		1,916	
2221	Defined Contribution Plan	14,872	24,827	26,915	0		0		0	
2300	Health Insurance - HMP	242,455	259,546	273,790	459,607		487,945		28,338	
2310	Short/Long Term Disability Premium	2,944	4,579	5,211	0		0		0	
2400	Life Insurance - GLI	33,684	35,058	35,981	49,513		53,770		4,257	
2840	Conference Expense Admin	250	0	0	0		0		0	
3201	Telephone	0	0	7	200		200		0	
3401	Travel Reimbursement	645	249	441	400		500		100	
3402	Conference Expenses	4,395	3,286	6,130	1,000		1,000		0	
3450	Field Trips	2,030	3,172	4,334	0		0		0	
3504	Maint. Service Contract	4,181	5,200	7,570	400		400		0	
3700	In-Service Expenses	0	0	500	0		0		0	
3902	Printing Services	868	2,013	1,718	2,000		2,000		0	
3903	Postage	0	0	81	300		300		0	
3913	Tuition - Other Divisions	0	0	0	1,000		1,000		0	
3921	Tuition - PW	2,484	0	0	0		0		0	
3999	Other Contract Services	59	0	5,162	0		0		0	
4001	Office Supplies	10,649	15,602	12,824	15,000		20,000		5,000	
4002	Medical Supplies	78	180	0	200		200		0	
4003	Custodial Supplies	12,929	12,165	14,070	10,000		10,000		0	
4010	Instructional Supplies	102,818	170,747	102,188	131,312		148,469		17,157	
4011	Textbooks	21,142	13,461	47,700	5,000		10,000		5,000	
4014	Food, Cafeteria	218	1,709	596	0		0		0	
4016	Library Books	0	0	0	500		500		0	
4018	Library Supplies	0	35	0	0		0		0	
4019	Food	518	1,630	1,095	500		500		0	
4310	Tech. Supp/Equip - Add'l	37,906	38,479	148	5,000		5,000		0	
4350	Tech. Supp/Equip - Repl	0	4,111	3,075	0		4,000		4,000	
4450	Software - Replacement	5,302	2,308	14,349	1,000		1,000		0	
4510	General Equipment - Add'l.	1,692	3,243	1,070	1,000		1,000		0	
4550	General Equipment - Repl.	2,545	0	0	0		0		0	
Totals		3,889,829	4,141,330	4,269,223	5,479,963	66.87	5,873,080	69.37	393,117	2.50
School Enrollment (K-5)		432	447	462	506		532			
Positions		53.90	54.90	56.90	66.87		69.37			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,252	122,979	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	69,828	71,923	71,923	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,453,277	2,519,457	2,674,056	2,858,160	44.00	3,249,360	48.50	391,200	4.50
1121	Librarian	60,958	62,917	64,937	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	80,931	90,754	93,415	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	189,577	240,315	236,544	242,400	10.00	197,760	8.00	(44,640)	(2.00)
1142	Cafeteria Aide	11,804	12,001	12,568	18,191	0.93	10,621	0.53	(7,570)	(0.40)
1150	Secretarial / Bookkeeper	178,634	190,611	183,737	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	124,468	127,553	138,480	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	478	5,402	1,301	0	0	1,000	0	1,000	0
1201	Straight Time	3,985	7,823	5,866	0	0	3,250	0	3,250	0
1300	Temporary Employee	72,971	72,282	49,006	250	0	10,725	0	10,475	0
1500	Substitute Teacher	87,869	108,629	93,297	6,000	0	43,240	0	37,240	0
1502	Substitute, Other	8,216	60,488	3,189	0	0	0	0	0	0
1600	Instructional Supplement	0	0	2,066	0	0	0	0	0	0
1602	Extra-Curr. Supplement	3,116	3,108	2,385	3,244	0	3,336	0	92	0
2100	Social Security - FICA	253,056	268,698	273,802	293,547	0	324,619	0	31,072	0
2210	Retirement - VRS	454,866	534,933	530,945	627,558	0	726,996	0	99,438	0
2211	Retiree Health Care Credit	34,558	40,677	41,476	0	0	0	0	0	0
2220	Retirement - PWCS	24,530	24,474	28,130	31,314	0	34,287	0	2,973	0
2221	Defined Contribution Plan	6,009	9,355	15,105	0	0	0	0	0	0
2300	Health Insurance - HMP	354,579	387,536	429,222	463,238	0	507,218	0	43,981	0
2310	Short/Long Term Disability Premium	1,357	1,796	2,849	0	0	0	0	0	0
2400	Life Insurance - GLI	42,092	44,696	46,749	49,904	0	55,894	0	5,989	0
2830	Admin. Assoc. Fees	425	0	564	614	0	676	0	62	0
3201	Telephone	0	0	478	500	0	0	0	(500)	0
3401	Travel Reimbursement	700	0	0	0	0	0	0	0	0
3402	Conference Expenses	6,646	2,880	3,504	0	0	3,000	0	3,000	0
3450	Field Trips	1,686	1,974	12,220	2,000	0	3,000	0	1,000	0
3504	Maint. Service Contract	0	0	0	500	0	1,000	0	500	0
3700	In-Service Expenses	0	13	2,694	0	0	1,500	0	1,500	0
3902	Printing Services	60	12	539	0	0	1,000	0	1,000	0
3903	Postage	0	305	1,372	500	0	500	0	0	0
3999	Other Contract Services	65	286	111	500	0	500	0	0	0
4001	Office Supplies	19,120	18,316	16,274	1,000	0	7,000	0	6,000	0
4002	Medical Supplies	938	391	191	500	0	500	0	0	0
4003	Custodial Supplies	18,065	11,846	8,864	3,000	0	10,000	0	7,000	0
4010	Instructional Supplies	54,136	52,549	62,961	3,415	0	37,188	0	33,773	0
4011	Textbooks	0	4,086	9,014	15,000	0	0	0	(15,000)	0
4014	Food, Cafeteria	1,057	522	608	0	0	0	0	0	0
4016	Library Books	3,514	599	1,346	1,500	0	2,000	0	500	0
4017	Library Periodicals	406	431	0	300	0	0	0	(300)	0
4018	Library Supplies	213	548	323	500	0	500	0	0	0
4019	Food	278	492	957	0	0	500	0	500	0
4310	Tech. Supp/Equip - Add'l	62,494	91,015	47,849	4,923	0	15,000	0	10,077	0
4350	Tech. Supp/Equip - Repl	13,397	25,280	10,330	0	0	0	0	0	0
4450	Software - Replacement	1,018	749	1,038	0	0	5,564	0	5,564	0
4510	General Equipment - Add'l	11,542	1,693	19,011	0	0	0	0	0	0
4550	General Equipment - Repl.	38,500	16,534	4,980	0	0	20,000	0	20,000	0
Totals		4,863,962	5,233,706	5,329,257	5,337,518	67.93	6,001,814	70.03	664,296	2.10
School Enrollment (K-5)		685	668	668	676		743			
Positions		58.93	61.93	63.93	67.93		70.03			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,658	99,558	102,544	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,915,948	2,960,832	3,002,365	2,754,288	42.40	2,780,640	41.50	26,352	(0.90)
1121	Librarian	55,112	59,257	60,117	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	110,055	113,296	100,957	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	226,598	231,177	236,941	193,920	8.00	148,320	6.00	(45,600)	(2.00)
1142	Cafeteria Aide	14,248	14,702	15,128	16,822	0.86	17,234	0.86	413	0.00
1150	Secretarial / Bookkeeper	141,153	153,731	165,534	148,320	4.00	155,280	4.00	6,960	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	90,014	92,620	95,309	101,400	3.00	102,000	3.00	600	0.00
1200	Overtime	366	674	1,224	1,500		1,500		0	
1201	Straight Time	1,133	2,589	3,016	5,000		5,000		0	
1300	Temporary Employee	41,873	42,843	17,520	0		0		0	
1500	Substitute Teacher	52,223	45,445	51,630	69,000		71,000		2,000	
1502	Substitute, Other	7,456	10,327	12,043	11,500		9,500		(2,000)	
1600	Instructional Supplement	4,510	4,572	4,229	9,200		9,200		0	
1602	Extra-Curr. Supplement	3,116	3,416	3,180	0		0		0	
2100	Social Security - FICA	284,569	291,575	291,767	285,326		284,858		(468)	
2210	Retirement - VRS	528,837	601,466	584,171	599,431		631,918		32,487	
2211	Retiree Health Care Credit	40,353	45,782	45,201	0		0		0	
2220	Retirement - PWCS	29,385	32,004	37,598	29,729		29,676		(54)	
2221	Defined Contribution Plan	7,339	9,299	9,313	0		0		0	
2300	Health Insurance - HMP	366,962	393,236	436,051	439,794		439,000		(794)	
2310	Short/Long Term Disability Premium	1,256	1,584	1,577	0		0		0	
2400	Life Insurance - GLI	48,569	49,757	50,374	47,379		48,377		997	
2830	Admin. Assoc. Fees	701	850	850	1,000		1,000		0	
3401	Travel Reimbursement	2,220	2,065	2,607	2,000		2,000		0	
3402	Conference Expenses	1,082	1,882	6,588	3,500		3,500		0	
3450	Field Trips	3,467	83	479	0		0		0	
3700	In-Service Expenses	0	1,333	900	0		0		0	
3902	Printing Services	4,161	8,626	10,856	3,000		3,000		0	
3903	Postage	786	2,383	643	0		0		0	
3911	Rental Equipment	8,444	205	0	18,600		18,600		0	
3999	Other Contract Services	260	475	715	0		0		0	
4001	Office Supplies	4,698	5,888	9,690	1,000		1,000		0	
4002	Medical Supplies	1,116	1,121	465	1,000		1,000		0	
4003	Custodial Supplies	17,053	14,554	17,968	20,000		20,000		0	
4004	Repair/Maint. Supplies	196	412	0	0		0		0	
4007	Wearing Apparel	225	263	285	300		300		0	
4008	Reference Materials	746	914	670	0		0		0	
4009	Extra Curricular Supplies	578	1,240	2,551	0		0		0	
4010	Instructional Supplies	63,116	46,134	87,525	17,211		18,153		942	
4011	Textbooks	16,454	0	10,211	40,000		20,000		(20,000)	
4012	Emp. Training Supplies	0	48	0	0		0		0	
4013	Testing Materials	0	178	130	0		0		0	
4014	Food, Cafeteria	0	1,390	1,261	500		0		(500)	
4016	Library Books	1,842	2,278	6,735	0		0		0	
4018	Library Supplies	796	0	0	0		0		0	
4019	Food	3,119	3,900	4,973	5,000		5,000		0	
4020	Printing Supplies	13,444	8,158	6,118	10,000		10,500		500	
4310	Tech. Supp/Equip - Add'l	26,857	2,799	30,513	0		0		0	
4350	Tech. Supp/Equip - Repl	3,727	4,819	7,067	0		0		0	
4410	Software - Additional	6,640	0	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	0		0		0	
4510	General Equipment - Add'l.	11,309	1,286	6,722	0		0		0	
4550	General Equipment - Repl.	21,069	7,133	3,932	0		0		0	
5150	Lease/Purchase Agree.	4,312	17,191	16,567	0		0		0	
Totals		5,404,711	5,519,022	5,690,247	5,254,520	63.26	5,261,516	60.36	6,996	(2.90)
School Enrollment (K-5)		676	663	657	645		599			
Positions		64.97	65.97	64.27	63.26		60.36			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	130,469	134,383	122,979	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,658	99,558	97,026	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	19,122	22,167	22,832	19,476	0.30	20,088	0.30	612	0.00
1120	Teacher, Classroom	2,518,475	2,560,894	2,663,281	2,741,304	42.20	2,894,472	43.20	153,168	1.00
1121	Librarian	75,784	79,819	80,092	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	84,713	85,206	89,053	90,888	1.40	120,528	1.80	29,640	0.40
1140	Teacher Assistant	133,259	126,742	145,557	169,680	7.00	148,320	6.00	(21,360)	(1.00)
1142	Cafeteria Aide	6,301	6,429	6,429	7,824	0.40	8,016	0.40	192	0.00
1150	Secretarial / Bookkeeper	129,832	133,278	125,501	148,320	4.00	155,280	4.00	6,960	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	138,521	142,538	146,672	130,080	4.00	131,160	4.00	1,080	0.00
1200	Overtime	6,334	5,846	3,944	2,650		2,650		0	
1201	Straight Time	5,719	8,262	6,311	5,200		5,400		200	
1300	Temporary Employee	40,534	33,622	30,099	5,000		12,000		7,000	
1500	Substitute Teacher	49,974	52,193	43,746	19,750		50,500		30,750	
1502	Substitute, Other	235	0	5,337	3,250		6,000		2,750	
1600	Instructional Supplement	0	2,909	(137)	0		0		0	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,500		3,500		0	
2100	Social Security - FICA	251,092	255,400	261,990	278,145		294,369		16,224	
2210	Retirement - VRS	467,315	533,972	529,317	591,569		655,239		63,670	
2211	Retiree Health Care Credit	35,248	40,213	40,627	0		0		0	
2220	Retirement - PWCS	33,300	39,750	35,997	29,499		30,906		1,407	
2221	Defined Contribution Plan	3,178	4,666	5,961	0		0		0	
2300	Health Insurance - HMP	330,236	354,448	401,192	436,387		457,203		20,816	
2310	Short/Long Term Disability Premium	684	944	1,303	0		0		0	
2400	Life Insurance - GLI	43,054	44,360	45,937	47,012		50,382		3,370	
2830	Admin. Assoc. Fees	1,700	50	865	1,000		1,000		0	
3401	Travel Reimbursement	0	103	83	0		200		200	
3402	Conference Expenses	24,776	7,489	27,148	5,000		20,000		15,000	
3450	Field Trips	0	0	7,140	0		0		0	
3504	Maint. Service Contract	150	150	0	150		150		0	
3700	In-Service Expenses	166	1,590	331	2,000		2,000		0	
3902	Printing Services	119	418	721	1,000		1,000		0	
3903	Postage	1,070	1,584	575	500		500		0	
3911	Rental Equipment	19,598	19,598	19,485	20,000		25,000		5,000	
3918	Permits & Fees	0	0	0	0		10		10	
3999	Other Contract Services	913	79	605	500		500		0	
4001	Office Supplies	351	1,208	533	1,500		1,500		0	
4002	Medical Supplies	573	334	209	500		500		0	
4003	Custodial Supplies	18,332	20,375	18,999	10,000		20,000		10,000	
4004	Repair/Maint. Supplies	2,396	1,367	4,012	6,000		6,000		0	
4007	Wearing Apparel	366	440	427	400		400		0	
4010	Instructional Supplies	63,479	57,303	52,725	14,475		30,341		15,866	
4011	Textbooks	48,375	26,116	8,154	5,000		25,000		20,000	
4012	Emp. Training Supplies	0	0	61	0		0		0	
4014	Food, Cafeteria	0	0	280	0		0		0	
4016	Library Books	2,433	1,227	102	1,000		1,000		0	
4017	Library Periodicals	325	281	211	200		200		0	
4018	Library Supplies	122	904	735	500		500		0	
4019	Food	2,934	3,511	2,413	3,000		3,000		0	
4020	Printing Supplies	6,880	6,098	6,938	3,500		7,000		3,500	
4310	Tech. Supp/Equip - Add'l	75,564	155	258	1,000		1,000		0	
4350	Tech. Supp/Equip - Repl	189	72,204	27,081	3,000		15,000		12,000	
4410	Software - Additional	19,741	18,699	17,070	2,000		17,000		15,000	
4450	Software - Replacement	1,246	769	1,038	1,000		1,000		0	
4510	General Equipment - Add'l	25,874	2,726	3,518	500		500		0	
4550	General Equipment - Repl.	0	3,700	0	0		0		0	
5501	Equipment - Replacement	0	0	20,030	0		0		0	
Totals		4,923,322	5,021,694	5,138,474	5,102,219	62.30	5,516,354	62.70	414,135	0.40
School Enrollment (K-5)		667	651	670	649		686			
Positions		57.30	56.80	59.30	62.30		62.70			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	119,398	122,979	126,670	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	67,794	80,751	70,094	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,426,431	2,573,149	2,521,697	2,429,688	37.40	2,601,857	38.83	172,169	1.43
1121	Librarian	64,937	67,018	69,160	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	106,466	110,359	113,611	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	150,888	143,268	156,612	169,680	7.00	173,040	7.00	3,360	0.00
1142	Cafeteria Aide	9,162	11,018	11,278	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	164,658	168,529	175,009	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	111,415	103,053	110,822	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	357	728	1,016	500		200		(300)	
1201	Straight Time	1,420	1,667	2,655	0		0		0	
1300	Temporary Employee	57,213	70,321	63,023	11,000		13,000		2,000	
1500	Substitute Teacher	45,617	55,711	53,560	40,000		40,000		0	
1502	Substitute, Other	462	2,038	614	1,000		1,000		0	
1600	Instructional Supplement	0	0	1,013	1,500		1,500		0	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	3,000		3,000		0	
2100	Social Security - FICA	241,033	255,236	253,599	255,005		269,577		14,572	
2210	Retirement - VRS	453,052	524,565	499,246	536,031		599,546		63,514	
2211	Retiree Health Care Credit	34,368	39,608	38,470	0		0		0	
2220	Retirement - PWCS	35,580	39,728	40,490	26,826		28,375		1,549	
2221	Defined Contribution Plan	4,799	4,525	6,686	0		0		0	
2300	Health Insurance - HMP	351,936	341,508	367,066	396,841		419,759		22,918	
2310	Short/Long Term Disability Premium	823	1,087	1,591	0		0		0	
2400	Life Insurance - GLI	41,708	43,254	43,162	42,752		46,256		3,504	
2830	Admin. Assoc. Fees	425	425	425	500		500		0	
3401	Travel Reimbursement	805	1,017	2,307	50		50		0	
3402	Conference Expenses	3,856	4,761	0	0		0		0	
3450	Field Trips	0	315	164	200		200		0	
3501	Repair/Maint. - Building	0	725	5,694	0		0		0	
3502	Repair/Maint. - Equipment	2,210	696	0	1,000		500		(500)	
3700	In-Service Expenses	635	1,346	286	0		0		0	
3902	Printing Services	1,712	3,744	2,513	500		500		0	
3903	Postage	453	365	310	300		300		0	
3918	Permits & Fees	0	10	0	0		0		0	
3999	Other Contract Services	219	823	952	500		1,000		500	
4001	Office Supplies	2,337	1,913	1,857	1,000		1,000		0	
4002	Medical Supplies	1,979	1,194	460	1,000		1,000		0	
4003	Custodial Supplies	5,842	7,414	14,448	5,000		5,000		0	
4004	Repair/Maint. Supplies	79	80	0	0		0		0	
4007	Wearing Apparel	588	1,701	879	400		400		0	
4010	Instructional Supplies	43,700	79,228	42,505	46,153		206,017		159,864	
4011	Textbooks	8,298	5,521	14,325	0		20,000		20,000	
4012	Emp. Training Supplies	9,874	1,482	1,030	500		500		0	
4014	Food, Cafeteria	45	616	881	0		0		0	
4016	Library Books	235	17	0	250		0		(250)	
4017	Library Periodicals	0	0	237	250		250		0	
4018	Library Supplies	159	0	0	250		200		(50)	
4019	Food	3,530	2,130	3,013	500		500		0	
4150	Lease Agreement	10,076	9,901	9,901	13,500		15,000		1,500	
4310	Tech. Supp/Equip - Add'l	4,397	17,564	7,202	1,000		1,000		0	
4350	Tech. Supp/Equip - Repl	0	418	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	550		550		0	
4510	General Equipment - Add'l	1,691	5,815	741	1,500		1,000		(500)	
4550	General Equipment - Repl.	0	0	896	0		0		0	
5101	Equipment - Additional	0	18,133	7,681	0		0		0	
8002	General Reserve	0	0	0	3,000		3,000		0	
Totals		4,597,744	4,932,257	4,850,977	4,668,764	57.46	5,145,867	58.89	477,103	1.43
School Enrollment (K-5)		562	569	541	517		563			
Positions		53.37	56.37	56.17	57.46		58.89			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	134,383	138,415	142,569	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,072	99,558	71,923	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,566,057	2,492,199	2,671,167	3,189,252	50.10	3,162,312	47.20	(26,940)	(2.90)
1121	Librarian	95,236	98,032	100,913	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	86,943	82,485	86,715	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	151,743	129,611	131,366	145,440	6.00	123,600	5.00	(21,840)	(1.00)
1142	Cafeteria Aide	9,748	12,343	13,189	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	131,270	149,335	139,984	148,320	4.00	155,280	4.00	6,960	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	122,136	128,325	117,147	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	715	1,983	4,814	4,000		4,500		500	
1201	Straight Time	4,820	3,316	5,671	4,600		5,100		500	
1300	Temporary Employee	29,413	14,767	26,793	5,000		5,000		0	
1500	Substitute Teacher	47,116	39,683	54,735	56,000		56,000		0	
1502	Substitute, Other	934	627	2,010	3,000		4,500		1,500	
1600	Instructional Supplement	14,084	5,668	6,984	5,000		5,000		0	
1602	Extra-Curr. Supplement	1,604	1,558	2,385	3,492		3,492		0	
2100	Social Security - FICA	248,718	245,357	259,250	316,290		313,862		(2,428)	
2210	Retirement - VRS	463,251	503,243	502,996	666,729		697,823		31,094	
2211	Retiree Health Care Credit	35,718	38,749	39,970	0		0		0	
2220	Retirement - PWCS	13,156	15,606	17,228	33,190		32,906		(284)	
2221	Defined Contribution Plan	12,803	15,468	22,682	0		0		0	
2300	Health Insurance - HMP	323,960	363,049	412,713	490,993		486,784		(4,210)	
2310	Short/Long Term Disability Premium	2,508	2,583	3,579	0		0		0	
2400	Life Insurance - GLI	43,417	42,648	44,857	52,895		53,642		747	
2830	Admin. Assoc. Fees	850	1,877	55	500		500		0	
3100	Professional Services	473	1,228	293	1,000		1,000		0	
3201	Telephone	1,526	1,283	1,370	1,500		1,500		0	
3401	Travel Reimbursement	1,863	775	731	700		950		250	
3402	Conference Expenses	1,170	2,803	2,786	2,000		2,700		700	
3450	Field Trips	2,897	825	11,053	950		3,680		2,730	
3502	Repair/Maint. - Equipment	1,345	394	1,706	0		1,500		1,500	
3902	Printing Services	1,585	1,048	3,147	1,000		7,500		6,500	
3903	Postage	776	1,820	756	1,000		1,000		0	
3911	Rental Equipment	24,516	24,579	22,960	24,800		25,000		200	
3918	Permits & Fees	0	0	100	0		500		500	
3999	Other Contract Services	104	0	0	0		0		0	
4001	Office Supplies	11,459	6,724	5,150	10,000		10,000		0	
4002	Medical Supplies	2,438	329	885	1,000		2,500		1,500	
4003	Custodial Supplies	15,605	16,611	16,446	15,586		24,000		8,414	
4004	Repair/Maint. Supplies	169	44	0	2,000		1,000		(1,000)	
4007	Wearing Apparel	375	381	134	400		400		0	
4008	Reference Materials	4,515	565	74	500		1,000		500	
4009	Extra Curricular Supplies	0	855	592	0		1,000		1,000	
4010	Instructional Supplies	53,783	37,410	51,541	59,438		75,653		16,215	
4011	Textbooks	173	3,565	9,375	45,000		43,500		(1,500)	
4012	Emp. Training Supplies	0	0	0	0		375		375	
4013	Testing Materials	258	0	0	0		0		0	
4014	Food, Cafeteria	1,424	1,510	1,674	0		1,500		1,500	
4016	Library Books	6,784	3,567	4,069	5,000		3,500		(1,500)	
4018	Library Supplies	1,117	610	1,897	5,000		1,000		(4,000)	
4019	Food	4,215	2,062	2,713	2,000		2,200		200	
4020	Printing Supplies	5,126	9,853	5,939	23,700		5,500		(18,200)	
4310	Tech. Supp/Equip - Add'l	0	330	46,202	1,000		41,000		40,000	
4350	Tech. Supp/Equip - Repl	384	897	192	2,000		22,500		20,500	
4410	Software - Additional	3,295	0	0	0		0		0	
4450	Software - Replacement	12,378	22,807	5,432	12,000		17,000		5,000	
4510	General Equipment - Add'l.	30,421	7,654	1,106	3,000		3,500		500	
4550	General Equipment - Repl.	400	425	0	1,000		1,500		500	
5101	Equipment - Additional	0	0	11,721	0		0		0	
Totals		4,832,230	4,782,440	5,094,241	5,916,684	69.90	5,992,251	66.00	75,567	(3.90)
School Enrollment (K-5)		697	650	661	744		740			
Positions		60.60	57.80	62.80	69.90		66.00			

Financial Section

School: COLES ELEMENTARY SCHOOL
School #: 366
Address: 7405 Hoadly Rd.
 Manassas, VA 20112
Principal: Kathryn Forgas
Main Office: 703.791.3141
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	0	0	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	75,610	58,493	78,056	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,863,884	1,699,307	1,980,246	1,948,440	30.00	2,210,580	33.00	262,140	3.00
1121	Librarian	56,375	57,223	58,081	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	78,105	80,386	82,738	64,920	1.00	66,960	1.00	2,040	0.00
1140	Teacher Assistant	111,257	112,413	135,196	134,290	5.54	161,669	6.54	27,379	1.00
1142	Cafeteria Aide	10,935	11,318	9,404	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	116,713	122,740	127,600	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	89,673	90,943	93,764	95,664	2.80	96,168	2.80	504	0.00
1200	Overtime	1,825	878	457	0	0	0	0	0	0
1201	Straight Time	4,120	10,380	6,798	1,000	0	1,000	0	0	0
1300	Temporary Employee	33,726	36,715	32,694	12,000	0	31,300	0	19,300	0
1500	Substitute Teacher	47,946	38,187	41,446	32,250	0	35,750	0	3,500	0
1502	Substitute, Other	2,242	9,459	6,236	2,500	0	6,500	0	4,000	0
1600	Instructional Supplement	6,343	6,841	10,788	0	0	12,000	0	12,000	0
1602	Extra-Curr. Supplement	3,116	779	0	0	0	811	0	811	0
2100	Social Security - FICA	192,094	179,879	209,087	209,226	0	235,295	0	26,069	0
2210	Retirement - VRS	348,750	358,436	393,523	440,980	0	519,367	0	78,386	0
2211	Retiree Health Care Credit	26,541	27,152	30,716	0	0	0	0	0	0
2220	Retirement - PWCS	17,986	18,336	19,051	21,983	0	24,456	0	2,473	0
2221	Defined Contribution Plan	4,269	4,385	10,051	0	0	0	0	0	0
2300	Health Insurance - HMP	239,346	238,592	237,606	325,198	0	361,782	0	36,583	0
2310	Short/Long Term Disability Premium	981	1,037	1,901	0	0	0	0	0	0
2400	Life Insurance - GLI	32,053	29,688	34,327	35,034	0	39,867	0	4,834	0
2830	Admin. Assoc. Fees	0	484	1,366	250	0	500	0	250	0
3201	Telephone	265	796	797	750	0	750	0	0	0
3401	Travel Reimbursement	460	872	2,707	0	0	0	0	0	0
3402	Conference Expenses	6,233	1,420	2,426	500	0	5,000	0	4,500	0
3450	Field Trips	1,778	2,353	4,374	3,000	0	5,000	0	2,000	0
3502	Repair/Maint. - Equipment	9,126	136	0	0	0	0	0	0	0
3504	Maint. Service Contract	0	160	0	0	0	0	0	0	0
3700	In-Service Expenses	0	0	0	0	0	2,500	0	2,500	0
3902	Printing Services	2,420	12,195	11,900	16,400	0	16,400	0	0	0
3903	Postage	630	1,510	552	500	0	500	0	0	0
3911	Rental Equipment	1,826	496	0	0	0	0	0	0	0
3999	Other Contract Services	0	8,605	12,686	0	0	48,615	0	48,615	0
4001	Office Supplies	11,820	2,751	5,667	500	0	2,500	0	2,000	0
4002	Medical Supplies	411	498	652	400	0	500	0	100	0
4003	Custodial Supplies	12,518	13,790	12,367	5,000	0	10,000	0	5,000	0
4004	Repair/Maint. Supplies	291	0	0	0	0	0	0	0	0
4007	Wearing Apparel	0	878	200	300	0	300	0	0	0
4008	Reference Materials	0	1,550	996	500	0	2,000	0	1,500	0
4010	Instructional Supplies	47,854	130,656	88,040	22,918	0	59,898	0	36,980	0
4011	Textbooks	8,153	16,053	5,900	3,000	0	30,000	0	27,000	0
4014	Food, Cafeteria	0	621	1,402	0	0	0	0	0	0
4016	Library Books	1,107	1,534	2,903	500	0	2,000	0	1,500	0
4017	Library Periodicals	0	130	83	250	0	250	0	0	0
4018	Library Supplies	0	895	150	250	0	250	0	0	0
4019	Food	1,570	1,533	4,945	3,000	0	3,000	0	0	0
4020	Printing Supplies	0	9,310	9,007	8,750	0	8,958	0	208	0
4310	Tech. Supp/Equip - Add'l	16,344	30,143	2,623	15,000	0	25,000	0	10,000	0
4350	Tech. Supp/Equip - Repl	16,032	25,885	2,705	10,011	0	25,000	0	14,989	0
4450	Software - Replacement	1,018	749	1,038	0	0	0	0	0	0
4510	General Equipment - Add'l	103	9,614	0	0	0	8,495	0	8,495	0
Totals		3,623,889	3,592,599	3,902,150	3,859,190	47.00	4,513,947	51.00	654,757	4.00
School Enrollment (K-5)		456	419	408	388		429			
Positions		46.51	43.01	47.67	47.00		51.00			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	119,398	124,879	128,570	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	69,828	71,923	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	0	2,343,373	2,585,620	3,052,920	47.00	3,617,640	54.00	564,720	7.00
1121	Librarian	0	78,056	80,396	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	0	76,105	101,717	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	0	142,233	172,358	193,920	8.00	222,480	9.00	28,560	1.00
1142	Cafeteria Aide	0	13,165	14,100	15,648	0.80	24,048	1.20	8,400	0.40
1150	Secretarial / Bookkeeper	31,115	139,923	143,786	148,320	4.00	184,800	5.00	36,480	1.00
1180	Natl Board Certified Teacher Incentive Bonus	0	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	2,363	92,872	109,703	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	0	681	1,096	1,300		1,400		100	
1201	Straight Time	0	4,545	5,953	3,200		8,200		5,000	
1300	Temporary Employee	0	47,992	27,546	0		3,000		3,000	
1500	Substitute Teacher	0	29,152	48,489	36,500		42,100		5,600	
1502	Substitute, Other	0	0	8,470	4,500		9,500		5,000	
1600	Instructional Supplement	0	7,245	6,462	6,500		12,000		5,500	
1602	Extra-Curr. Supplement	0	1,558	3,180	0		3,340		3,340	
2100	Social Security - FICA	11,835	245,543	261,536	307,345		358,821		51,477	
2210	Retirement - VRS	22,050	483,760	501,568	651,900		801,902		150,002	
2211	Retiree Health Care Credit	1,669	36,694	39,238	0		0		0	
2220	Retirement - PWCS	2,738	22,213	27,970	32,468		37,704		5,236	
2221	Defined Contribution Plan	65	6,446	14,003	0		0		0	
2300	Health Insurance - HMP	4,068	287,659	375,716	480,310		557,765		77,455	
2310	Short/Long Term Disability Premium	18	1,722	3,170	0		0		0	
2400	Life Insurance - GLI	1,991	40,085	44,024	51,744		61,464		9,720	
2830	Admin. Assoc. Fees	0	0	0	800		900		100	
3201	Telephone	0	0	1,226	1,500		1,500		0	
3402	Conference Expenses	0	50	7,708	0		0		0	
3450	Field Trips	0	2,678	4,975	5,000		5,000		0	
3504	Maint. Service Contract	71	1,230	2,353	1,000		2,000		1,000	
3902	Printing Services	41	6,610	5,694	3,000		6,000		3,000	
3903	Postage	0	0	0	500		500		0	
3911	Rental Equipment	0	15,611	17,172	19,000		20,000		1,000	
3999	Other Contract Services	0	0	2,109	0		0		0	
4001	Office Supplies	4,944	714	643	8,263		10,250		1,987	
4002	Medical Supplies	0	898	417	1,500		1,500		0	
4003	Custodial Supplies	8,354	12,780	19,102	20,000		22,000		2,000	
4004	Repair/Maint. Supplies	0	0	293	1,000		1,000		0	
4007	Wearing Apparel	0	296	380	350		1,900		1,550	
4010	Instructional Supplies	35,560	214,441	149,201	88,266		116,445		28,179	
4011	Textbooks	0	26,677	6,070	0		25,000		25,000	
4013	Testing Materials	0	0	2,320	500		500		0	
4014	Food, Cafeteria	0	5,999	6,397	0		0		0	
4016	Library Books	0	4,227	2,198	3,000		5,000		2,000	
4017	Library Periodicals	297	0	0	500		500		0	
4018	Library Supplies	0	1,786	0	1,000		1,000		0	
4019	Food	0	19,343	17,801	6,500		11,000		4,500	
4310	Tech. Supp/Equip - Add'l	0	4,805	15,593	500		10,500		10,000	
4410	Software - Additional	0	0	506	0		1,000		1,000	
4450	Software - Replacement	0	0	488	500		1,100		600	
4510	General Equipment - Add'l.	0	0	15,011	0		5,000		5,000	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		246,577	4,618,871	5,059,251	5,704,014	68.80	6,762,719	78.20	1,058,705	9.40
School Enrollment (K-5)		0	543	632	679		815			
Positions		1.00	60.80	64.20	68.80		78.20			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	130,470	134,269	138,183	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	69,828	71,923	74,080	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,228,195	2,211,806	2,189,368	2,208,960	34.00	2,311,920	34.50	102,960	0.50
1121	Librarian	53,667	59,824	69,353	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	88,225	90,871	53,353	77,904	1.20	80,352	1.20	2,448	0.00
1140	Teacher Assistant	136,605	132,614	135,104	121,200	5.00	123,600	5.00	2,400	0.00
1142	Cafeteria Aide	5,000	5,281	5,955	5,868	0.30	6,012	0.30	144	0.00
1148	Specialist	38,490	39,761	40,862	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	148,292	152,369	155,331	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	105,379	108,439	112,753	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	8,271	7,947	5,248	7,750		5,750		(2,000)	
1201	Straight Time	10,975	16,033	13,079	10,900		9,900		(1,000)	
1300	Temporary Employee	37,258	36,365	47,816	28,100		44,500		16,400	
1500	Substitute Teacher	30,011	33,961	32,535	30,000		31,500		1,500	
1502	Substitute, Other	2,080	2,586	1,442	2,000		2,000		0	
1600	Instructional Supplement	6,067	3,636	4,859	15,000		15,000		0	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	0		0		0	
2100	Social Security - FICA	229,204	227,771	227,071	237,315		247,448		10,133	
2210	Retirement - VRS	415,676	459,240	432,628	494,472		542,927		48,454	
2211	Retiree Health Care Credit	31,842	35,368	33,886	0		0		0	
2220	Retirement - PWCS	24,902	23,723	20,985	24,681		25,646		965	
2221	Defined Contribution Plan	8,970	13,905	13,533	0		0		0	
2300	Health Insurance - HMP	298,692	305,857	313,903	365,109		379,386		14,277	
2310	Short/Long Term Disability Premium	2,103	2,799	2,882	0		0		0	
2400	Life Insurance - GLI	38,686	38,834	38,209	39,333		41,807		2,474	
2830	Admin. Assoc. Fees	484	909	225	500		1,000		500	
2850	Employee Recognition	0	0	965	500		500		0	
3201	Telephone	1,159	1,044	1,166	1,200		1,300		100	
3401	Travel Reimbursement	1,289	1,299	1,489	1,750		1,500		(250)	
3402	Conference Expenses	2,766	2,490	4,268	1,300		1,400		100	
3450	Field Trips	8,262	2,955	3,421	8,000		12,000		4,000	
3500	Miscellaneous Projects	0	248	3,882	1,000		1,000		0	
3501	Repair/Maint. - Building	549	0	850	1,000		1,000		0	
3502	Repair/Maint. - Equipment	291	1,840	0	0		500		500	
3504	Maint. Service Contract	199	0	0	400		400		0	
3700	In-Service Expenses	89	0	174	200		500		300	
3902	Printing Services	6,339	3,041	7,996	4,400		4,500		100	
3903	Postage	4	699	872	400		400		0	
3905	Extra Curricular Expenses	2,032	2,385	619	1,500		1,500		0	
3918	Permits & Fees	0	100	0	0		0		0	
3999	Other Contract Services	1,422	2,019	1,825	500		500		0	
4001	Office Supplies	3,114	1,961	2,777	5,000		5,000		0	
4002	Medical Supplies	2,231	1,774	660	3,000		400		(2,600)	
4003	Custodial Supplies	26,479	22,124	17,559	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	0	2,062	525	0		0		0	
4007	Wearing Apparel	1,547	4,694	1,550	2,400		5,400		3,000	
4008	Reference Materials	2,789	2,221	2,772	2,700		3,000		300	
4009	Extra Curricular Supplies	11,963	4,105	5,645	4,500		8,000		3,500	
4010	Instructional Supplies	60,680	78,653	71,167	79,589		93,671		14,082	
4011	Textbooks	0	1,980	0	8,000		18,000		10,000	
4013	Testing Materials	1,914	2,890	2,259	1,200		1,200		0	
4014	Food, Cafeteria	223	1,507	1,563	300		300		0	
4016	Library Books	4,773	4,068	6,007	5,000		5,500		500	
4017	Library Periodicals	1,255	0	271	500		500		0	
4018	Library Supplies	1,340	2,912	1,675	1,200		1,750		550	
4019	Food	5,708	4,981	6,977	6,500		8,000		1,500	
4020	Printing Supplies	13,263	15,826	9,552	7,500		7,000		(500)	
4150	Lease Agreement	8,482	10,306	10,306	12,000		1,500		(10,500)	
4310	Tech. Supp/Equip - Add'l	89,306	36,362	47,276	60,750		50,750		(10,000)	
4350	Tech. Supp/Equip - Repl	2,303	4,756	2,079	4,500		5,000		500	
4410	Software - Additional	21,214	11,849	29,232	15,000		10,000		(5,000)	
4450	Software - Replacement	1,018	749	1,188	1,450		1,550		100	
4510	General Equipment - Add'l	43,952	39,974	32,047	33,000		33,113		113	
4550	General Equipment - Repl.	17,225	4,063	15,382	9,000		11,000		2,000	
5101	Equipment - Additional	0	701	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,505,167	4,502,843	4,464,314	4,568,812	51.50	4,795,462	52.00	226,650	0.50
School Enrollment (K-5)		452	446	430	428		412			
Positions		54.77	53.77	52.80	51.50		52.00			

Financial Section

School: 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)



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	122,979	126,670	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	83,379	67,794	69,828	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,160,076	1,988,597	1,985,942	2,208,960	34.00	2,445,840	36.50	236,880	2.50
1121	Librarian	65,373	67,332	69,353	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	62,149	59,516	61,564	77,904	1.20	93,744	1.40	15,840	0.20
1140	Teacher Assistant	121,274	109,505	110,861	169,680	7.00	199,738	8.08	30,058	1.08
1142	Cafeteria Aide	6,087	7,329	7,584	18,386	0.94	18,838	0.94	451	0.00
1150	Secretarial / Bookkeeper	118,764	132,774	128,412	171,072	5.00	184,800	5.00	13,728	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	95,674	95,506	106,462	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	481	963	1,750	2,000		2,000		0	
1201	Straight Time	5,798	2,257	4,691	7,500		9,000		1,500	
1300	Temporary Employee	36,270	27,277	26,026	22,000		18,500		(3,500)	
1500	Substitute Teacher	36,392	24,518	38,829	26,000		45,500		19,500	
1502	Substitute, Other	78	4,232	5,353	16,500		10,000		(6,500)	
1600	Instructional Supplement	407	2,891	(9)	1,500		6,500		5,000	
1602	Extra-Curr. Supplement	2,727	1,558	1,590	0		0		0	
2100	Social Security - FICA	215,969	200,255	198,769	238,507		262,651		24,144	
2210	Retirement - VRS	379,821	389,631	388,079	498,712		579,920		81,208	
2211	Retiree Health Care Credit	29,315	29,938	30,360	0		0		0	
2220	Retirement - PWCS	15,138	14,131	12,525	24,856		27,315		2,459	
2221	Defined Contribution Plan	10,752	11,041	11,286	0		0		0	
2300	Health Insurance - HMP	245,094	255,492	310,635	367,701		404,077		36,376	
2310	Short/Long Term Disability Premium	2,601	2,402	2,503	0		0		0	
2400	Life Insurance - GLI	35,594	32,921	34,293	39,612		44,528		4,916	
2830	Admin. Assoc. Fees	425	574	1,248	1,500		1,500		0	
3100	Professional Services	104	1,647	5,589	5,000		5,000		0	
3201	Telephone	778	1,355	1,124	2,000		1,200		(800)	
3401	Travel Reimbursement	623	714	667	1,000		1,000		0	
3402	Conference Expenses	1,841	349	23,791	3,500		4,500		1,000	
3450	Field Trips	1,305	869	1,364	3,000		3,000		0	
3504	Maint. Service Contract	143	110	0	0		0		0	
3902	Printing Services	10,470	905	728	2,000		3,500		1,500	
3903	Postage	627	182	1,413	1,000		500		(500)	
4001	Office Supplies	5,349	31,217	13,977	45,608		5,000		(40,608)	
4002	Medical Supplies	525	749	82	500		1,000		500	
4003	Custodial Supplies	14,237	13,899	11,253	15,000		15,000		0	
4004	Repair/Maint. Supplies	655	0	213	0		0		0	
4007	Wearing Apparel	0	0	1,595	0		200		200	
4009	Extra Curricular Supplies	71	1,687	3,262	2,000		2,500		500	
4010	Instructional Supplies	77,467	57,828	71,574	93,100		81,739		(11,361)	
4011	Textbooks	197	5,840	0	5,000		25,000		20,000	
4014	Food, Cafeteria	0	551	2,568	5,000		5,000		0	
4016	Library Books	(6,721)	3,805	4,255	5,000		5,000		0	
4018	Library Supplies	36	343	487	500		500		0	
4019	Food	2,324	4,053	5,050	5,500		4,500		(1,000)	
4310	Tech. Supp/Equip - Add'l	61,522	32,425	7,240	8,000		10,000		2,000	
4350	Tech. Supp/Equip - Repl	0	1,195	1,854	2,000		2,000		0	
4410	Software - Additional	(152)	3,533	0	2,000		2,000		0	
4450	Software - Replacement	1,018	883	1,038	0		2,000		2,000	
4510	General Equipment - Add'l.	4,117	425	12,760	0		0		0	
4550	General Equipment - Repl.	0	5,094	6,038	2,000		4,000		2,000	
5101	Equipment - Additional	0	0	26,158	0		5,000		5,000	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		4,031,653	3,827,262	3,931,410	4,497,339	54.14	4,947,470	57.92	450,131	3.78
School Enrollment (K-5)		513	439	420	420		450			
Positions		51.28	47.34	46.97	54.14		57.92			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	109,265	138,415	138,415	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	108,790	112,053	115,415	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	117,894	96,387	19,476	0.30	20,088	0.30	612	0.00
1120	Teacher, Classroom	2,547,955	2,496,709	2,430,559	2,721,828	41.90	2,669,486	39.84	(52,342)	(2.06)
1121	Librarian	73,641	80,396	82,808	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	98,377	70,176	71,864	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	118,302	127,428	128,164	96,960	4.00	98,880	4.00	1,920	0.00
1142	Cafeteria Aide	12,968	8,880	5,431	7,824	0.40	8,016	0.40	192	0.00
1148	Specialist	34,330	35,326	36,349	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	158,892	171,679	165,080	148,320	4.00	120,240	3.00	(28,080)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	107,481	112,136	118,599	101,400	3.00	102,000	3.00	600	0.00
1200	Overtime	433	456	1,268	2,000		1,600		(400)	
1201	Straight Time	7,329	6,718	10,139	3,500		4,450		950	
1300	Temporary Employee	50,233	29,627	57,692	20,000		0		(20,000)	
1500	Substitute Teacher	61,491	51,374	58,491	75,000		51,000		(24,000)	
1502	Substitute, Other	1,330	6,285	3,419	1,000		2,500		1,500	
1600	Instructional Supplement	7,305	7,541	2,165	5,000		0		(5,000)	
1602	Extra-Curr. Supplement	1,558	885	3,180	0		0		0	
2100	Social Security - FICA	254,425	262,642	256,041	277,404		268,142		(9,263)	
2210	Retirement - VRS	432,573	498,165	482,069	581,731		601,136		19,405	
2211	Retiree Health Care Credit	33,789	39,007	38,362	0		0		0	
2220	Retirement - PWCS	17,105	15,330	18,676	28,868		28,257		(611)	
2221	Defined Contribution Plan	17,444	23,424	22,774	0		0		0	
2300	Health Insurance - HMP	392,943	388,243	409,212	427,043		418,007		(9,036)	
2310	Short/Long Term Disability Premium	3,269	4,150	4,400	0		0		0	
2400	Life Insurance - GLI	40,985	42,755	43,164	46,005		46,063		58	
2830	Admin. Assoc. Fees	0	552	0	600		600		0	
3100	Professional Services	4,023	(58)	83	0		300		300	
3201	Telephone	0	443	270	600		410		(190)	
3401	Travel Reimbursement	265	287	255	0		0		0	
3402	Conference Expenses	1,718	19,251	25,550	5,000		3,000		(2,000)	
3450	Field Trips	4,578	2,117	10,482	5,000		10,000		5,000	
3502	Repair/Maint. - Equipment	0	0	198	500		200		(300)	
3902	Printing Services	5,713	1,100	1,312	3,500		950		(2,550)	
3903	Postage	27	1,161	497	1,000		500		(500)	
3905	Extra Curricular Expenses	323	0	0	0		0		0	
3918	Permits and Fees	12,010	9,996	0	8,520		8,520		0	
3999	Other Contract Services	0	970	369	0		400		400	
4001	Office Supplies	313	8,409	2,296	6,000		1,500		(4,500)	
4002	Medical Supplies	508	2,008	892	500		500		0	
4003	Custodial Supplies	12,532	25,417	18,038	14,000		15,000		1,000	
4004	Repair/Maint. Supplies	4,998	2,276	548	0		0		0	
4010	Instructional Supplies	68,222	99,803	68,548	90,375		51,020		(39,355)	
4011	Textbooks	0	12,135	8,748	33,000		28,000		(5,000)	
4014	Food, Cafeteria	2,808	367	1,006	0		0		0	
4016	Library Books	500	7,250	3,033	1,000		1,000		0	
4017	Library Periodicals	0	218	0	300		300		0	
4018	Library Supplies	0	305	228	300		300		0	
4019	Food	655	2,792	5,204	7,000		4,500		(2,500)	
4020	Printing Supplies	0	12,302	1,245	10,138		8,000		(2,138)	
4150	Lease Agreement	11,536	14,094	14,961	16,000		16,000		0	
4310	Tech. Supp/Equip - Add'l	15,913	5,778	7,376	1,800		1,500		(300)	
4350	Tech. Supp/Equip - Repl	0	36,128	0	5,000		1,000		(4,000)	
4410	Software - Additional	3,294	28,455	2,571	5,000		2,000		(3,000)	
4450	Software - Replacement	3,768	3,247	1,769	21,500		11,600		(9,900)	
4510	General Equipment - Add'l	830	7,235	7,588	14,000		3,000		(11,000)	
4550	General Equipment - Repl.	0	8,884	0	0		0		0	
5501	Equipment - Replacement	0	5,946	0	0		0		0	
Totals		4,851,747	5,169,062	4,985,691	5,237,881	59.00	5,036,829	55.94	(201,052)	(3.06)
School Enrollment (K-5)		588	565	523	542		488			
Positions		63.17	63.83	60.00	59.00		55.94			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	106,082	109,265	112,543	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	0	0	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	71,353	75,405	78,056	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,683,930	1,870,012	1,763,302	1,948,440	30.00	2,110,140	31.50	161,700	1.50
1121	Librarian	78,056	80,396	82,808	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	52,552	53,353	54,154	64,920	1.00	66,960	1.00	2,040	0.00
1140	Teacher Assistant	55,401	96,522	89,399	96,960	4.00	123,600	5.00	26,640	1.00
1142	Cafeteria Aide	8,028	8,170	8,408	7,824	0.40	16,032	0.80	8,208	0.40
1150	Secretarial / Bookkeeper	145,990	149,781	159,582	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	93,884	100,782	103,704	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	196	1,365	949	1,500		1,500		0	
1201	Straight Time	2,166	3,184	3,687	4,000		1,000		(3,000)	
1300	Temporary Employee	11,229	29,813	33,848	0		0		0	
1500	Substitute Teacher	28,963	26,157	42,797	42,100		14,800		(27,300)	
1502	Substitute, Other	684	1,332	2,551	0		1,000		1,000	
1600	Instructional Supplement	177	1,343	1,193	0		0		0	
1602	Extra-Curr. Supplement	2,337	779	1,590	3,244		3,596		352	
2100	Social Security - FICA	168,296	192,419	183,905	207,107		220,876		13,769	
2210	Retirement - VRS	304,758	387,719	348,119	435,372		495,466		60,095	
2211	Retiree Health Care Credit	23,637	30,222	27,718	0		0		0	
2220	Retirement - PWCS	16,456	18,254	18,691	21,772		23,421		1,650	
2221	Defined Contribution Plan	10,647	16,886	17,178	0		0		0	
2300	Health Insurance - HMP	243,074	243,750	291,541	322,072		346,480		24,408	
2310	Short/Long Term Disability Premium	1,813	2,650	3,032	0		0		0	
2400	Life Insurance - GLI	28,841	33,272	31,379	34,697		38,181		3,484	
2830	Admin. Assoc. Fees	425	515	425	614		676		62	
3100	Professional Services	(59)	482	1,247	2,000		2,000		0	
3201	Telephone	597	1,035	801	600		1,300		700	
3401	Travel Reimbursement	0	0	213	2,351		2,300		(51)	
3402	Conference Expenses	6,283	1,790	6,206	6,000		1,000		(5,000)	
3450	Field Trips	775	953	6,593	3,000		1,500		(1,500)	
3504	Maint. Service Contract	150	0	0	0		0		0	
3902	Printing Services	5,459	1,644	85	1,100		500		(600)	
3903	Postage	924	524	506	500		400		(100)	
3908	Parent Activity Expenses	106	0	0	0		0		0	
3911	Rental Equipment	0	0	4,476	4,070		10,000		5,930	
4001	Office Supplies	5,051	4,626	3,663	3,000		2,000		(1,000)	
4002	Medical Supplies	877	499	507	1,000		500		(500)	
4003	Custodial Supplies	14,234	12,533	11,398	15,000		10,000		(5,000)	
4004	Repair/Maint. Supplies	2,217	623	1,384	500		0		(500)	
4007	Wearing Apparel	526	942	3,052	2,300		300		(2,000)	
4008	Reference Materials	1,458	1,717	3,243	2,500		1,000		(1,500)	
4010	Instructional Supplies	116,587	103,698	59,563	8,383		438		(7,945)	
4011	Textbooks	2,887	30,376	35,916	30,000		23,386		(6,614)	
4014	Food, Cafeteria	1,715	432	1,049	2,000		1,000		(1,000)	
4016	Library Books	3,475	5,612	1,818	0		0		0	
4017	Library Periodicals	390	666	0	0		0		0	
4018	Library Supplies	0	0	0	0		500		500	
4019	Food	1,062	1,742	1,675	1,500		500		(1,000)	
4020	Printing Supplies	7,927	12,713	5,886	3,500		2,000		(1,500)	
4310	Tech. Supp/Equip - Add'l	46,758	59,105	3,001	2,000		16,161		14,161	
4350	Tech. Supp/Equip - Repl	0	5,845	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	600		1,700		1,100	
4510	General Equipment - Add'l.	7,507	2,172	25,114	2,000		1,000		(1,000)	
4550	General Equipment - Repl.	2,805	11,415	5,010	2,000		0		(2,000)	
Totals		3,369,704	3,795,240	3,644,004	3,824,821	45.40	4,091,854	48.30	267,033	2.90
School Enrollment (K-5)		401	422	377	367		352			
Positions		41.90	47.90	44.40	45.40		48.30			

Financial Section

School: FEATHERSTONE ELEMENTARY SCHOOL
School #: 345
Address: 14805 Blackburn Rd.
 Woodbridge, VA 22191
Principal: Daria Groover
Main Office: 703.491.1156
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	122,979	126,670	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	99,558	102,544	106,526	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	71,388	55,177	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,592,356	2,352,725	2,393,224	2,637,432	40.60	2,706,984	40.40	69,552	(0.20)
1121	Librarian	94,462	97,427	100,482	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	79,526	63,739	65,649	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	142,628	121,838	123,178	121,200	5.00	123,600	5.00	2,400	0.00
1142	Cafeteria Aide	12,303	12,664	11,403	11,736	0.60	12,024	0.60	288	0.00
1148	Specialist	39,603	40,753	41,934	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	156,746	161,016	147,455	113,040	3.00	120,240	3.00	7,200	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	108,728	98,283	96,600	101,544	2.80	103,008	2.80	1,464	0.00
1200	Overtime	1,797	1,973	1,419	1,500	0	0	0	(1,500)	0.00
1201	Straight Time	6,543	3,441	4,502	1,000	0	0	0	(1,000)	0.00
1300	Temporary Employee	28,430	28,599	19,883	0	0	0	0	0	0.00
1500	Substitute Teacher	49,980	48,119	48,639	53,000	0	54,000	0	1,000	0.00
1502	Substitute, Other	3,393	4,495	6,311	7,500	0	5,500	0	(2,000)	0.00
1600	Instructional Supplement	11,530	3,754	743	0	0	0	0	0	0.00
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,244	0	3,340	0	96	0.00
2100	Social Security - FICA	263,216	246,245	248,189	265,844	0	272,000	0	6,156	0.00
2210	Retirement - VRS	473,620	493,322	481,895	562,343	0	608,711	0	46,368	0.00
2211	Retiree Health Care Credit	37,100	38,708	38,179	0	0	0	0	0	0.00
2220	Retirement - PWCS	19,789	18,293	19,456	27,924	0	28,611	0	687	0.00
2221	Defined Contribution Plan	19,053	22,931	19,275	0	0	0	0	0	0.00
2300	Health Insurance - HMP	294,826	328,303	338,078	413,088	0	423,253	0	10,165	0.00
2310	Short/Long Term Disability Premium	3,455	4,061	3,771	0	0	0	0	0	0.00
2400	Life Insurance - GLI	44,572	42,006	42,504	44,502	0	46,641	0	2,139	0.00
2830	Admin. Assoc. Fees	1,328	1,069	219	1,000	0	1,000	0	0	0.00
3100	Professional Services	2,000	0	495	0	0	0	0	0	0.00
3105	Contractual Services	399	45	0	0	0	0	0	0	0.00
3201	Telephone	631	105	0	0	0	0	0	0	0.00
3401	Travel Reimbursement	132	19	0	1,000	0	1,400	0	400	0.00
3402	Conference Expenses	2,765	1,006	202	1,000	0	1,000	0	0	0.00
3450	Field Trips	4,197	513	2,126	2,500	0	2,500	0	0	0.00
3501	Repair/Maint. - Building	0	478	0	0	0	0	0	0	0.00
3502	Repair/Maint. - Equipment	8,214	10,690	11,224	5,000	0	5,000	0	0	0.00
3700	In-Service Expenses	0	7,400	0	0	0	0	0	0	0.00
3902	Printing Services	1,875	4,780	724	1,400	0	1,400	0	0	0.00
3903	Postage	120	826	1,316	1,000	0	1,000	0	0	0.00
3904	Freight/Shipping	120	0	0	0	0	0	0	0	0.00
3921	Tuition - PW	1,404	0	0	0	0	0	0	0	0.00
3999	Other Contract Services	145	40	104	100	0	100	0	0	0.00
4001	Office Supplies	3,630	1,746	3,217	3,000	0	3,000	0	0	0.00
4002	Medical Supplies	749	191	776	1,000	0	1,000	0	0	0.00
4003	Custodial Supplies	11,188	11,286	11,785	10,000	0	10,000	0	0	0.00
4004	Repair/Maint. Supplies	1,393	524	0	0	0	0	0	0	0.00
4007	Wearing Apparel	6,654	1,553	729	1,300	0	1,800	0	500	0.00
4009	Extra Curricular Supplies	368	248	189	0	0	0	0	0	0.00
4010	Instructional Supplies	80,228	40,934	48,297	77,399	0	63,000	0	(14,399)	0.00
4011	Textbooks	23,859	957	12,069	50,000	0	35,000	0	(15,000)	0.00
4012	Emp. Training Supplies	0	1,950	0	0	0	0	0	0	0.00
4013	Testing Materials	209	171	109	0	0	0	0	0	0.00
4014	Food, Cafeteria	1,645	673	593	0	0	0	0	0	0.00
4016	Library Books	4,465	446	258	5,000	0	5,000	0	0	0.00
4018	Library Supplies	37	454	30	500	0	500	0	0	0.00
4019	Food	540	619	765	300	0	1,100	0	800	0.00
4020	Printing Supplies	13,858	17,347	13,482	15,000	0	15,000	0	0	0.00
4310	Tech. Supp/Equip - Add'l	2,904	230	3,714	5,000	0	5,000	0	0	0.00
4350	Tech. Supp/Equip - Repl	1,591	835	0	0	0	0	0	0	0.00
4410	Software - Additional	14,869	4,299	0	0	0	5,000	0	5,000	0.00
4450	Software - Replacement	21,717	18,310	20,518	23,050	0	20,323	0	(2,727)	0.00
4510	General Equipment - Add'l.	17,241	1,522	218	4,000	0	4,000	0	0	0.00
4550	General Equipment - Repl.	842	1,022	1,321	6,500	0	3,000	0	(3,500)	0.00
5101	Equipment - Additional	22,452	0	0	0	0	0	0	0	0.00
Totals		4,968,077	4,671,201	4,685,103	5,003,833	57.40	5,120,899	57.20	117,066	(0.20)
School Enrollment (K-5)		592	505	489	493		485			
Positions		62.10	57.90	57.40	57.40		57.20			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	109,265	112,543	109,265	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	78,593	80,951	83,379	182,880	2.00	186,000	2.00	3,120	0.00
1115	Teacher on Special Assignment	67,320	92,522	57,906	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,457,558	3,327,943	3,523,006	3,831,960	59.00	3,952,440	59.00	120,480	0.00
1121	Librarian	20,285	57,954	55,408	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	131,739	134,892	139,749	144,122	2.22	147,312	2.20	3,190	(0.02)
1140	Teacher Assistant	168,119	183,020	197,473	160,469	6.62	197,760	8.00	37,291	1.38
1142	Cafeteria Aide	27,557	28,502	29,679	31,100	1.59	31,864	1.59	763	0.00
1148	Specialist	33,065	33,406	34,467	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	176,267	163,829	178,538	177,336	5.00	184,800	5.00	7,464	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	144,222	187,855	194,756	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	417	1,030	1,542	1,000		2,500		1,500	
1201	Straight Time	3,017	2,139	6,512	2,300		7,400		5,100	
1300	Temporary Employee	30,077	68,196	31,186	5,000		31,000		26,000	
1500	Substitute Teacher	72,385	73,354	68,494	30,750		60,000		29,250	
1502	Substitute, Other	5,066	7,807	5,228	6,000		4,000		(2,000)	
1600	Instructional Supplement	2,188	4,684	0	0		5,000		5,000	
1602	Extra-Curr. Supplement	1,558	779	795	0		0		0	
2100	Social Security - FICA	326,512	331,766	346,667	379,159		397,420		18,262	
2210	Retirement - VRS	585,002	648,761	652,836	808,284		884,270		75,986	
2211	Retiree Health Care Credit	45,548	50,512	51,894	0		0		0	
2220	Retirement - PWCS	22,631	24,924	26,397	40,115		41,538		1,423	
2221	Defined Contribution Plan	21,760	28,163	31,042	0		0		0	
2300	Health Insurance - HMP	511,460	476,227	501,915	593,428		614,478		21,050	
2310	Short/Long Term Disability Premium	4,243	4,810	5,152	0		0		0	
2400	Life Insurance - GLI	55,285	55,819	58,764	63,930		67,714		3,784	
2830	Admin. Assoc. Fees	425	850	514	1,000		2,000		1,000	
3201	Telephone	1,738	1,866	644	2,000		2,000		0	
3401	Travel Reimbursement	1,920	2,312	1,626	1,300		1,800		500	
3402	Conference Expenses	616	91	3,046	2,500		5,000		2,500	
3450	Field Trips	4,996	6,608	12,046	500		1,500		1,000	
3504	Maint. Service Contract	4,686	4,306	391	2,884		6,000		3,116	
3902	Printing Services	0	527	1,166	2,000		1,500		(500)	
3903	Postage	1,188	140	0	1,000		1,000		0	
3904	Freight/Shipping	0	0	0	0		100		100	
3921	Tuition - PW	9,045	0	0	0		0		0	
3999	Other Contract Services	283	1,123	167	500		0		(500)	
4001	Office Supplies	4,995	6,778	13,437	9,000		19,000		10,000	
4002	Medical Supplies	1,132	853	1,157	1,250		1,250		0	
4003	Custodial Supplies	32,505	18,353	21,480	22,000		19,000		(3,000)	
4007	Wearing Apparel	907	468	498	400		400		0	
4008	Reference Materials	0	0	1,271	500		1,500		1,000	
4010	Instructional Supplies	62,708	39,326	47,963	201,664		31,304		(170,360)	
4011	Textbooks	9,026	2,820	10,091	10,000		12,436		2,436	
4012	Emp. Training Supplies	250	0	0	0		2,000		2,000	
4013	Testing Materials	2,600	5,960	0	0		0		0	
4014	Food, Cafeteria	6,245	3,663	7,558	6,000		8,000		2,000	
4016	Library Books	19,208	20,135	2,618	5,000		12,000		7,000	
4017	Library Periodicals	0	1,058	80	1,500		0		(1,500)	
4018	Library Supplies	3,167	3,781	3,535	1,000		500		(500)	
4019	Food	527	448	2,091	1,000		2,200		1,200	
4310	Tech. Supp/Equip - Add'l	16,843	17,226	17,010	5,000		30,000		25,000	
4350	Tech. Supp/Equip - Repl	79,029	1,696	0	5,000		10,000		5,000	
4410	Software - Additional	0	0	2,056	0		5,000		5,000	
4450	Software - Replacement	1,168	749	37,476	6,500		21,000		14,500	
4510	General Equipment - Add'l.	2,525	0	8,208	8,000		13,000		5,000	
4550	General Equipment - Repl.	634	214	0	5,000		3,000		(2,000)	
5101	Equipment - Additional	30,225	0	0	0		0		0	
Totals		6,404,731	6,328,738	6,593,179	7,143,731	83.43	7,412,945	84.79	269,214	1.36
School Enrollment (K-5)		872	810	814	831		838			
Positions		78.85	81.18	82.22	83.43		84.79			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	151,252	102,993	106,082	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,658	69,828	71,923	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	3,159,337	3,120,485	3,182,239	3,033,444	46.70	3,061,872	45.70	28,428	(1.00)
1121	Librarian	89,887	92,522	95,236	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	132,048	135,192	139,970	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	249,588	274,705	298,761	266,640	11.00	247,200	10.00	(19,440)	(1.00)
1142	Cafeteria Aide	24,145	16,926	12,960	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	139,262	134,219	138,269	142,056	4.00	149,760	4.00	7,704	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	143,447	142,692	122,251	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	1,430	226	1,037	1,200		1,500		300	
1201	Straight Time	5,566	2,333	4,058	4,250		1,000		(3,250)	
1300	Temporary Employee	89,060	65,572	54,381	10,000		0		(10,000)	
1500	Substitute Teacher	72,825	46,297	65,169	48,450		48,000		(450)	
1502	Substitute, Other	9,376	1,907	35,517	11,600		16,500		4,900	
1600	Instructional Supplement	1,896	5,081	5,062	4,200		1,550		(2,650)	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,600		3,600		0	
2100	Social Security - FICA	313,033	303,145	311,028	313,332		314,335		1,002	
2210	Retirement - VRS	577,655	638,933	623,449	659,830		700,968		41,138	
2211	Retiree Health Care Credit	43,611	48,274	47,997	0		0		0	
2220	Retirement - PWCS	36,280	35,839	34,170	32,854		33,051		196	
2221	Defined Contribution Plan	3,463	6,632	7,435	0		0		0	
2300	Health Insurance - HMP	486,097	488,785	472,050	486,023		488,929		2,906	
2310	Short/Long Term Disability Premium	676	974	1,316	0		0		0	
2400	Life Insurance - GLI	52,974	52,934	53,721	52,359		53,878		1,519	
2830	Admin. Assoc. Fees	0	0	0	1,000		0		(1,000)	
3401	Travel Reimbursement	2,123	6,345	11,053	800		2,028		1,228	
3402	Conference Expenses	150	(73)	1,538	0		0		0	
3450	Field Trips	1,471	438	75	0		0		0	
3501	Repair/Maint. - Building	484	783	0	0		0		0	
3502	Repair/Maint. - Equipment	2,330	0	0	0		0		0	
3902	Printing Services	19,035	30,422	24,775	25,000		0		(25,000)	
3903	Postage	597	1,243	1,205	0		0		0	
4001	Office Supplies	1,715	7,732	9,607	0		10,000		10,000	
4002	Medical Supplies	1,145	1,858	634	0		0		0	
4003	Custodial Supplies	22,230	18,891	19,379	20,000		15,000		(5,000)	
4008	Reference Materials	0	1,145	624	0		0		0	
4010	Instructional Supplies	88,643	85,607	77,914	326,951		92,080		(234,871)	
4011	Textbooks	4,905	41,644	11,236	0		0		0	
4012	Emp. Training Supplies	0	699	600	0		0		0	
4013	Testing Materials	25,585	25,448	17,256	0		0		0	
4014	Food, Cafeteria	0	1,273	2,206	0		0		0	
4016	Library Books	3	0	10,288	0		0		0	
4018	Library Supplies	0	178	0	0		0		0	
4019	Food	0	178	0	0		0		0	
4310	Tech. Supp/Equip - Add'l	16,993	26,018	25,811	0		0		0	
4350	Tech. Supp/Equip - Repl	5,884	0	319	0		0		0	
4450	Software - Replacement	1,208	275	1,038	0		0		0	
4510	General Equipment - Add'l	4,140	35,589	67,772	2,000		0		(2,000)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		6,086,320	6,080,302	6,173,091	6,020,998	71.50	5,824,243	69.50	(196,755)	(2.00)
School Enrollment (K-5)		760	760	764	749		675			
Positions		72.00	71.30	72.50	71.50		69.50			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	78,593	80,951	70,094	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,562,955	2,631,247	2,719,552	3,085,380	47.50	3,450,240	51.50	364,860	4.00
1121	Librarian	73,641	80,396	82,808	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	91,803	94,054	105,313	129,840	2.00	160,704	2.40	30,864	0.40
1140	Teacher Assistant	130,754	158,027	163,673	169,680	7.00	148,320	6.00	(21,360)	(1.00)
1142	Cafeteria Aide	10,988	11,231	11,689	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	137,527	120,916	131,048	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	10,000	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	133,739	136,167	139,880	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	86	192	1,053	1,500		1,500		0	
1201	Straight Time	2,073	2,248	4,696	0		2,500		2,500	
1300	Temporary Employee	36,664	42,141	75,010	18,500		28,500		10,000	
1500	Substitute Teacher	49,587	60,878	58,947	32,500		62,500		30,000	
1502	Substitute, Other	7,471	1,327	727	1,000		1,000		0	
1600	Instructional Supplement	5,228	13,786	5,412	5,500		5,500		0	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	0		0		0	
2100	Social Security - FICA	249,631	256,661	262,717	307,819		340,563		32,743	
2210	Retirement - VRS	466,993	529,119	520,640	652,230		757,360		105,130	
2211	Retiree Health Care Credit	35,585	40,301	40,389	0		0		0	
2220	Retirement - PWCS	17,731	20,628	23,048	32,484		35,651		3,166	
2221	Defined Contribution Plan	7,867	10,471	11,270	0		0		0	
2300	Health Insurance - HMP	395,705	401,752	415,431	480,548		527,387		46,839	
2310	Short/Long Term Disability Premium	1,464	2,212	2,368	0		0		0	
2400	Life Insurance - GLI	43,424	44,390	45,607	51,769		58,116		6,347	
2830	Admin. Assoc. Fees	366	791	810	850		850		0	
2850	Employee Recognition	0	0	5,121	0		5,000		5,000	
3100	Professional Services	516	1,050	0	0		0		0	
3201	Telephone	6,013	2,253	1,425	1,500		1,500		0	
3401	Travel Reimbursement	1,499	697	8,391	1,100		500		(600)	
3402	Conference Expenses	1,204	4,025	2,046	1,000		1,000		0	
3450	Field Trips	(2,154)	50	301	1,000		1,000		0	
3902	Printing Services	8,662	14,431	18,480	8,500		17,500		9,000	
3903	Postage	1,397	1,492	2,323	1,200		500		(700)	
3911	Rental Equipment	25,395	24,578	26,314	25,000		25,000		0	
4001	Office Supplies	2,961	2,717	4,257	2,000		2,500		500	
4002	Medical Supplies	551	753	1,202	500		500		0	
4003	Custodial Supplies	16,854	16,326	17,378	12,000		15,000		3,000	
4007	Wearing Apparel	360	296	0	400		400		0	
4010	Instructional Supplies	50,413	39,695	39,132	25,000		51,475		26,475	
4011	Textbooks	26,987	2,842	71,600	5,000		20,000		15,000	
4012	Emp. Training Supplies	0	9,736	182	2,000		2,000		0	
4013	Testing Materials	0	0	683	0		0		0	
4014	Food, Cafeteria	1,037	907	678	0		0		0	
4016	Library Books	619	0	0	0		0		0	
4017	Library Periodicals	0	47	0	0		0		0	
4019	Food	3,465	2,518	3,665	2,500		2,500		0	
4020	Printing Supplies	4,955	3,669	0	0		0		0	
4310	Tech. Supp/Equip - Add'l	3,728	77,356	81,416	8,142		50,000		41,858	
4350	Tech. Supp/Equip - Repl	0	7,098	0	0		0		0	
4410	Software - Additional	17,312	15,808	22,370	10,000		30,000		20,000	
4450	Software - Replacement	1,768	374	1,188	550		600		50	
4510	General Equipment - Add'l.	6,509	5,463	16,867	3,500		43,147		39,647	
Totals		4,844,026	5,101,541	5,345,690	5,660,379	68.16	6,441,839	71.56	781,460	3.40
School Enrollment (K-5)		759	779	795	797		888			
Positions		60.88	62.38	63.58	68.16		71.56			

Financial Section

School: HAYMARKET ELEMENTARY SCHOOL
School #: 308
Address: 15500 Learning Lane
 Haymarket, VA 20169
Principal: Scott Baldwin
Main Office: 703.468.2800
Grades: K-5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	134,383	138,415	106,082	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	71,923	74,080	91,110	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	0	0.00	(66,600)	(1.00)
1120	Teacher, Classroom	2,588,730	2,947,474	3,333,862	3,442,440	53.00	3,356,496	50.10	(85,944)	(2.90)
1121	Librarian	69,353	71,434	73,575	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	112,363	126,802	139,911	155,808	2.40	160,704	2.40	4,896	0.00
1140	Teacher Assistant	186,291	206,679	263,475	242,400	10.00	135,960	5.50	(106,440)	(4.50)
1142	Cafeteria Aide	13,019	13,908	15,204	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	123,792	126,991	131,065	142,056	4.00	149,760	4.00	7,704	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	102,078	125,114	125,891	135,960	4.00	131,160	4.00	(4,800)	0.00
1200	Overtime	451	942	986	5,000		5,000		0	
1201	Straight Time	6,257	9,659	4,565	2,500		3,700		1,200	
1300	Temporary Employee	61,654	66,564	44,064	3,000		3,000		0	
1500	Substitute Teacher	64,359	78,101	98,960	64,500		67,000		2,500	
1502	Substitute, Other	1,435	0	1,457	0		3,000		3,000	
1602	Extra-Curr. Supplement	1,745	(2,837)	795	0		0		0	
2100	Social Security - FICA	259,223	294,499	323,759	349,213		330,622		(18,591)	
2210	Retirement - VRS	464,199	584,078	635,548	740,402		738,012		(2,391)	
2211	Retiree Health Care Credit	35,828	45,083	49,914	0		0		0	
2220	Retirement - PWCS	17,801	21,202	24,690	36,778		34,722		(2,056)	
2221	Defined Contribution Plan	12,625	18,539	20,407	0		0		0	
2300	Health Insurance - HMP	330,957	368,437	518,552	544,066		513,653		(30,412)	
2310	Short/Long Term Disability Premium	2,854	3,729	3,792	0		0		0	
2400	Life Insurance - GLI	43,337	49,353	55,837	58,612		56,603		(2,009)	
2830	Admin. Assoc. Fees	0	0	0	700		700		0	
3401	Travel Reimbursement	1,499	857	785	1,000		2,500		1,500	
3402	Conference Expenses	4,054	615	4,858	5,000		5,000		0	
3450	Field Trips	1,740	2,781	5,154	3,000		1,500		(1,500)	
3504	Maint. Service Contract	15,764	16,389	11,149	12,500		12,500		0	
3902	Printing Services	1,809	1,798	2,702	5,000		3,400		(1,600)	
3903	Postage	30	11	0	500		500		0	
3999	Other Contract Services	1,216	38	1,903	0		0		0	
4001	Office Supplies	16,143	26,160	19,885	5,000		10,000		5,000	
4002	Medical Supplies	887	1,392	1,917	500		500		0	
4003	Custodial Supplies	20,336	16,805	22,373	6,000		10,000		4,000	
4010	Instructional Supplies	176,085	137,380	76,490	114,089		101,589		(12,500)	
4011	Textbooks	0	15,383	41,604	10,000		15,000		5,000	
4014	Food, Cafeteria	908	2,520	897	0		0		0	
4016	Library Books	11,152	23,054	8,069	5,000		3,000		(2,000)	
4019	Food	2,059	1,573	1,498	4,000		2,000		(2,000)	
4310	Tech. Supp/Equip - Add'l	12,173	28,665	5,124	0		93,611		93,611	
4410	Software - Additional	4,781	6,475	8,170	10,000		12,000		2,000	
4450	Software - Replacement	1,910	474	4,313	500		2,250		1,750	
4510	General Equipment - Add'l.	93,510	89,587	95,977	2,000		10,000		8,000	
4550	General Equipment - Repl.	5,580	0	0	108,722		0		(108,722)	
5150	Lease/Purchase Agree.	0	1,090	0	7,000		7,000		0	
Totals		5,078,794	5,743,793	6,378,869	6,594,454	78.20	6,288,514	69.80	(305,940)	(8.40)
School Enrollment (K-5)		770	825	887	909		828			
Positions		63.60	71.20	77.61	78.20		69.80			

Financial Section

School: HENDERSON ELEMENTARY SCHOOL
School #: 333
Address: 3799 Waterway Dr.
 Dumfries, VA 22025
Principal: Suzanne Bevans
Main Office: 703.670.2885
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	122,979	126,670	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	80,951	83,379	85,882	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,221,712	2,762,268	2,675,637	3,247,680	50.00	3,249,360	48.50	1,680	(1.50)
1121	Librarian	67,332	50,306	55,543	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	66,329	113,395	110,302	142,824	2.20	147,312	2.20	4,488	0.00
1140	Teacher Assistant	95,560	142,565	148,220	121,200	5.00	123,600	5.00	2,400	0.00
1142	Cafeteria Aide	14,040	20,388	20,287	23,472	1.20	24,048	1.20	576	0.00
1150	Secretarial / Bookkeeper	134,865	138,537	128,096	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	107,019	123,135	131,018	147,720	4.00	144,840	4.00	(2,880)	0.00
1200	Overtime	4,110	4,821	1,333	2,750		1,750		(1,000)	
1201	Straight Time	4,609	8,474	5,171	5,850		3,600		(2,250)	
1300	Temporary Employee	85,141	67,779	69,979	42,471		44,210		1,739	
1500	Substitute Teacher	52,231	66,407	64,136	61,000		49,500		(11,500)	
1502	Substitute, Other	1,332	2,116	1,141	2,500		2,500		0	
1600	Instructional Supplement	0	0	7,759	14,000		10,000		(4,000)	
1602	Extra-Curr. Supplement	2,337	2,072	3,180	3,000		2,502		(498)	
2100	Social Security - FICA	227,946	277,051	269,883	324,780		324,592		(188)	
2210	Retirement - VRS	399,791	536,758	500,236	674,335		715,177		40,841	
2211	Retiree Health Care Credit	31,077	41,701	40,069	0		0		0	
2220	Retirement - PWCS	22,848	20,917	19,667	33,623		33,742		119	
2221	Defined Contribution Plan	14,307	21,533	27,393	0		0		0	
2300	Health Insurance - HMP	283,356	376,256	372,952	497,398		499,158		1,760	
2310	Short/Long Term Disability Premium	2,867	4,183	4,931	0		0		0	
2400	Life Insurance - GLI	37,744	45,936	45,174	53,585		55,006		1,421	
2830	Admin. Assoc. Fees	346	310	444	700		760		60	
3100	Professional Services	22,040	23,788	11,616	14,000		30,000		16,000	
3105	Contractual Services	4,998	0	0	0		0		0	
3201	Telephone	768	671	672	900		720		(180)	
3401	Travel Reimbursement	16	0	0	50		50		0	
3402	Conference Expenses	5,442	2,478	771	500		150		(350)	
3450	Field Trips	2,605	4,448	5,664	3,500		1,500		(2,000)	
3501	Repair/Maint. - Building	0	(612)	0	0		0		0	
3504	Maint. Service Contract	1,132	803	876	1,076		1,295		219	
3902	Printing Services	19,067	18,070	25,137	25,800		20,000		(5,800)	
3903	Postage	553	1,364	1,084	1,200		1,000		(200)	
3999	Other Contract Services	1,564	196	434	1,000		1,000		0	
4001	Office Supplies	2,366	2,230	1,633	2,000		1,300		(700)	
4002	Medical Supplies	1,389	1,088	106	1,200		1,000		(200)	
4003	Custodial Supplies	13,894	17,532	16,185	16,000		16,000		0	
4007	Wearing Apparel	1,274	1,428	634	1,400		900		(500)	
4010	Instructional Supplies	36,842	87,660	47,921	20,384		11,236		(9,148)	
4011	Textbooks	24,465	1,268	27,054	5,844		2,047		(3,797)	
4012	Emp. Training Supplies	0	0	0	1,000		700		(300)	
4014	Food, Cafeteria	114	1,931	2,723	1,000		1,000		0	
4016	Library Books	0	3,498	184	500		500		0	
4018	Library Supplies	272	1,284	1,070	1,200		1,200		0	
4019	Food	1,255	1,830	734	1,000		500		(500)	
4020	Printing Supplies	13,488	14,315	11,359	11,000		11,000		0	
4150	Lease Agreement	10,128	10,977	12,156	15,690		15,690		0	
4310	Tech. Supp/Equip - Add'l	47,381	8,542	17,541	5,000		2,500		(2,500)	
4350	Tech. Supp/Equip - Repl	2,327	7,797	0	500		100		(400)	
4410	Software - Additional	1,627	3,286	5,110	1,000		500		(500)	
4450	Software - Replacement	1,018	749	1,038	1,068		1,078		10	
4510	General Equipment - Add'l.	1,809	(41)	0	0		0		0	
4550	General Equipment - Repl.	15,724	106,053	0	0		0		0	
Totals		4,319,388	5,367,089	5,118,102	5,963,716	69.40	5,994,422	67.90	30,706	(1.50)
School Enrollment (K-5)		628	813	821	843		796			
Positions		52.00	66.20	65.20	69.40		67.90			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	0	0	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	0	0	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	0	0	0	2,858,160	44.00	2,903,177	43.33	45,017	(0.67)
1121	Librarian	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	0	0	0	103,872	1.60	107,136	1.60	3,264	0.00
1140	Teacher Assistant	0	0	0	133,320	5.50	148,320	6.00	15,000	0.50
1142	Cafeteria Aide	0	0	0	18,386	0.94	16,032	0.80	(2,354)	(0.14)
1150	Secretarial / Bookkeeper	0	0	33,969	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	0	0	14,043	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	0	0	110	1,000		3,000		2,000	
1201	Straight Time	0	0	465	1,500		3,500		2,000	
1500	Substitute Teacher	0	0	0	51,800		52,000		200	
1502	Substitute, Other	0	0	0	0		5,000		5,000	
1600	Instructional Supplement	0	0	0	3,492		2,500		(992)	
2100	Social Security - FICA	0	0	13,924	285,997		292,113		6,117	
2210	Retirement - VRS	0	0	25,658	603,354		650,267		46,913	
2211	Retiree Health Care Credit	0	0	2,004	0		0		0	
2220	Retirement - PWCS	0	0	2,752	30,104		30,713		609	
2221	Defined Contribution Plan	0	0	846	0		0		0	
2300	Health Insurance - HMP	0	0	3,109	445,339		454,350		9,011	
2310	Short/Long Term Disability Premium	0	0	91	0		0		0	
2400	Life Insurance - GLI	0	0	2,300	47,976		50,068		2,092	
2830	Admin. Assoc. Fees	0	0	644	1,000		1,000		0	
3201	Telephone	0	0	661	1,000		1,000		0	
3401	Travel Reimbursement	0	0	413	2,000		2,000		0	
3402	Conference Expenses	0	0	2,671	2,000		4,000		2,000	
3450	Field Trips	0	0	0	4,000		4,000		0	
3504	Maint. Service Contract	0	0	0	17,000		17,000		0	
3902	Printing Services	0	0	0	5,000		5,000		0	
3903	Postage	0	0	0	0		4,000		4,000	
4001	Office Supplies	0	0	0	1,000		1,000		0	
4002	Medical Supplies	0	0	0	1,000		2,000		1,000	
4003	Custodial Supplies	0	0	6,292	50,000		25,000		(25,000)	
4007	Wearing Apparel	0	0	0	400		400		0	
4010	Instructional Supplies	0	0	65,999	56,770		129,510		72,740	
4011	Textbooks	0	0	0	25,000		75,000		50,000	
4012	Emp. Training Supplies	0	0	0	5,000		5,000		0	
4016	Library Books	0	0	0	2,000		3,000		1,000	
4017	Library Periodicals	0	0	0	600		600		0	
4018	Library Supplies	0	0	0	500		1,500		1,000	
4019	Food	0	0	212	5,000		5,000		0	
4310	Tech. Supp/Equip - Add'l	0	0	0	5,000		10,000		5,000	
4410	Software - Additional	0	0	3,745	20,000		15,000		(5,000)	
4450	Software - Replacement	0	0	0	2,000		2,000		0	
4510	General Equipment - Add'l.	0	0	0	5,000		6,600		1,600	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		0	0	310,378	5,362,547	63.04	5,620,587	62.73	258,040	(0.31)
School Enrollment (K-5)		0	0	0	557		534			
Positions		0.00	0.00	1.00	63.04		62.73			

Financial Section

School: KERRYDALE ELEMENTARY SCHOOL
School #: 307
Address: 13199 Kerrydale Rd.
 Woodbridge, VA 22193
Principal: Alyse Zeffiro
Main Office: 703.590.1262
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	102,993	106,082	99,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	78,593	80,951	83,379	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	71,434	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,461,909	2,186,974	2,259,787	2,045,820	31.50	2,110,140	31.50	64,320	0.00
1121	Librarian	80,878	83,437	86,072	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	53,341	69,648	71,736	64,920	1.00	66,960	1.00	2,040	0.00
1140	Teacher Assistant	125,276	152,911	125,612	145,440	6.00	148,320	6.00	2,880	0.00
1142	Cafeteria Aide	14,072	13,255	12,857	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	144,518	144,782	146,249	142,056	4.00	149,760	4.00	7,704	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	110,966	96,307	108,224	92,940	2.50	108,840	3.00	15,900	0.50
1200	Overtime	576	2,894	1,358	300		300		0	
1201	Straight Time	731	1,352	1,872	500		300		(200)	
1300	Temporary Employee	26,407	26,521	21,208	7,500		2,000		(5,500)	
1500	Substitute Teacher	55,592	62,768	87,834	51,000		28,000		(23,000)	
1502	Substitute, Other	0	0	11,672	500		400		(100)	
1600	Instructional Supplement	654	1,171	3,526	0		0		0	
1602	Extra-Curr. Supplement	2,727	1,558	0	0		0		0	
2100	Social Security - FICA	235,368	225,383	222,752	218,243		223,249		5,006	
2210	Retirement - VRS	432,272	456,110	437,008	459,138		499,874		40,736	
2211	Retiree Health Care Credit	33,298	34,912	34,026	0		0		0	
2220	Retirement - PWCS	23,826	28,522	30,022	22,853		23,625		772	
2221	Defined Contribution Plan	11,480	10,566	10,864	0		0		0	
2300	Health Insurance - HMP	394,659	368,989	412,423	338,064		349,486		11,422	
2310	Short/Long Term Disability Premium	2,589	2,220	2,537	0		0		0	
2400	Life Insurance - GLI	40,463	38,224	38,317	36,420		38,512		2,093	
2830	Admin. Assoc. Fees	45	425	810	500		500		0	
3100	Professional Services	0	0	499	0		0		0	
3201	Telephone	834	772	494	0		0		0	
3401	Travel Reimbursement	943	1,747	1,322	900		400		(500)	
3402	Conference Expenses	2,265	757	130	500		500		0	
3450	Field Trips	1,996	1,580	2,444	0		500		500	
3501	Repair/Maint. - Building	28,263	2,663	968	500		500		0	
3902	Printing Services	717	578	1,003	500		1,000		500	
3921	Tuition - PW	1,404	0	0	0		0		0	
3999	Other Contract Services	78	563	0	0		0		0	
4001	Office Supplies	9,945	10,858	10,345	4,067		5,000		933	
4002	Medical Supplies	935	601	420	500		500		0	
4003	Custodial Supplies	11,110	13,843	12,240	7,209		8,500		1,291	
4007	Wearing Apparel	196	281	168	200		300		100	
4008	Reference Materials	0	139	124	300		300		0	
4010	Instructional Supplies	53,314	55,373	64,730	4,650		9,267		4,617	
4011	Textbooks	395	0	9,896	5,000		5,000		0	
4013	Testing Materials	0	121	0	0		0		0	
4014	Food, Cafeteria	1,808	0	48	200		174		(26)	
4016	Library Books	0	6,376	0	250		250		0	
4019	Food	2,676	924	971	550		600		50	
4020	Printing Supplies	5,526	7,872	344	250		500		250	
4310	Tech. Supp/Equip - Add'l	4,787	3,291	0	1,500		1,500		0	
4350	Tech. Supp/Equip - Repl	652	297	162	663		1,000		337	
4450	Software - Replacement	13,203	14,862	21,000	2,700		3,300		600	
4510	General Equipment - Add'l.	18,839	1,041	2,691	700		1,700		1,000	
4550	General Equipment - Repl.	0	0	1,725	500		500		0	
Totals		4,595,618	4,394,433	4,444,360	3,959,702	48.66	4,094,823	49.16	135,121	0.50
School Enrollment (K-5)		511	469	452	350		346			
Positions		55.73	53.73	52.23	48.66		49.16			

Financial Section

School: KILBY ELEMENTARY SCHOOL
School #: 344
Address: 1800 Horner Rd.
 Woodbridge, VA 22191
Principal: Karen Najjum
Main Office: 703.494.6677
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	134,383	138,415	99,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	76,303	78,593	78,593	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	115,002	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,163,186	3,164,176	3,341,962	3,377,520	52.00	3,517,200	52.50	139,680	0.50
1121	Librarian	75,043	77,819	20,032	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	58,328	89,349	118,302	103,872	1.60	133,920	2.00	30,048	0.40
1140	Teacher Assistant	150,719	230,751	314,472	242,400	10.00	247,200	10.00	4,800	0.00
1142	Cafeteria Aide	5,037	11,123	12,881	9,193	0.47	9,419	0.47	226	0.00
1148	Specialist	0	27,119	28,914	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	154,125	138,300	144,969	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	95,979	130,643	138,836	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	9,836	5,122	1,720	1,700		1,300		(400)	
1201	Straight Time	18,857	10,642	13,071	8,800		7,800		(1,000)	
1300	Temporary Employee	55,677	45,682	35,082	3,000		11,500		8,500	
1500	Substitute Teacher	27,575	41,555	52,223	20,000		68,000		48,000	
1502	Substitute, Other	15,474	1,082	15,423	10,800		1,000		(9,800)	
1600	Instructional Supplement	57,718	87,174	113,211	500		0		(500)	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	1,500		1,500		0	
1647	Coordinator Supplement	37,750	20,081	3,632	0		0		0	
2100	Social Security - FICA	227,704	317,457	346,398	335,093		353,408		18,315	
2210	Retirement - VRS	377,963	599,279	606,604	716,869		789,834		72,966	
2211	Retiree Health Care Credit	29,118	46,807	48,360	0		0		0	
2220	Retirement - PWCS	22,009	24,444	20,157	35,632		37,148		1,516	
2221	Defined Contribution Plan	9,448	25,564	28,843	0		0		0	
2300	Health Insurance - HMP	260,023	358,700	438,405	527,112		549,535		22,423	
2310	Short/Long Term Disability Premium	1,923	5,382	6,882	0		0		0	
2400	Life Insurance - GLI	35,196	50,992	53,984	56,786		60,557		3,771	
2830	Admin. Assoc. Fees	89	514	850	850		800		(50)	
3100	Professional Services	0	685	0	0		0		0	
3201	Telephone	0	0	635	300		500		200	
3401	Travel Reimbursement	3,756	2,429	3,595	3,400		3,400		0	
3402	Conference Expenses	1,495	1,392	6,502	200		500		300	
3450	Field Trips	9,935	6,810	13,902	0		3,000		3,000	
3501	Repair/Maint. - Building	0	173	0	500		500		0	
3502	Repair/Maint. - Equipment	0	10	0	0		0		0	
3700	In-Service Expenses	0	0	2,500	1,000		5,000		4,000	
3902	Printing Services	15,425	20,647	3,645	200		500		300	
3903	Postage	582	567	846	800		0		(800)	
3911	Rental Equipment	0	1,045	0	0		500		500	
3999	Other Contract Services	42,304	50,892	31,323	600		500		(100)	
4001	Office Supplies	3,299	3,115	3,008	3,000		3,000		0	
4002	Medical Supplies	1,080	934	1,492	1,600		2,000		400	
4003	Custodial Supplies	17,105	14,526	25,327	10,000		15,000		5,000	
4004	Repair/Maint. Supplies	44	703	169	500		500		0	
4007	Wearing Apparel	109	172	2,256	1,000		500		(500)	
4008	Reference Materials	60	0	0	0		0		0	
4009	Extra Curricular Supplies	24	310	33	0		0		0	
4010	Instructional Supplies	121,901	139,693	118,431	15,672		82,190		66,518	
4011	Textbooks	0	82,861	23,032	20,000		25,000		5,000	
4012	Emp. Training Supplies	2,503	7,118	4,567	3,000		3,000		0	
4013	Testing Materials	178	72	26	0		0		0	
4014	Food, Cafeteria	2,587	6,738	6,117	2,000		4,000		2,000	
4016	Library Books	4,746	7,962	104	4,000		4,000		0	
4017	Library Periodicals	134	0	1,200	1,400		1,000		(400)	
4018	Library Supplies	784	848	342	500		500		0	
4019	Food	3,206	4,765	4,401	2,500		2,000		(500)	
4020	Printing Supplies	0	7,278	13,611	10,000		25,000		15,000	
4310	Tech. Supp/Equip - Add'l	25,255	1,599	8,439	5,000		2,000		(3,000)	
4350	Tech. Supp/Equip - Repl	1,052	1,372	535	5,000		3,000		(2,000)	
4410	Software - Additional	10,575	33,838	4,650	15,000		25,000		10,000	
4450	Software - Replacement	1,018	18,826	8,266	3,100		2,800		(300)	
4510	General Equipment - Add'l	13,109	17,419	20,528	3,500		9,000		5,500	
4550	General Equipment - Repl.	1,071	687	2,470	1,000		6,200		5,200	
5150	Lease/Purchase Agreee.	9,184	16,405	16,405	10,000		15,000		5,000	
Totals		4,396,041	6,180,213	6,533,749	6,187,415	76.07	6,656,091	76.97	468,676	0.90
School Enrollment (K-5)		436	709	757	577		612			
Positions		53.48	78.07	89.47	76.07		76.97			

Financial Section

School: KING ELEMENTARY SCHOOL
School #: 316
Address: 13224 Nickleson Dr.
 Woodbridge, VA 22193
Principal: Amy Larsen
Main Office: 703.590.1616
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	115,919	119,398	122,979	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	0	0	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	69,367	58,081	72,000	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,593,461	1,636,256	1,704,333	1,980,900	30.50	1,942,740	29.00	(38,160)	(1.50)
1121	Librarian	64,937	67,018	69,160	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	71,736	73,889	76,105	77,904	1.20	66,960	1.00	(10,944)	(0.20)
1140	Teacher Assistant	75,161	76,927	78,442	96,960	4.00	123,600	5.00	26,640	1.00
1142	Cafeteria Aide	6,616	6,808	3,848	6,455	0.33	6,613	0.33	158	0.00
1150	Secretarial / Bookkeeper	134,480	138,640	163,819	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	105,805	108,845	101,858	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	1,247	861	1,698	1,000		1,000		0	
1201	Straight Time	1,166	3,210	5,236	3,750		2,950		(800)	
1300	Temporary Employee	21,569	25,931	24,523	0		0		0	
1500	Substitute Teacher	41,539	39,750	39,715	28,500		40,500		12,000	
1502	Substitute, Other	1,724	4,049	3,904	2,500		2,000		(500)	
1600	Instructional Supplement	4,155	7,064	4,449	8,500		10,000		1,500	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,492		3,592		100	
2100	Social Security - FICA	167,703	172,784	180,284	210,691		210,791		100	
2210	Retirement - VRS	309,143	348,196	348,580	443,393		466,048		22,656	
2211	Retiree Health Care Credit	23,724	26,901	27,540	0		0		0	
2220	Retirement - PWCS	18,243	18,807	21,634	22,193		22,102		(92)	
2221	Defined Contribution Plan	7,979	12,619	14,312	0		0		0	
2300	Health Insurance - HMP	250,636	271,089	297,683	328,313		326,956		(1,357)	
2310	Short/Long Term Disability Premium	1,394	2,095	2,533	0		0		0	
2400	Life Insurance - GLI	29,110	29,821	31,157	35,369		36,029		660	
2830	Admin. Assoc. Fees	0	(149)	633	614		676		62	
3401	Travel Reimbursement	4,086	1,596	3,269	3,800		3,800		0	
3402	Conference Expenses	828	1,410	39	1,000		1,500		500	
3450	Field Trips	4,769	2,207	7,262	2,050		1,900		(150)	
3504	Maint. Service Contract	3,707	3,939	4,140	500		500		0	
3700	In-Service Expenses	1,850	1,350	2,250	2,000		2,000		0	
3901	Laundry/Dry Cleaning	198	278	179	300		300		0	
3902	Printing Services	1,603	1,374	1,130	2,000		2,000		0	
3903	Postage	124	7	794	1,200		1,000		(200)	
3921	Tuition - PW	2,079	0	0	0		0		0	
3999	Other Contract Services	655	297	133	1,000		1,000		0	
4001	Office Supplies	919	1,502	1,705	1,500		1,500		0	
4002	Medical Supplies	748	426	597	500		500		0	
4003	Custodial Supplies	4,009	7,646	6,645	8,000		8,500		500	
4004	Repair/Maint. Supplies	0	0	20	0		0		0	
4010	Instructional Supplies	97,419	108,959	164,293	60,059		67,808		7,749	
4011	Textbooks	0	4,008	10,158	15,000		14,838		(162)	
4014	Food, Cafeteria	147	1,174	906	0		0		0	
4016	Library Books	4,992	8,454	11,906	8,000		9,000		1,000	
4017	Library Periodicals	0	383	338	500		500		0	
4018	Library Supplies	395	315	572	669		450		(219)	
4019	Food	1,017	1,270	1,385	2,500		3,500		1,000	
4350	Tech. Supp/Equip - Repl	4,694	13,122	60	5,000		15,000		10,000	
4450	Software - Replacement	1,018	749	1,038	650		650		0	
4510	General Equipment - Add'l.	0	751	633	300		300		0	
5101	Equipment - Additional	0	19,945	11,798	5,000		5,000		0	
5501	Equipment - Replacement	0	1,478	0	0		0		0	
8002	General Reserve	0	0	0	0		3,583		3,583	
Totals		3,255,190	3,434,646	3,630,853	3,916,238	46.03	3,963,167	45.33	46,929	(0.70)
School Enrollment (K-5)		410	400	423	450		431			
Positions		41.33	41.33	42.83	46.03		45.33			

Financial Section

School: LAKE RIDGE ELEMENTARY SCHOOL
School #: 318
Address: 11970 Hedges Run Dr.
 Woodbridge, VA 22192
Principal: Sarah Harrington
Main Office: 703.494.9153
Grades: K - 5
Specialty: World Languages Program



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	80,951	85,882	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,075,531	2,086,470	2,230,740	2,825,700	44.50	3,175,704	47.40	350,004	2.90
1121	Librarian	60,106	61,858	56,373	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	92,867	80,011	83,296	116,856	1.80	120,528	1.80	3,672	0.00
1140	Teacher Assistant	108,278	124,779	124,864	193,920	8.00	197,760	8.00	3,840	0.00
1142	Cafeteria Aide	15,257	11,864	12,883	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	179,820	184,881	175,503	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	99,904	104,673	107,189	101,400	3.00	131,160	4.00	29,760	1.00
1200	Overtime	1,203	2,361	4,480	4,750		3,800		(950)	
1201	Straight Time	3,226	8,329	12,594	11,800		12,700		900	
1300	Temporary Employee	32,741	527	78	0		0		0	
1500	Substitute Teacher	72,615	90,317	125,597	39,000		64,550		25,550	
1502	Substitute, Other	9,315	20,355	11,058	7,900		8,450		550	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,244		2,505		(739)	
2100	Social Security - FICA	216,009	220,703	232,578	286,971		319,234		32,264	
2210	Retirement - VRS	391,003	436,782	436,209	608,237		709,632		101,396	
2211	Retiree Health Care Credit	30,037	33,642	34,429	0		0		0	
2220	Retirement - PWCS	22,305	20,942	21,956	30,158		33,414		3,256	
2221	Defined Contribution Plan	9,376	13,327	17,073	0		0		0	
2300	Health Insurance - HMP	288,354	276,587	303,862	446,137		494,298		48,161	
2310	Short/Long Term Disability Premium	2,079	2,666	3,259	0		0		0	
2400	Life Insurance - GLI	36,526	36,953	38,809	48,062		54,470		6,408	
3201	Telephone	0	0	0	0		500		500	
3401	Travel Reimbursement	35	0	689	881		500		(381)	
3402	Conference Expenses	4,473	3,957	12,230	2,500		10,000		7,500	
3450	Field Trips	3,893	5,848	0	2,000		0		(2,000)	
3501	Repair/Maint. - Building	790	0	0	0		0		0	
3700	In-Service Expenses	0	0	0	1,000		1,000		0	
3902	Printing Services	1,312	2,002	2,021	1,200		1,500		300	
3903	Postage	1,285	1,610	752	1,522		1,500		(22)	
3921	Tuition - PW	972	0	0	0		0		0	
3999	Other Contract Services	2,921	1,705	1,307	1,000		500		(500)	
4001	Office Supplies	4,970	2,198	2,935	5,000		1,000		(4,000)	
4002	Medical Supplies	813	669	633	2,000		500		(1,500)	
4003	Custodial Supplies	13,190	15,243	14,522	24,000		10,100		(13,900)	
4007	Wearing Apparel	287	200	92	300		400		100	
4010	Instructional Supplies	58,971	84,714	54,180	160,019		73,545		(86,474)	
4011	Textbooks	0	6,870	0	33,500		10,200		(23,300)	
4014	Food, Cafeteria	2	129	615	0		0		0	
4016	Library Books	5,696	3,375	3,124	10,000		500		(9,500)	
4017	Library Periodicals	103	0	134	1,000		300		(700)	
4018	Library Supplies	95	205	150	2,000		275		(1,725)	
4019	Food	1,896	1,176	2,227	1,000		2,000		1,000	
4310	Tech. Supp/Equip - Add'l	16,239	48,142	23,034	23,000		500		(22,500)	
4350	Tech. Supp/Equip - Repl	0	19,988	0	25,000		5,000		(20,000)	
4410	Software - Additional	0	60	0	25,000		0		(25,000)	
4450	Software - Replacement	1,018	5,382	8,761	46,000		1,100		(44,900)	
4510	General Equipment - Add'l	0	0	480	80,000		0		(80,000)	
4550	General Equipment - Repl.	17,391	14,939	14,414	0		1,000		1,000	
5103	DP Equipment - Additional	0	0	0	20,000		0		(20,000)	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		4,079,513	4,241,358	4,386,164	5,643,721	65.10	5,905,958	69.00	262,237	3.90
School Enrollment (K-5)		589	588	573	670		673			
Positions		51.70	52.50	52.50	65.10		69.00			

Financial Section

School: LEESYLVANIA ELEMENTARY SCHOOL
School #: 383
Address: 15800 Neabsco Rd.
 Woodbridge, VA 22191
Principal: Margaret MacGregor
Main Office: 703.670.8268
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	117,819	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	65,760	67,794	69,828	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	7,957	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,375,550	3,375,722	3,404,582	3,507,360	54.00	3,617,640	54.00	110,280	0.00
1121	Librarian	82,080	84,714	87,428	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	133,966	137,782	142,125	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	286,546	302,056	304,383	290,880	12.00	296,640	12.00	5,760	0.00
1142	Cafeteria Aide	14,192	15,654	16,397	18,386	0.94	18,838	0.94	451	0.00
1150	Secretarial / Bookkeeper	152,186	155,483	153,004	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	136,424	139,676	144,417	147,720	4.00	151,680	4.00	3,960	0.00
1200	Overtime	417	811	2,231	1,500		700		(800)	
1201	Straight Time	3,338	1,724	4,114	3,500		4,700		1,200	
1300	Temporary Employee	81,230	63,144	33,677	18,500		23,000		4,500	
1500	Substitute Teacher	63,104	83,701	59,876	69,000		54,400		(14,600)	
1502	Substitute, Other	0	0	15,275	15,500		13,900		(1,600)	
1600	Instructional Supplement	4,690	9,242	3,813	5,500		5,500		0	
1602	Extra-Curr. Supplement	4,132	3,568	3,180	3,116		3,336		220	
2100	Social Security - FICA	331,312	331,860	332,938	355,579		364,873		9,294	
2210	Retirement - VRS	616,931	683,772	659,571	745,677		810,720		65,043	
2211	Retiree Health Care Credit	46,866	52,257	51,727	0		0		0	
2220	Retirement - PWCS	28,283	27,837	27,413	37,097		38,184		1,086	
2221	Defined Contribution Plan	6,922	14,586	20,671	0		0		0	
2300	Health Insurance - HMP	450,581	495,957	507,160	548,790		564,857		16,066	
2310	Short/Long Term Disability Premium	1,591	2,638	3,811	0		0		0	
2400	Life Insurance - GLI	56,742	57,159	58,028	59,121		62,245		3,124	
2830	Admin. Assoc. Fees	0	0	0	1,000		500		(500)	
3201	Telephone	1,655	738	701	1,000		1,200		200	
3401	Travel Reimbursement	1,005	152	1,783	750		1,250		500	
3402	Conference Expenses	0	226	128	2,000		500		(1,500)	
3450	Field Trips	3,105	3,127	3,072	3,000		2,790		(210)	
3501	Repair/Maint. - Building	1,176	610	0	1,000		0		(1,000)	
3502	Repair/Maint. - Equipment	3,280	0	0	0		0		0	
3700	In-Service Expenses	0	0	0	1,000		500		(500)	
3902	Printing Services	12,091	11,183	7,889	10,750		1,000		(9,750)	
3903	Postage	210	192	268	500		300		(200)	
3911	Rental Equipment	13,506	10,980	14,775	15,800		13,974		(1,826)	
3999	Other Contract Services	3,669	2,425	0	0		0		0	
4001	Office Supplies	2,356	580	1,421	2,500		1,500		(1,000)	
4002	Medical Supplies	634	426	1,064	1,500		1,000		(500)	
4003	Custodial Supplies	19,581	17,734	20,476	20,000		13,486		(6,514)	
4004	Repair/Maint. Supplies	2,791	0	339	1,500		1,300		(200)	
4008	Reference Materials	0	765	0	1,000		500		(500)	
4009	Extra Curricular Supplies	336	1,217	2,071	0		0		0	
4010	Instructional Supplies	95,502	85,297	84,784	148,658		88,298		(60,360)	
4011	Textbooks	0	0	0	33,000		6,500		(26,500)	
4014	Food, Cafeteria	4,005	8,394	4,681	3,000		3,000		0	
4016	Library Books	922	3,025	0	3,000		1,500		(1,500)	
4017	Library Periodicals	34	0	0	150		0		(150)	
4018	Library Supplies	0	75	202	500		500		0	
4019	Food	3,396	1,554	1,759	4,500		3,500		(1,000)	
4020	Printing Supplies	0	2,658	2,162	5,000		7,195		2,195	
4310	Tech. Supp/Equip - Add'l	95,387	4,891	110,429	6,000		2,000		(4,000)	
4350	Tech. Supp/Equip - Repl	57,850	62,098	1,059	1,000		1,500		500	
4450	Software - Replacement	1,018	275	1,038	500		1,050		550	
4510	General Equipment - Add'l	4,740	2,428	6,344	3,500		6,338		2,838	
4550	General Equipment - Repl.	739	0	0	0		0		0	
5101	Equipment - Additional	26,346	0	0	0		0		0	
8002	General Reserve	0	0	0	3,000		0		(3,000)	
Totals		6,421,176	6,446,005	6,491,492	6,669,455	79.94	6,771,633	79.94	102,178	0.00
School Enrollment (K-5)		771	779	745	731		700			
Positions		80.93	81.93	81.93	79.94		79.94			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	115,919	119,398	122,979	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	102,544	105,621	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,763,198	2,832,745	2,686,012	2,994,492	46.10	2,988,216	44.60	(6,276)	(1.50)
1121	Librarian	81,568	65,373	67,332	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	119,664	64,679	65,100	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	137,136	119,743	108,285	121,200	5.00	123,600	5.00	2,400	0.00
1142	Cafeteria Aide	12,689	11,522	10,261	12,910	0.66	13,226	0.66	317	0.00
1148	Specialist	16,709	25,389	15,551	26,424	0.60	25,848	0.60	(576)	0.00
1150	Secretarial / Bookkeeper	127,761	137,780	141,687	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	10,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	97,513	100,340	104,818	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	984	1,791	1,410	0		0		0	
1201	Straight Time	3,828	6,157	12,718	0		0		0	
1300	Temporary Employee	53,904	50,870	43,834	12,500		17,500		5,000	
1500	Substitute Teacher	57,279	36,343	40,241	43,500		43,750		250	
1502	Substitute, Other	13,539	11,777	11,594	4,000		4,000		0	
1600	Instructional Supplement	1,235	5,397	3,417	5,000		5,000		0	
1602	Extra-Curr. Supplement	2,337	2,337	2,385	0		3,336		3,336	
2100	Social Security - FICA	271,534	270,878	257,086	294,915		296,338		1,423	
2210	Retirement - VRS	497,067	544,654	489,099	625,231		661,841		36,610	
2211	Retiree Health Care Credit	38,567	42,368	39,082	0		0		0	
2220	Retirement - PWCS	23,770	25,100	26,688	31,048		31,128		80	
2221	Defined Contribution Plan	15,779	21,100	24,724	0		0		0	
2300	Health Insurance - HMP	387,359	387,342	409,004	459,305		460,486		1,181	
2310	Short/Long Term Disability Premium	3,153	3,580	4,015	0		0		0	
2400	Life Insurance - GLI	46,539	46,205	43,795	49,481		50,744		1,263	
2830	Admin. Assoc. Fees	0	850	425	850		850		0	
3100	Professional Services	0	255	1,250	0		0		0	
3201	Telephone	238	134	0	0		0		0	
3401	Travel Reimbursement	12	112	116	0		0		0	
3402	Conference Expenses	4,163	851	4,237	2,500		2,500		0	
3450	Field Trips	6,313	4,790	14,059	5,000		7,500		2,500	
3502	Repair/Maint. - Equipment	324	0	0	0		0		0	
3700	In-Service Expenses	0	0	900	0		0		0	
3902	Printing Services	4,479	4,193	6,116	5,000		7,500		2,500	
3903	Postage	822	747	697	1,000		1,000		0	
3999	Other Contract Services	3,057	4,066	6,409	3,000		3,000		0	
4001	Office Supplies	1,891	3,485	5,342	3,500		4,000		500	
4002	Medical Supplies	1,185	1,246	2,050	1,500		1,500		0	
4003	Custodial Supplies	15,153	16,484	12,248	15,000		15,000		0	
4004	Repair/Maint. Supplies	925	0	116	0		0		0	
4009	Extra Curricular Supplies	1,897	1,637	3,860	1,500		1,500		0	
4010	Instructional Supplies	77,985	98,236	64,725	36,490		346,662		310,172	
4011	Textbooks	4,282	6,985	15,642	10,000		20,000		10,000	
4012	Emp. Training Supplies	2,050	0	135	0		500		500	
4014	Food, Cafeteria	439	50	836	500		500		0	
4016	Library Books	4,547	4,647	5,165	5,000		5,000		0	
4017	Library Periodicals	0	158	158	500		500		0	
4018	Library Supplies	761	853	834	750		1,000		250	
4019	Food	2,001	4,330	5,023	5,000		7,000		2,000	
4310	Tech. Supp/Equip - Add'l	8,766	18,013	402	10,000		10,000		0	
4350	Tech. Supp/Equip - Repl	22,838	11,192	210	10,000		10,000		0	
4410	Software - Additional	18,033	12,469	20,340	15,000		15,000		0	
4450	Software - Replacement	1,117	2,118	1,788	0		2,000		2,000	
4510	General Equipment - Add'l.	20,350	18,077	4,228	6,500		9,000		2,500	
4550	General Equipment - Repl.	24	0	460	0		0		0	
Totals		5,202,729	5,264,464	5,007,342	5,453,660	63.76	5,845,750	62.26	392,090	(1.50)
School Enrollment (K-5)		556	544	507	515		551			
Positions		65.37	64.97	60.57	63.76		62.26			

Financial Section

School: MARSHALL ELEMENTARY SCHOOL
School #: 379
Address: 12505 Kahns Rd.
 Manassas, VA 20112
Principal: Kristin Waldrop
Main Office: 703.791.2099
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	122,979	126,670	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	76,303	78,593	80,951	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,105,352	2,202,501	2,312,305	2,598,480	40.00	2,778,840	41.50	180,360	1.50
1121	Librarian	51,960	57,223	58,081	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	72,554	78,465	71,977	116,856	1.80	133,920	2.00	17,064	0.20
1140	Teacher Assistant	160,837	153,718	192,740	145,440	6.00	197,760	8.00	52,320	2.00
1142	Cafeteria Aide	6,383	4,265	5,416	6,455	0.33	8,016	0.40	1,561	0.07
1150	Secretarial / Bookkeeper	141,481	148,873	139,977	148,320	4.00	155,280	4.00	6,960	0.00
1190	Custodian	82,886	86,846	88,538	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	4,069	1,816	5,670	1,500		2,500		1,000	
1201	Straight Time	5,321	7,733	12,651	2,000		2,000		0	
1300	Temporary Employee	47,116	46,386	30,797	16,000		21,000		5,000	
1500	Substitute Teacher	42,732	57,500	119,320	67,018		41,500		(25,518)	
1502	Substitute, Other	6,508	25,400	2,457	0		8,000		8,000	
1600	Instructional Supplement	1,775	4,264	0	1,500		0		(1,500)	
1602	Extra-Curr. Supplement	3,116	3,116	4,674	1,500		1,500		0	
2100	Social Security - FICA	219,854	229,075	240,126	268,301		287,337		19,036	
2210	Retirement - VRS	395,324	456,287	457,943	563,456		641,271		77,815	
2211	Retiree Health Care Credit	30,395	35,166	36,179	0		0		0	
2220	Retirement - PWCS	19,441	20,568	22,682	28,040		30,180		2,140	
2221	Defined Contribution Plan	9,747	14,169	16,740	0		0		0	
2300	Health Insurance - HMP	229,049	258,053	309,005	414,804		446,457		31,653	
2310	Short/Long Term Disability Premium	2,079	2,507	3,397	0		0		0	
2400	Life Insurance - GLI	36,739	38,386	40,510	44,687		49,198		4,511	
2830	Admin. Assoc. Fees	0	0	0	500		0		(500)	
3201	Telephone	1,001	963	0	1,200		1,600		400	
3401	Travel Reimbursement	1,375	3,053	3,698	1,500		1,500		0	
3402	Conference Expenses	0	841	0	0		0		0	
3450	Field Trips	1,527	319	10,470	2,000		1,000		(1,000)	
3502	Repair/Maint. - Equipment	0	0	432	0		0		0	
3504	Maint. Service Contract	4,150	2,291	158	1,500		13,500		12,000	
3700	In-Service Expenses	500	1,409	0	0		0		0	
3902	Printing Services	403	488	55	0		500		500	
3903	Postage	424	38	300	500		500		0	
3921	Tuition - PW	3,429	0	0	0		0		0	
3999	Other Contract Services	97	517	31	0		300		300	
4001	Office Supplies	2,477	2,000	19,787	2,000		3,000		1,000	
4002	Medical Supplies	659	597	30	500		500		0	
4003	Custodial Supplies	22,542	15,665	8,844	10,000		15,000		5,000	
4004	Repair/Maint. Supplies	125	0	0	0		0		0	
4007	Wearing Apparel	60	1,715	192	300		300		0	
4008	Reference Materials	0	0	0	0		500		500	
4010	Instructional Supplies	193,308	194,602	141,389	90,981		42,133		(48,848)	
4011	Textbooks	4,681	252	0	0		27,000		27,000	
4014	Food, Cafeteria	114	904	893	0		0		0	
4016	Library Books	14,142	6,910	5,892	7,000		4,000		(3,000)	
4017	Library Periodicals	293	0	0	500		500		0	
4018	Library Supplies	335	1,117	0	500		2,000		1,500	
4019	Food	98	0	106	0		1,000		1,000	
4310	Tech. Supp/Equip - Add'l	31,972	62,006	13,330	29,500		2,500		(27,000)	
4410	Software - Additional	300	0	0	0		8,000		8,000	
4450	Software - Replacement	1,333	275	13,900	0		600		600	
4510	General Equipment - Add'l	6,896	2,966	281	1,000		500		(500)	
4550	General Equipment - Repl.	0	0	7,779	0		0		0	
Totals		4,166,241	4,436,505	4,610,174	4,975,958	58.13	5,336,912	61.90	360,954	3.77
School Enrollment (K-5)		652	648	665	649		695			
Positions		53.53	55.23	59.23	58.13		61.90			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	94,252	97,081	100,258	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	83,379	85,882	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	3,326,765	2,954,733	3,118,447	2,923,080	45.00	3,015,000	45.00	91,920	0.00
1121	Librarian	95,997	57,223	58,081	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	93,057	95,356	92,054	103,872	1.60	107,136	1.60	3,264	0.00
1140	Teacher Assistant	254,310	228,077	215,889	145,440	6.00	123,600	5.00	(21,840)	(1.00)
1142	Cafeteria Aide	20,267	22,404	16,331	17,017	0.87	17,435	0.87	418	0.00
1148	Specialist	34,697	0	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	166,558	190,837	198,068	171,072	5.00	179,280	5.00	8,208	0.00
1180	Natl Board Certified Teacher Incentive Bonus	10,000	10,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	168,414	137,965	141,958	130,080	4.00	131,160	4.00	1,080	0.00
1200	Overtime	6,107	3,552	1,614	3,000		2,000		(1,000)	
1201	Straight Time	3,633	2,753	2,328	2,000		3,000		1,000	
1300	Temporary Employee	25,218	21,953	22,493	0		0		0	
1500	Substitute Teacher	79,975	62,615	71,720	45,000		45,000		0	
1502	Substitute, Other	1,562	4,311	5,961	5,000		5,000		0	
1600	Instructional Supplement	1,014	7,012	693	0		0		0	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	1,800		1,200		(600)	
2100	Social Security - FICA	323,518	287,962	304,725	293,479		299,869		6,389	
2210	Retirement - VRS	589,229	571,847	570,980	620,906		670,632		49,726	
2211	Retiree Health Care Credit	44,941	43,563	44,531	0		0		0	
2220	Retirement - PWCS	31,558	30,890	32,665	30,928		31,616		688	
2221	Defined Contribution Plan	10,363	11,091	15,154	0		0		0	
2300	Health Insurance - HMP	409,830	357,790	395,995	457,520		467,700		10,180	
2310	Short/Long Term Disability Premium	2,133	2,160	2,986	0		0		0	
2400	Life Insurance - GLI	54,807	47,881	50,147	49,289		51,539		2,250	
3402	Conference Expenses	7,163	3,444	1,098	2,000		2,000		0	
3450	Field Trips	4,519	2,278	12,268	4,000		3,000		(1,000)	
3504	Maint. Service Contract	0	0	0	200		0		(200)	
3700	In-Service Expenses	(51)	0	1,429	2,000		2,000		0	
3902	Printing Services	709	462	161	0		0		0	
3903	Postage	0	0	0	1,000		1,000		0	
3911	Rental Equipment	0	15,373	15,249	16,000		16,000		0	
3999	Other Contract Services	0	0	3,718	0		0		0	
4001	Office Supplies	42,600	13,297	4,424	10,000		25,291		15,291	
4002	Medical Supplies	1,300	941	802	1,000		1,000		0	
4003	Custodial Supplies	26,441	22,914	18,098	25,000		25,000		0	
4009	Extra Curricular Supplies	0	569	188	0		0		0	
4010	Instructional Supplies	72,449	50,201	51,175	39,406		72,902		33,496	
4011	Textbooks	0	22,504	0	0		0		0	
4014	Food, Cafeteria	5,468	1,245	2,048	2,000		2,000		0	
4016	Library Books	7,603	4,496	2,999	5,000		5,000		0	
4017	Library Periodicals	857	688	320	500		500		0	
4018	Library Supplies	941	508	504	500		500		0	
4019	Food	0	1,844	2,353	2,000		2,000		0	
4020	Printing Supplies	0	3,146	12,261	10,000		20,000		10,000	
4310	Tech. Supp/Equip - Add'l	43,624	24,953	3,374	5,000		30,000		25,000	
4350	Tech. Supp/Equip - Repl	11,645	0	0	0		0		0	
4450	Software - Replacement	14,561	13,509	22,168	27,000		42,000		15,000	
4510	General Equipment - Add'l.	70,496	27,714	12,030	16,408		5,000		(11,408)	
5501	Equipment - Replacement	6,010	0	0	0		0		0	
Totals		6,249,475	5,546,582	5,729,791	5,457,457	65.47	5,696,399	64.47	238,942	(1.00)
School Enrollment (K-5)		828	636	645	578		588			
Positions		79.37	69.87	70.37	65.47		64.47			

Financial Section

School: McAULIFFE ELEMENTARY SCHOOL
School #: 373
Address: 13540 Prinedale Dr.
 Woodbridge, VA 22193
Principal: Janice Herritt
Main Office: 703.680.7270
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	130,469	136,283	140,315	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	71,923	74,080	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	59,257	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,079,445	2,138,272	2,138,372	2,240,580	34.50	2,345,400	35.00	104,820	0.50
1121	Librarian	57,203	59,052	60,958	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	52,552	53,353	54,154	77,904	1.20	80,352	1.20	2,448	0.00
1140	Teacher Assistant	129,087	119,583	130,601	133,320	5.50	135,960	5.50	2,640	0.00
1142	Cafeteria Aide	4,794	7,616	7,812	6,455	0.33	6,613	0.33	158	0.00
1150	Secretarial / Bookkeeper	135,807	139,629	142,444	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	106,127	109,177	99,217	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	2,142	1,505	1,051	500		2,000		1,500	
1201	Straight Time	797	2,970	2,087	1,500		500		(1,000)	
1300	Temporary Employee	48,788	59,543	74,186	18,000		89,015		71,015	
1500	Substitute Teacher	53,890	50,903	50,836	40,000		41,500		1,500	
1502	Substitute, Other	3,188	4,624	5,090	1,500		5,000		3,500	
1600	Instructional Supplement	262	5,225	1,688	500		0		(500)	
1602	Extra-Curr. Supplement	2,337	2,337	2,385	3,250		3,300		50	
2100	Social Security - FICA	213,835	219,085	221,752	234,228		249,259		15,031	
2210	Retirement - VRS	378,614	432,948	416,281	493,014		542,005		48,991	
2211	Retiree Health Care Credit	29,077	33,298	32,938	0		0		0	
2220	Retirement - PWCS	18,598	17,109	16,535	24,578		25,567		989	
2221	Defined Contribution Plan	9,242	12,770	16,994	0		0		0	
2300	Health Insurance - HMP	242,531	249,348	253,459	363,596		378,219		14,623	
2310	Short/Long Term Disability Premium	1,786	2,928	3,444	0		0		0	
2400	Life Insurance - GLI	35,431	36,639	36,997	39,170		41,678		2,508	
2830	Admin. Assoc. Fees	425	0	0	860		700		(160)	
3100	Professional Services	0	1,600	0	0		0		0	
3201	Telephone	2,155	1,979	563	600		0		(600)	
3401	Travel Reimbursement	1,591	2,254	2,518	1,000		300		(700)	
3402	Conference Expenses	311	1,050	414	2,000		1,000		(1,000)	
3450	Field Trips	113	956	8,304	200		2,000		1,800	
3504	Maint. Service Contract	150	0	0	650		0		(650)	
3700	In-Service Expenses	525	710	5,553	1,000		1,000		0	
3902	Printing Services	2,402	354	634	500		900		400	
3903	Postage	293	597	74	700		1,000		300	
3911	Rental Equipment	0	1,393	0	0		0		0	
3999	Other Contract Services	18	6	1,103	500		1,000		500	
4001	Office Supplies	3,439	2,480	4,246	5,000		7,000		2,000	
4002	Medical Supplies	683	428	426	1,000		2,000		1,000	
4003	Custodial Supplies	9,966	8,737	14,994	6,000		10,000		4,000	
4007	Wearing Apparel	295	200	181	300		300		0	
4008	Reference Materials	1,413	1,109	966	1,000		500		(500)	
4010	Instructional Supplies	45,862	74,218	75,607	32,630		43,136		10,506	
4011	Textbooks	9,604	5,781	6,193	10,000		35,500		25,500	
4013	Testing Materials	0	2,903	0	2,000		0		(2,000)	
4014	Food, Cafeteria	0	663	1,058	0		0		0	
4016	Library Books	761	1,276	2,572	2,000		2,000		0	
4017	Library Periodicals	0	692	150	1,000		1,650		650	
4018	Library Supplies	1,198	1,142	439	500		500		0	
4019	Food	169	0	0	1,000		1,000		0	
4310	Tech. Supp/Equip - Add'l	28,512	49,579	16,229	5,000		0		(5,000)	
4350	Tech. Supp/Equip - Repl	0	0	0	2,000		0		(2,000)	
4450	Software - Replacement	1,018	749	1,038	0		0		0	
4510	General Equipment - Add'l	2,040	3,756	9,316	6,541		2,500		(4,041)	
5101	Equipment - Additional	5,286	3,964	7,663	5,000		13,952		8,952	
8002	General Reserve	0	0	0	2,000		5,000		3,000	
Totals		3,913,488	4,134,696	4,143,919	4,307,373	51.53	4,627,947	52.03	320,574	0.50
School Enrollment (K-5)		448	443	422	415		429			
Positions		49.33	50.52	49.83	51.53		52.03			

Financial Section

School: MINNIEVILLE ELEMENTARY SCHOOL
School #: 303
Address: 13639 Greenwood Dr.
 Woodbridge, VA 22193
Principal: Deborah Ellis
Main Office: 703.670.6106
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	99,993	102,993	106,082	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,658	99,558	102,544	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,355,575	2,285,398	2,354,249	2,624,448	40.40	3,108,744	46.40	484,296	6.00
1121	Librarian	56,053	57,223	57,210	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	75,039	74,683	79,315	103,872	1.60	133,920	2.00	30,048	0.40
1140	Teacher Assistant	120,560	189,392	242,268	266,640	11.00	271,920	11.00	5,280	0.00
1142	Cafeteria Aide	11,165	11,883	12,163	13,692	0.70	14,028	0.70	336	0.00
1148	Specialist	0	0	0	44,040	1.00	0	0.00	(44,040)	(1.00)
1150	Secretarial / Bookkeeper	151,194	157,646	142,903	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	12,500	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	89,563	93,578	96,446	164,640	5.00	138,000	4.00	(26,640)	(1.00)
1200	Overtime	14,926	11,683	6,992	6,000		8,100		2,100	
1201	Straight Time	17,460	15,815	12,349	7,000		10,300		3,300	
1300	Temporary Employee	32,420	38,337	41,261	20,000		13,000		(7,000)	
1500	Substitute Teacher	39,062	37,571	52,875	65,000		53,000		(12,000)	
1502	Substitute, Other	2,798	2,430	2,913	2,000		3,000		1,000	
1600	Instructional Supplement	10,164	24,952	2,004	20,000		25,000		5,000	
1602	Extra-Curr. Supplement	1,558	2,337	2,385	1,568		2,400		832	
2100	Social Security - FICA	229,042	232,173	240,816	288,878		323,344		34,466	
2210	Retirement - VRS	414,149	467,715	457,293	596,609		714,717		118,109	
2211	Retiree Health Care Credit	31,668	35,844	35,810	0		0		0	
2220	Retirement - PWCS	29,101	24,434	26,046	29,928		33,685		3,756	
2221	Defined Contribution Plan	7,221	11,224	13,529	0		0		0	
2300	Health Insurance - HMP	409,819	424,111	447,223	442,736		498,305		55,570	
2310	Short/Long Term Disability Premium	1,385	1,999	2,447	0		0		0	
2400	Life Insurance - GLI	38,289	39,181	40,135	47,696		54,912		7,216	
2830	Admin. Assoc. Fees	0	0	0	0		800		800	
3201	Telephone	0	0	0	0		500		500	
3401	Travel Reimbursement	0	81	0	0		200		200	
3402	Conference Expenses	3,022	5,896	2,744	2,000		0		(2,000)	
3450	Field Trips	2,528	2,668	3,748	3,000		4,000		1,000	
3502	Repair/Maint. - Equipment	0	0	975	0		0		0	
3700	In-Service Expenses	0	0	0	0		500		500	
3902	Printing Services	14,120	4,679	4,117	16,500		12,500		(4,000)	
3903	Postage	0	0	0	0		500		500	
4001	Office Supplies	3,283	828	677	2,500		2,000		(500)	
4002	Medical Supplies	231	63	0	2,500		2,000		(500)	
4003	Custodial Supplies	21,112	15,785	13,187	18,000		18,000		0	
4004	Repair/Maint. Supplies	364	1,126	186	0		0		0	
4010	Instructional Supplies	91,851	85,875	71,357	68,738		31,238		(37,500)	
4011	Textbooks	9,062	6,750	3,212	0		10,000		10,000	
4014	Food, Cafeteria	911	2,396	600	2,000		2,000		0	
4016	Library Books	1,325	2,327	8	0		2,000		2,000	
4019	Food	2,288	3,076	1,989	3,000		2,500		(500)	
4150	Lease Agreement	9,440	8,424	12,466	14,000		15,000		1,000	
4310	Tech. Supp/Equip - Add'l	32,858	8,034	19,210	15,000		0		(15,000)	
4350	Tech. Supp/Equip - Repl	2,010	4,061	0	0		0		0	
4410	Software - Additional	0	0	5,500	19,500		13,500		(6,000)	
4450	Software - Replacement	1,018	798	1,038	1,000		2,000		1,000	
4510	General Equipment - Add'l.	13,594	11,041	330	0		0		0	
5101	Equipment - Additional	9,691	22,788	0	0		0		0	
Totals		4,566,071	4,633,855	4,721,103	5,349,765	66.70	5,970,933	71.10	621,168	4.40
School Enrollment (K-5)		516	509	530	550		563			
Positions		53.90	56.90	59.70	66.70		71.10			

Financial Section

School: MONTCLAIR ELEMENTARY SCHOOL
School #: 380
Address: 4920 Tallowood Dr.
Montclair, VA 22025
Principal: Amanda Parks
Main Office: 703.730.1072
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	142,215	94,252	97,081	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	76,303	78,593	80,951	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,385,699	2,440,279	2,616,064	2,929,572	45.10	3,222,576	48.10	293,004	3.00
1121	Librarian	77,610	79,819	82,092	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	64,146	92,635	114,476	116,856	1.80	120,528	1.80	3,672	0.00
1140	Teacher Assistant	165,027	187,223	204,779	193,920	8.00	222,480	9.00	28,560	1.00
1142	Cafeteria Aide	14,820	14,193	15,609	15,648	0.80	24,048	1.20	8,400	0.40
1150	Secretarial / Bookkeeper	154,542	159,405	152,669	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	17,500	12,500	17,500	0	0.00	0	0.00	0	0.00
1190	Custodian	135,278	122,555	132,746	130,368	3.60	133,176	3.60	2,808	0.00
1200	Overtime	3,535	2,559	4,460	4,300		2,950		(1,350)	
1201	Straight Time	14,514	6,184	7,492	12,100		8,200		(3,900)	
1300	Temporary Employee	74,275	47,455	52,907	10,500		15,500		5,000	
1500	Substitute Teacher	38,967	58,809	38,576	38,150		40,250		2,100	
1502	Substitute, Other	4,437	4,126	4,617	3,200		5,890		2,690	
1600	Instructional Supplement	0	6,406	7,421	1,622		7,500		5,878	
1602	Extra-Curr. Supplement	1,948	0	2,384	1,000		1,000		0	
2100	Social Security - FICA	247,341	249,815	266,323	297,451		324,658		27,207	
2210	Retirement - VRS	436,709	501,190	502,414	627,496		722,523		95,027	
2211	Retiree Health Care Credit	33,323	38,221	39,762	0		0		0	
2220	Retirement - PWCS	19,903	21,243	21,204	31,250		34,019		2,769	
2221	Defined Contribution Plan	7,782	10,300	20,689	0		0		0	
2300	Health Insurance - HMP	304,985	349,411	386,996	462,291		503,249		40,959	
2310	Short/Long Term Disability Premium	1,926	2,331	4,360	0		0		0	
2400	Life Insurance - GLI	40,611	42,022	44,681	49,803		55,456		5,654	
2830	Admin. Assoc. Fees	514	0	810	900		900		0	
3100	Professional Services	5,481	5,481	0	4,000		2,000		(2,000)	
3201	Telephone	1,572	955	1,696	1,500		1,500		0	
3206	Trash	0	0	195	0		0		0	
3401	Travel Reimbursement	318	714	798	0		0		0	
3402	Conference Expenses	4,427	3,516	7,711	5,000		8,000		3,000	
3450	Field Trips	1,152	5,608	1,341	3,000		3,500		500	
3501	Repair/Maint. - Building	0	0	1,683	0		0		0	
3504	Maint. Service Contract	0	0	0	500		400		(100)	
3700	In-Service Expenses	0	0	372	7,000		3,000		(4,000)	
3902	Printing Services	28,534	6,050	12,377	10,750		12,550		1,800	
3903	Postage	1,449	0	689	1,000		1,000		0	
3999	Other Contract Services	9,942	22	784	1,000		1,000		0	
4001	Office Supplies	7,427	37	9,159	6,000		5,000		(1,000)	
4002	Medical Supplies	600	485	1,676	2,000		1,500		(500)	
4003	Custodial Supplies	18,468	18,376	13,697	8,000		8,000		0	
4004	Repair/Maint. Supplies	(400)	0	0	0		0		0	
4007	Wearing Apparel	2,821	95	808	1,500		2,500		1,000	
4008	Reference Materials	2,365	0	995	1,000		1,000		0	
4009	Extra Curricular Supplies	0	0	0	0		1,000		1,000	
4010	Instructional Supplies	76,196	77,148	97,103	75,877		69,927		(5,950)	
4011	Textbooks	4,696	0	0	31,000		0		(31,000)	
4012	Emp. Training Supplies	0	0	355	0		1,500		1,500	
4014	Food, Cafeteria	39	794	1,261	0		0		0	
4016	Library Books	535	3,167	0	500		500		0	
4017	Library Periodicals	293	300	247	500		500		0	
4018	Library Supplies	594	158	234	800		800		0	
4019	Food	1,317	869	4,438	2,200		3,000		800	
4020	Printing Supplies	4,940	3,052	8,668	7,000		7,000		0	
4310	Tech. Supp/Equip - Add'l	23,642	21,684	43,005	2,500		2,000		(500)	
4350	Tech. Supp/Equip - Repl	6,508	1,253	0	0		0		0	
4450	Software - Replacement	1,018	749	1,324	1,500		1,600		100	
4510	General Equipment - Add'l	19,248	3,344	43,014	0		0		0	
Totals		4,687,090	4,775,383	5,172,694	5,531,570	66.30	6,023,481	70.70	491,911	4.40
School Enrollment (K-5)		581	589	629	647		686			
Positions		58.53	59.10	66.80	66.30		70.70			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	0	12,235	85,882	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	67,407	62,430	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,422,461	2,393,986	2,298,624	2,338,800	36.00	2,439,144	36.40	100,344	0.40
1121	Librarian	59,257	60,117	61,858	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	119,664	123,088	126,782	77,904	1.20	93,744	1.40	15,840	0.20
1140	Teacher Assistant	83,349	91,025	78,519	145,440	6.00	98,880	4.00	(46,560)	(2.00)
1142	Cafeteria Aide	13,092	14,487	8,408	7,824	0.40	8,016	0.40	192	0.00
1150	Secretarial / Bookkeeper	133,917	139,277	135,820	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	101,089	100,070	104,511	107,280	3.00	102,000	3.00	(5,280)	0.00
1200	Overtime	453	254	637	0	0	0	0	0	0
1201	Straight Time	843	790	949	0	0	0	0	0	0
1300	Temporary Employee	44,333	73,636	91,025	0	0	73,724	0	73,724	0
1500	Substitute Teacher	52,188	59,830	50,609	6,000	0	30,000	0	24,000	0
1502	Substitute, Other	4,339	4,637	4,440	0	0	0	0	0	0
1600	Instructional Supplement	5,278	3,885	7,287	0	0	0	0	0	0
1602	Extra-Curr. Supplement	2,337	2,337	2,385	2,337	0	2,505	0	168	0
2100	Social Security - FICA	235,260	238,371	230,425	238,420	0	251,518	0	13,098	0
2210	Retirement - VRS	433,586	489,756	456,505	511,640	0	554,066	0	42,427	0
2211	Retiree Health Care Credit	32,909	37,055	35,113	0	0	0	0	0	0
2220	Retirement - PWCS	37,031	37,295	37,415	25,485	0	26,087	0	601	0
2221	Defined Contribution Plan	4,636	5,439	5,448	0	0	0	0	0	0
2300	Health Insurance - HMP	342,060	349,439	372,269	377,013	0	385,906	0	8,893	0
2310	Short/Long Term Disability Premium	709	842	850	0	0	0	0	0	0
2400	Life Insurance - GLI	39,887	40,533	39,461	40,616	0	42,526	0	1,910	0
2830	Admin. Assoc. Fees	514	1,413	988	0	0	0	0	0	0
3201	Telephone	770	808	840	1,000	0	1,000	0	0	0
3401	Travel Reimbursement	180	2,165	84	0	0	0	0	0	0
3402	Conference Expenses	4,711	2,102	14,364	0	0	0	0	0	0
3450	Field Trips	0	0	6,790	0	0	0	0	0	0
3902	Printing Services	749	1,023	515	0	0	0	0	0	0
3903	Postage	350	501	269	0	0	0	0	0	0
3911	Rental Equipment	19,241	18,918	19,650	19,200	0	19,200	0	0	0
3999	Other Contract Services	105	226	179	0	0	0	0	0	0
4001	Office Supplies	4,755	5,615	2,684	0	0	0	0	0	0
4002	Medical Supplies	241	155	289	0	0	0	0	0	0
4003	Custodial Supplies	16,719	12,661	8,483	3,000	0	1,910	0	(1,090)	0
4004	Repair/Maint. Supplies	415	0	150	0	0	0	0	0	0
4007	Wearing Apparel	325	822	310	0	0	0	0	0	0
4008	Reference Materials	216	0	36	0	0	0	0	0	0
4010	Instructional Supplies	46,864	70,986	76,608	2,586	0	19,379	0	16,793	0
4011	Textbooks	0	23,316	59	0	0	0	0	0	0
4014	Food, Cafeteria	0	165	80	0	0	0	0	0	0
4016	Library Books	937	2,003	32	0	0	0	0	0	0
4018	Library Supplies	0	27	0	0	0	0	0	0	0
4019	Food	1,905	2,348	2,359	0	0	0	0	0	0
4310	Tech. Supp/Equip - Add'l	33,648	19,508	23,703	0	0	0	0	0	0
4350	Tech. Supp/Equip - Repl	0	24,335	35,946	0	0	0	0	0	0
4450	Software - Replacement	1,018	749	1,038	0	0	0	0	0	0
4510	General Equipment - Add'l.	31,867	7,281	3,984	0	0	0	0	0	0
4550	General Equipment - Repl.	0	2,765	0	0	0	0	0	0	0
8002	General Reserve	0	0	0	5,000	0	5,000	0	0	0
Totals		4,514,158	4,656,628	4,554,061	4,340,561	53.60	4,594,405	52.20	253,844	(1.40)
School Enrollment (K-5)		578	584	541	517		504			
Positions		51.50	51.00	47.60	53.60		52.20			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	117,819	121,298	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	88,456	91,110	93,843	91,440	1.00	186,000	2.00	94,560	1.00
1115	Teacher on Special Assignment	0	0	129,322	131,520	2.00	66,960	1.00	(64,560)	(1.00)
1120	Teacher, Classroom	3,442,711	3,685,077	3,851,674	3,767,040	58.00	4,019,400	60.00	252,360	2.00
1121	Librarian	56,375	57,223	92,522	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	103,078	109,269	108,717	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	160,954	166,663	148,665	96,960	4.00	123,600	5.00	26,640	1.00
1142	Cafeteria Aide	16,462	18,803	19,348	18,386	0.94	18,838	0.94	451	0.00
1148	Specialist	11,177	0	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	175,746	197,538	178,173	183,600	5.00	190,320	5.00	6,720	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	139,258	152,170	156,642	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	3,022	3,844	3,488	3,800		2,700		(1,100)	
1201	Straight Time	5,873	5,550	6,835	6,800		6,600		(200)	
1300	Temporary Employee	47,113	51,991	75,611	66,000		23,600		(42,400)	
1500	Substitute Teacher	43,191	58,175	60,736	75,500		34,600		(40,900)	
1502	Substitute, Other	4,378	4,951	9,146	7,600		3,100		(4,500)	
1600	Instructional Supplement	11,651	7,337	10,560	2,000		1,000		(1,000)	
1602	Extra-Curr. Supplement	779	779	795	0		0		0	
2100	Social Security - FICA	323,927	346,118	371,476	376,369		394,167		17,799	
2210	Retirement - VRS	596,343	707,259	721,038	784,583		885,840		101,257	
2211	Retiree Health Care Credit	45,813	54,323	56,275	0		0		0	
2220	Retirement - PWCS	31,984	34,132	37,750	38,961		41,610		2,649	
2221	Defined Contribution Plan	13,745	18,967	18,986	0		0		0	
2300	Health Insurance - HMP	454,264	515,972	554,464	576,355		615,549		39,194	
2310	Short/Long Term Disability Premium	2,389	3,307	3,696	0		0		0	
2400	Life Insurance - GLI	55,535	59,494	63,124	62,091		67,832		5,741	
2830	Admin. Assoc. Fees	1,503	1,034	89	200		1,500		1,300	
3100	Professional Services	0	3,348	19,400	500		2,000		1,500	
3201	Telephone	361	90	0	0		0		0	
3401	Travel Reimbursement	1,852	1,969	1,196	1,100		1,500		400	
3402	Conference Expenses	1,157	2,955	16,534	1,000		8,000		7,000	
3450	Field Trips	1,533	1,680	1,290	3,000		2,000		(1,000)	
3501	Repair/Maint. - Building	30	70	0	500		100		(400)	
3502	Repair/Maint. - Equipment	887	0	38	1,000		300		(700)	
3902	Printing Services	3,089	522	1,823	500		3,000		2,500	
3903	Postage	274	(19)	1,132	500		300		(200)	
3999	Other Contract Services	1,302	202	2,593	0		50		50	
4001	Office Supplies	4,372	3,049	2,372	3,075		2,500		(575)	
4002	Medical Supplies	445	368	0	1,000		500		(500)	
4003	Custodial Supplies	20,622	15,872	15,847	15,000		25,000		10,000	
4004	Repair/Maint. Supplies	0	1,196	484	500		500		0	
4007	Wearing Apparel	163	371	1,276	1,000		400		(600)	
4009	Extra Curricular Supplies	150	0	0	0		0		0	
4010	Instructional Supplies	40,317	50,478	32,622	23,257		29,101		5,844	
4011	Textbooks	7,408	10,177	20,001	68,099		39,506		(28,593)	
4013	Testing Materials	990	2,303	1,343	0		0		0	
4014	Food, Cafeteria	5,328	2,824	5,507	0		0		0	
4016	Library Books	6,020	2,419	413	2,000		1,000		(1,000)	
4017	Library Periodicals	75	0	0	500		200		(300)	
4018	Library Supplies	86	1,484	0	0		303		303	
4019	Food	2,955	4,797	5,730	6,000		3,000		(3,000)	
4310	Tech. Supp/Equip - Add'l	35,010	52,661	17,409	4,000		3,500		(500)	
4350	Tech. Supp/Equip - Repl	16,231	40,925	33,230	2,000		10,500		8,500	
4410	Software - Additional	899	4,772	16,742	600		6,000		5,400	
4450	Software - Replacement	19,913	14,847	26,467	1,600		11,200		9,600	
4510	General Equipment - Add'l.	187,106	39,932	19,960	1,969		3,393		1,424	
4550	General Equipment - Repl.	0	461	994	500		2,000		1,500	
Totals		6,306,846	6,731,158	7,138,674	6,897,604	78.94	7,314,869	81.94	417,265	3.00
School Enrollment (K-5)		730	754	738	755		754			
Positions		75.57	79.53	82.53	78.94		81.94			

Financial Section

School: NEABSCO ELEMENTARY SCHOOL
School #: 370
Address: 3800 Cordell Ave.
 Woodbridge, VA 22193
Principal: Christopher Tsang
Main Office: 703.670.2147
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	115,919	132,370	111,165	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	74,540	76,303	66,859	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	76,679	66,218	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,604,316	3,539,431	2,967,675	3,345,060	51.50	3,456,936	51.60	111,876	0.10
1121	Librarian	89,887	92,522	95,236	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	62,189	124,814	85,576	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	131,906	188,098	195,988	290,880	12.00	197,760	8.00	(93,120)	(4.00)
1142	Cafeteria Aide	7,352	11,988	10,452	15,648	0.80	16,032	0.80	384	0.00
1148	Specialist	0	38,732	40,753	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	122,203	128,453	115,938	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	106,052	133,591	121,736	147,720	4.00	151,680	4.00	3,960	0.00
1200	Overtime	4,087	10,709	3,584	3,000		1,000		(2,000)	
1201	Straight Time	6,161	10,700	8,543	995		5,000		4,005	
1300	Temporary Employee	33,918	57,684	36,611	0		0		0	
1500	Substitute Teacher	69,482	81,361	83,763	93,000		77,000		(16,000)	
1502	Substitute, Other	1,574	2,273	9,546	2,000		2,000		0	
1600	Instructional Supplement	21,527	34,656	5,029	0		0		0	
1602	Extra-Curr. Supplement	2,336	2,336	2,385	1,800		0		(1,800)	
2100	Social Security - FICA	256,984	354,036	288,872	344,633		346,101		1,468	
2210	Retirement - VRS	460,730	680,979	516,646	724,658		771,133		46,476	
2211	Retiree Health Care Credit	35,385	52,546	41,132	0		0		0	
2220	Retirement - PWCS	21,126	26,039	19,316	36,074		36,359		285	
2221	Defined Contribution Plan	10,400	20,998	24,188	0		0		0	
2300	Health Insurance - HMP	345,624	457,129	372,408	533,648		537,859		4,210	
2310	Short/Long Term Disability Premium	2,088	4,365	4,767	0		0		0	
2400	Life Insurance - GLI	42,872	57,402	46,119	57,490		59,270		1,780	
2830	Admin. Assoc. Fees	321	110	865	850		850		0	
3100	Professional Services	492	483	221	1,000		1,000		0	
3201	Telephone	578	2,490	1,096	1,500		1,500		0	
3401	Travel Reimbursement	11	0	41	100		100		0	
3402	Conference Expenses	2,550	45	3,199	1,000		1,000		0	
3450	Field Trips	4,574	5,861	12,779	4,000		4,000		0	
3501	Repair/Maint. - Building	879	1,661	436	2,000		2,000		0	
3700	In-Service Expenses	0	0	4,134	0		0		0	
3902	Printing Services	7,754	13,669	2,246	6,000		6,000		0	
3903	Postage	1,185	2,238	796	2,000		2,000		0	
3911	Rental Equipment	6,678	7,908	8,316	4,000		4,000		0	
3918	Permits & Fees	0	0	10	0		0		0	
3921	Tuition - PW	1,134	336	0	0		0		0	
3999	Other Contract Services	(11)	2,939	2,328	0		0		0	
4001	Office Supplies	9,579	15,783	4,077	5,752		5,752		0	
4002	Medical Supplies	620	1,106	1,497	1,500		1,500		0	
4003	Custodial Supplies	18,230	20,003	16,593	10,000		10,000		0	
4004	Repair/Maint. Supplies	0	1,001	70	0		0		0	
4007	Wearing Apparel	100	613	745	400		400		0	
4008	Reference Materials	133	8,568	567	1,000		1,000		0	
4010	Instructional Supplies	57,785	64,206	94,729	84,908		116,470		31,562	
4011	Textbooks	10,659	30,009	0	12,000		12,000		0	
4012	Emp. Training Supplies	0	0	51	0		0		0	
4014	Food, Cafeteria	0	4,747	4,803	3,000		3,000		0	
4016	Library Books	3,772	3,303	4,341	5,000		5,000		0	
4017	Library Periodicals	184	900	171	1,000		1,000		0	
4018	Library Supplies	266	0	0	500		500		0	
4019	Food	2,119	6,948	1,373	3,000		3,000		0	
4020	Printing Supplies	12,493	27,286	13,348	6,673		6,673		0	
4310	Tech. Supp/Equip - Add'l	23,290	6,315	2,440	12,000		12,000		0	
4350	Tech. Supp/Equip - Repl	4,886	418	3,336	2,000		2,000		0	
4410	Software - Additional	0	5,141	12,450	2,000		2,000		0	
4450	Software - Replacement	4,343	8,014	11,542	2,600		2,600		0	
4510	General Equipment - Add'l	7,858	1,822	0	2,000		2,000		0	
4550	General Equipment - Repl	13,935	4,780	8,990	6,000		6,000		0	
5501	Equipment - Replacement	0	0	0	5,000		5,000		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,825,055	6,644,896	5,558,092	6,395,285	78.30	6,500,275	74.40	104,990	(3.90)
School Enrollment (K-5)		590	808	695	697		670			
Positions		60.23	82.30	74.40	78.30		74.40			

Financial Section

School: OCCOQUAN ELEMENTARY SCHOOL
School #: 326
Address: 12915 Occoquan Rd.
 Woodbridge, VA 22192
Principal: Michael "Buddy" Lint
Main Office: 703.494.2195
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	99,993	111,317	112,543	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	108,790	112,053	115,415	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,623,926	2,662,276	2,670,560	2,923,080	45.00	3,193,783	47.67	270,703	2.67
1121	Librarian	86,072	88,787	91,582	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	124,736	138,784	148,865	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	124,438	131,496	131,686	145,440	6.00	197,760	8.00	52,320	2.00
1142	Cafeteria Aide	13,817	14,933	17,559	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	174,896	183,892	174,406	148,320	4.00	155,280	4.00	6,960	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	118,123	121,409	132,074	113,160	3.00	108,840	3.00	(4,320)	0.00
1200	Overtime	2,683	1,407	2,490	3,000		0		(3,000)	
1201	Straight Time	6,263	6,766	9,404	4,000		0		(4,000)	
1300	Temporary Employee	112,873	57,183	63,964	53,665		20,000		(33,665)	
1500	Substitute Teacher	54,991	54,433	67,154	55,000		40,000		(15,000)	
1502	Substitute, Other	0	0	8,584	2,500		2,000		(500)	
1600	Instructional Supplement	68,979	61,387	48,923	55,000		40,000		(15,000)	
1602	Extra-Curr. Supplement	2,337	2,337	3,180	2,500		3,340		840	
2100	Social Security - FICA	271,225	274,890	280,761	301,418		321,376		19,958	
2210	Retirement - VRS	459,003	505,016	490,118	620,441		714,826		94,385	
2211	Retiree Health Care Credit	35,365	39,255	38,795	0		0		0	
2220	Retirement - PWCS	28,053	30,461	30,269	30,815		33,535		2,720	
2221	Defined Contribution Plan	12,290	20,181	20,775	0		0		0	
2300	Health Insurance - HMP	321,330	308,518	351,525	455,854		496,082		40,229	
2310	Short/Long Term Disability Premium	1,907	3,219	3,764	0		0		0	
2400	Life Insurance - GLI	42,976	43,115	43,778	49,109		54,667		5,558	
2830	Admin. Assoc. Fees	0	850	850	1,000		1,000		0	
3201	Telephone	1,174	1,058	1,192	1,500		0		(1,500)	
3401	Travel Reimbursement	0	65	247	1,500		0		(1,500)	
3402	Conference Expenses	8,818	2,885	3,964	20,000		20,000		0	
3450	Field Trips	12,807	10,481	14,054	15,000		10,000		(5,000)	
3502	Repair/Maint. - Equipment	0	0	0	2,000		0		(2,000)	
3504	Maint. Service Contract	493	330	0	1,000		0		(1,000)	
3700	In-Service Expenses	0	0	0	250		0		(250)	
3902	Printing Services	148	58	0	3,000		500		(2,500)	
3903	Postage	0	0	0	1,000		0		(1,000)	
3911	Rental Equipment	2,324	5,829	5,829	8,000		1,511		(6,489)	
3999	Other Contract Services	0	3,710	0	0		0		0	
4001	Office Supplies	633	677	95	1,000		0		(1,000)	
4003	Custodial Supplies	20,039	17,755	27,239	20,696		15,000		(5,696)	
4004	Repair/Maint. Supplies	0	0	0	1,000		0		(1,000)	
4007	Wearing Apparel	1,146	0	0	0		0		0	
4008	Reference Materials	0	0	0	500		0		(500)	
4010	Instructional Supplies	203,548	136,112	163,927	112,879		64,465		(48,414)	
4011	Textbooks	15,622	42,057	8,468	25,000		0		(25,000)	
4014	Food, Cafeteria	3,834	2,746	2,137	0		0		0	
4016	Library Books	5,927	2,460	3,463	2,000		0		(2,000)	
4019	Food	(85)	559	0	2,500		0		(2,500)	
4310	Tech. Supp/Equip - Add'l	27,933	0	16,639	1,000		0		(1,000)	
4350	Tech. Supp/Equip - Repl	0	0	0	2,000		0		(2,000)	
4410	Software - Additional	0	1,400	0	0		0		0	
4450	Software - Replacement	1,018	275	1,038	500		0		(500)	
4510	General Equipment - Add'l.	1,912	293	0	2,000		0		(2,000)	
Totals		5,204,858	5,207,714	5,312,313	5,623,075	63.80	5,933,957	68.47	310,882	4.67
School Enrollment (K-5)		612	631	640	649		646			
Positions		57.87	60.07	59.30	63.80		68.47			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	119,398	124,879	126,670	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	83,563	71,923	74,080	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,989,915	3,064,093	3,120,264	2,014,200	31.00	2,345,400	35.00	331,200	4.00
1121	Librarian	82,808	69,353	71,434	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	105,862	109,037	112,307	103,872	1.60	93,744	1.40	(10,128)	(0.20)
1140	Teacher Assistant	170,092	192,756	178,446	145,440	6.00	98,880	4.00	(46,560)	(2.00)
1142	Cafeteria Aide	9,005	9,264	9,533	9,193	0.47	9,419	0.47	226	0.00
1150	Secretarial / Bookkeeper	152,511	152,733	137,395	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	116,288	128,181	135,617	147,720	4.00	115,680	3.00	(32,040)	(1.00)
1200	Overtime	727	1,201	3,950	2,000	0	0	0	(2,000)	0
1201	Straight Time	3,039	3,906	6,892	3,000	0	0	0	(3,000)	0
1300	Temporary Employee	49,404	47,243	64,692	30,000	0	15,000	0	(15,000)	0
1500	Substitute Teacher	82,276	68,342	41,498	45,000	0	45,000	0	0	0
1502	Substitute, Other	314	0	4,132	3,000	0	0	0	(3,000)	0
1600	Instructional Supplement	0	1,968	4,346	0	0	0	0	0	0
1602	Extra-Curr. Supplement	8,446	4,756	2,783	0	0	3,340	0	3,340	0
2100	Social Security - FICA	295,678	301,373	302,474	224,484	0	242,220	0	17,735	0
2210	Retirement - VRS	522,189	594,197	571,586	463,640	0	538,211	0	74,571	0
2211	Retiree Health Care Credit	40,153	45,860	45,355	0	0	0	0	0	0
2220	Retirement - PWCS	38,199	39,735	41,811	23,363	0	25,429	0	2,065	0
2221	Defined Contribution Plan	12,324	18,878	24,574	0	0	0	0	0	0
2300	Health Insurance - HMP	334,700	322,467	360,909	345,617	0	376,170	0	30,553	0
2310	Short/Long Term Disability Premium	2,199	2,887	3,557	0	0	0	0	0	0
2400	Life Insurance - GLI	48,621	50,222	50,977	37,234	0	41,453	0	4,219	0
3201	Telephone	857	589	1,478	1,500	0	1,200	0	(300)	0
3401	Travel Reimbursement	1,037	4,167	235	3,500	0	0	0	(3,500)	0
3402	Conference Expenses	6,924	6,111	12,857	4,500	0	0	0	(4,500)	0
3450	Field Trips	2,834	2,719	12,289	7,500	0	0	0	(7,500)	0
3502	Repair/Maint. - Equipment	4,798	0	0	0	0	0	0	0	0
3700	In-Service Expenses	3,700	0	1,365	0	0	0	0	0	0
3902	Printing Services	379	225	197	0	0	0	0	0	0
3903	Postage	0	0	0	1,000	0	0	0	(1,000)	0
3905	Extra Curricular Expenses	737	536	0	0	0	0	0	0	0
3911	Rental Equipment	24,819	24,309	20,566	25,000	0	25,000	0	0	0
3999	Other Contract Services	14,956	13,835	9,295	0	0	0	0	0	0
4001	Office Supplies	2,507	10	154	3,000	0	500	0	(2,500)	0
4002	Medical Supplies	91	0	0	3,000	0	500	0	(2,500)	0
4003	Custodial Supplies	25,317	23,026	18,393	15,000	0	15,000	0	0	0
4004	Repair/Maint. Supplies	0	0	293	0	0	0	0	0	0
4007	Wearing Apparel	0	0	256	0	0	0	0	0	0
4010	Instructional Supplies	145,324	155,899	126,662	86,706	0	147,608	0	60,902	0
4011	Textbooks	35,976	30,000	0	0	0	0	0	0	0
4014	Food, Cafeteria	0	654	482	0	0	0	0	0	0
4016	Library Books	0	0	1,140	0	0	0	0	0	0
4017	Library Periodicals	0	0	0	500	0	0	0	(500)	0
4018	Library Supplies	0	0	62	250	0	0	0	(250)	0
4019	Food	909	0	0	4,500	0	3,500	0	(1,000)	0
4310	Tech. Supp/Equip - Add'l	20,606	96,170	11,554	15,000	0	15,000	0	0	0
4350	Tech. Supp/Equip - Repl	2,093	5,428	0	0	0	0	0	0	0
4450	Software - Replacement	1,018	275	1,038	0	0	0	0	0	0
4510	General Equipment - Add'l	5,702	3,415	16,225	0	0	0	0	0	0
5101	Equipment - Additional	0	0	33,471	0	0	0	0	0	0
Totals		5,573,296	5,797,620	5,773,293	4,199,736	50.07	4,598,053	50.87	398,317	0.80
School Enrollment (K-5)		720	735	728	464		506			
Positions		64.57	67.57	65.57	50.07		50.87			

Financial Section

School: PATTIE ELEMENTARY SCHOOL
School #: 313
Address: 16125 Dumfries Rd.
 Dumfries, VA 22025
Principal: Robert Lucciotti
Main Office: 703.670.3173
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	138,415	97,081	99,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	88,456	91,110	93,843	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,705,392	2,687,908	2,816,091	2,923,080	46.00	2,948,040	44.00	24,960	(2.00)
1121	Librarian	104,898	108,047	78,090	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	87,134	88,421	112,421	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	86,758	100,090	150,377	145,440	6.00	98,880	4.00	(46,560)	(2.00)
1142	Cafeteria Aide	15,671	15,552	15,380	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	186,663	168,213	145,068	148,320	4.00	155,280	4.00	6,960	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	131,105	129,860	112,648	115,740	3.50	116,580	3.50	840	0.00
1200	Overtime	407	1,751	1,406	0	0	0	0	0	0
1201	Straight Time	6,349	3,855	3,650	1,000	1,000	0	0	0	0
1300	Temporary Employee	27,412	52,237	61,454	19,000	19,000	0	0	0	0
1500	Substitute Teacher	39,950	53,496	44,036	40,000	40,000	0	0	0	0
1502	Substitute, Other	83	0	6,953	5,000	5,000	0	0	0	0
1600	Instructional Supplement	0	5,167	11,826	0	0	0	0	0	0
1602	Extra-Curr. Supplement	3,116	605	795	0	0	0	0	0	0
2100	Social Security - FICA	260,522	261,222	274,469	292,941	292,941	653,866	653,866	(636)	0
2210	Retirement - VRS	479,613	515,152	509,982	620,594	620,594	0	0	33,271	0
2211	Retiree Health Care Credit	36,867	39,869	40,623	0	0	0	0	0	0
2220	Retirement - PWCS	36,943	34,541	30,927	30,836	30,836	30,765	30,765	(71)	0
2221	Defined Contribution Plan	11,308	17,911	24,185	0	0	0	0	0	0
2300	Health Insurance - HMP	251,292	299,232	367,698	456,168	456,168	455,117	455,117	(1,050)	0
2310	Short/Long Term Disability Premium	1,781	2,417	3,580	0	0	0	0	0	0
2400	Life Insurance - GLI	44,686	43,690	45,554	49,143	49,143	50,153	50,153	1,009	0
2830	Admin. Assoc. Fees	425	338	149	614	614	676	676	62	0
3201	Telephone	1,031	1,579	1,403	1,500	1,500	1,500	1,500	0	0
3401	Travel Reimbursement	58	5,602	5,942	5,000	5,000	0	0	(5,000)	0
3402	Conference Expenses	0	4,275	4,503	5,000	5,000	10,000	10,000	5,000	0
3450	Field Trips	1,372	1,355	831	0	0	0	0	0	0
3502	Repair/Maint. - Equipment	436	390	440	0	0	0	0	0	0
3700	In-Service Expenses	438	0	0	0	0	0	0	0	0
3902	Printing Services	25,259	19,868	6,557	20,000	20,000	20,000	20,000	0	0
3903	Postage	1,238	1,463	125	1,000	1,000	1,000	1,000	0	0
3999	Other Contract Services	1,176	809	4,004	3,500	3,500	3,500	3,500	0	0
4001	Office Supplies	2,821	2,505	1,575	5,000	5,000	5,000	5,000	0	0
4002	Medical Supplies	2,717	1,515	1,589	5,000	5,000	5,000	5,000	0	0
4003	Custodial Supplies	18,538	20,399	19,765	20,000	20,000	20,000	20,000	0	0
4004	Repair/Maint. Supplies	322	5,210	1,920	0	0	0	0	0	0
4010	Instructional Supplies	115,978	76,892	126,460	108,697	108,697	51,519	51,519	(57,178)	0
4011	Textbooks	21	0	7,291	0	0	0	0	0	0
4013	Testing Materials	338	2,828	81	0	0	0	0	0	0
4014	Food, Cafeteria	4,642	1,443	5,278	0	0	0	0	0	0
4016	Library Books	668	1,845	183	0	0	0	0	0	0
4018	Library Supplies	2,294	2,292	3,979	0	0	0	0	0	0
4019	Food	1,516	558	662	1,000	1,000	1,000	1,000	0	0
4150	Lease Agreement	22,749	22,749	21,645	20,000	20,000	20,000	20,000	0	0
4310	Tech. Supp/Equip - Add'l	200,813	108,660	3,910	10,000	10,000	10,000	10,000	0	0
4350	Tech. Supp/Equip - Repl	0	418	0	0	0	0	0	0	0
4410	Software - Additional	31,053	18,715	43,065	10,000	10,000	10,000	10,000	0	0
4450	Software - Replacement	1,487	275	1,038	0	0	0	0	0	0
4510	General Equipment - Add'l	25,585	16,889	4,677	6,000	6,000	6,000	6,000	0	0
5101	Equipment - Additional	14,995	5,946	0	0	0	0	0	0	0
Totals		5,225,287	5,144,747	5,320,623	5,501,283	65.16	5,468,367	61.16	(32,916)	(4.00)
School Enrollment (K-5)		698	705	697	706		691			
Positions		60.77	59.77	65.17	65.16		61.16			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	119,398	126,779	130,470	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	118,878	80,951	83,379	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	65,373	0	60,117	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,336,276	3,528,924	3,666,525	2,890,620	44.50	2,981,520	44.50	90,900	0.00
1121	Librarian	106,898	110,942	115,322	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	138,199	160,519	165,333	116,856	1.80	133,920	2.00	17,064	0.20
1140	Teacher Assistant	296,077	292,680	293,730	242,400	10.00	247,200	10.00	4,800	0.00
1142	Cafeteria Aide	12,683	13,378	13,766	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	155,772	161,087	188,534	185,400	5.00	193,080	5.00	7,680	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	143,945	148,944	153,263	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	2,243	2,409	2,574	2,771		2,771		0	
1201	Straight Time	9,439	15,544	17,153	10,924		11,541		617	
1300	Temporary Employee	101,624	90,382	106,577	462		15,672		15,210	
1500	Substitute Teacher	75,607	71,753	81,015	42,500		47,065		4,565	
1502	Substitute, Other	6,939	10,985	9,967	7,174		6,368		(806)	
1600	Instructional Supplement	7,585	5,501	9,703	4,618		5,541		923	
1602	Extra-Curr. Supplement	3,116	3,116	1,590	3,244		3,340		96	
2100	Social Security - FICA	342,174	352,412	370,822	300,242		311,337		11,095	
2210	Retirement - VRS	635,732	718,784	724,565	635,395		692,964		57,569	
2211	Retiree Health Care Credit	48,410	54,988	56,369	0		0		0	
2220	Retirement - PWCS	41,304	44,444	42,496	31,543		32,563		1,020	
2221	Defined Contribution Plan	9,136	16,127	16,557	0		0		0	
2300	Health Insurance - HMP	537,197	560,441	644,583	466,627		481,711		15,084	
2310	Short/Long Term Disability Premium	1,626	2,699	3,419	0		0		0	
2400	Life Insurance - GLI	58,651	60,166	63,193	50,270		53,083		2,813	
2830	Admin. Assoc. Fees	2,128	889	118	1,200		1,000		(200)	
3201	Telephone	1,071	1,129	1,141	1,200		0		(1,200)	
3401	Travel Reimbursement	402	559	175	700		500		(200)	
3402	Conference Expenses	1,075	3,009	7,270	0		0		0	
3450	Field Trips	3,649	2,516	4,823	3,000		3,000		0	
3504	Maint. Service Contract	0	0	1,133	0		0		0	
3902	Printing Services	2,429	4,123	6,719	4,000		5,000		1,000	
3903	Postage	1,759	833	2,892	1,500		0		(1,500)	
3999	Other Contract Services	0	1,984	2,617	0		0		0	
4001	Office Supplies	256	335	981	2,000		0		(2,000)	
4002	Medical Supplies	613	478	307	400		500		100	
4003	Custodial Supplies	19,278	21,370	18,123	9,000		9,000		0	
4004	Repair/Maint. Supplies	1,713	554	367	1,000		1,000		0	
4010	Instructional Supplies	111,260	152,870	137,659	108,898		65,640		(43,258)	
4011	Textbooks	15,485	4,680	1,702	18,000		7,437		(10,563)	
4012	Emp. Training Supplies	0	0	705	0		0		0	
4013	Testing Materials	14,381	20,127	19,567	21,258		25,000		3,742	
4014	Food, Cafeteria	1,887	3,152	3,678	2,000		3,000		1,000	
4016	Library Books	1,884	5,184	65	500		0		(500)	
4017	Library Periodicals	247	674	0	300		300		0	
4018	Library Supplies	61	0	77	500		200		(300)	
4019	Food	1,841	3,487	2,521	3,000		3,000		0	
4020	Printing Supplies	0	19,767	17,016	12,000		12,000		0	
4310	Tech. Supp/Equip - Add'l	17,787	23,045	45,104	20,000		0		(20,000)	
4350	Tech. Supp/Equip - Repl	0	3,340	2,098	0		0		0	
4450	Software - Replacement	1,018	749	3,433	0		0		0	
4510	General Equipment - Add'l.	0	6,007	15,908	0		0		0	
4550	General Equipment - Repl.	17,190	3,678	1,440	2,000		0		(2,000)	
5101	Equipment - Additional	0	0	844	0		0		0	
Totals		6,594,195	6,920,990	7,322,006	5,621,271	68.10	5,778,005	68.30	156,734	0.20
School Enrollment (K-5)		823	854	866	634		671			
Positions		75.60	77.80	83.30	68.10		68.30			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	142,569	146,846	151,252	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	65,583	83,379	85,882	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,737,619	3,090,539	3,117,900	3,163,284	48.70	3,282,840	49.00	119,556	0.30
1121	Librarian	78,056	80,396	81,655	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	95,583	99,748	101,628	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	153,292	152,201	183,568	169,680	7.00	197,760	8.00	28,080	1.00
1142	Cafeteria Aide	11,716	12,784	12,984	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	136,273	150,917	157,881	142,056	4.00	149,760	4.00	7,704	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	145,128	154,128	160,061	147,720	4.00	151,680	4.00	3,960	0.00
1200	Overtime	844	2,008	1,921	2,000		2,000		0	
1201	Straight Time	101	2,736	5,249	4,500		4,050		(450)	
1300	Temporary Employee	19,635	35,424	31,331	500		0		(500)	
1500	Substitute Teacher	77,251	85,560	93,541	100,000		85,300		(14,700)	
1502	Substitute, Other	13,487	7,331	18,951	13,600		9,750		(3,850)	
1600	Instructional Supplement	2,108	9,065	8,090	8,500		8,500		0	
1602	Extra-Curr. Supplement	5,051	779	1,590	750		750		0	
2100	Social Security - FICA	268,698	299,328	303,226	320,308		331,427		11,119	
2210	Retirement - VRS	483,750	610,168	597,712	666,081		732,411		66,330	
2211	Retiree Health Care Credit	37,327	47,069	46,900	0		0		0	
2220	Retirement - PWCS	21,456	22,827	26,980	33,221		34,573		1,352	
2221	Defined Contribution Plan	14,437	19,869	19,913	0		0		0	
2300	Health Insurance - HMP	399,909	483,033	501,549	491,451		511,450		19,999	
2310	Short/Long Term Disability Premium	2,705	3,548	3,690	0		0		0	
2400	Life Insurance - GLI	45,579	51,788	52,928	52,944		56,360		3,416	
2830	Admin. Assoc. Fees	45	0	810	0		1,000		1,000	
3201	Telephone	188	0	0	0		200		200	
3401	Travel Reimbursement	3,323	2,157	2,379	2,900		3,500		600	
3402	Conference Expenses	304	0	11,084	3,000		7,500		4,500	
3450	Field Trips	1,026	1,091	177	0		1,000		1,000	
3504	Maint. Service Contract	0	0	239	250		250		0	
3700	In-Service Expenses	0	0	5,850	0		0		0	
3902	Printing Services	2,344	4,035	2,329	8,000		8,000		0	
3903	Postage	0	425	1,874	800		800		0	
3911	Rental Equipment	28,514	28,988	27,827	30,000		30,000		0	
3999	Other Contract Services	1,255	3,555	1,150	1,500		1,500		0	
4001	Office Supplies	217	7,015	1,777	3,000		3,000		0	
4002	Medical Supplies	0	532	427	500		1,000		500	
4003	Custodial Supplies	1,418	17,829	8,564	10,000		10,000		0	
4004	Repair/Maint. Supplies	0	4,511	1,625	10,000		2,000		(8,000)	
4007	Wearing Apparel	143	0	263	300		500		200	
4008	Reference Materials	0	0	4,856	0		1,000		1,000	
4010	Instructional Supplies	164,978	110,105	63,351	134,080		91,152		(42,928)	
4011	Textbooks	0	27,440	50,501	25,000		30,000		5,000	
4014	Food, Cafeteria	0	1,344	880	0		0		0	
4016	Library Books	0	11,406	2,797	15,000		10,000		(5,000)	
4017	Library Periodicals	0	0	0	750		1,000		250	
4018	Library Supplies	58	410	87	100		500		400	
4019	Food	11	3,010	2,534	1,000		2,000		1,000	
4020	Printing Supplies	0	0	7,111	11,000		15,000		4,000	
4310	Tech. Supp/Equip - Add'l	140,806	51,916	11,343	20,000		24,250		4,250	
4350	Tech. Supp/Equip - Repl	0	19,205	4,046	0		0		0	
4410	Software - Additional	0	0	4,459	0		5,000		5,000	
4450	Software - Replacement	9,928	16,639	31,111	30,700		20,000		(10,700)	
4510	General Equipment - Add'l	0	535	1,092	5,000		30,000		25,000	
4550	General Equipment - Repl.	0	0	1,983	10,000		10,000		0	
5101	Equipment - Additional	0	0	0	0		10,000		10,000	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		5,317,712	5,968,621	6,026,406	6,073,924	69.50	6,323,755	70.80	249,831	1.30
School Enrollment (K-5)		809	810	806	792		778			
Positions		66.20	71.10	71.10	69.50		70.80			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	117,819	121,298	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	80,951	87,433	93,843	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	89,887	0	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,620,654	3,299,251	2,971,735	2,988,000	46.00	3,215,880	48.00	227,880	2.00
1121	Librarian	54,721	69,353	71,434	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	97,773	107,507	106,602	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	160,711	42,157	27,577	72,720	3.00	49,440	2.00	(23,280)	(1.00)
1142	Cafeteria Aide	22,480	12,817	17,843	15,648	0.80	16,032	0.80	384	0.00
1148	Specialist	83,176	38,593	39,603	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	136,734	132,663	138,212	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	165,200	149,300	151,551	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	961	2,280	1,471	2,500		3,000		500	
1201	Straight Time	1,233	2,775	2,196	2,200		2,700		500	
1300	Temporary Employee	25,788	8,862	10,023	0		2,000		2,000	
1500	Substitute Teacher	100,627	65,412	65,253	51,000		94,300		43,300	
1502	Substitute, Other	784	0	5,680	1,500		2,500		1,000	
1600	Instructional Supplement	(4,910)	21,143	1,639	0		0		0	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	0		0		0	
2100	Social Security - FICA	345,277	303,953	276,271	294,649		315,052		20,403	
2210	Retirement - VRS	607,354	597,380	513,099	625,500		699,447		73,946	
2211	Retiree Health Care Credit	47,820	47,105	41,301	0		0		0	
2220	Retirement - PWCS	30,046	26,507	26,656	31,061		32,862		1,801	
2221	Defined Contribution Plan	29,937	28,471	31,115	0		0		0	
2300	Health Insurance - HMP	497,077	443,521	409,262	459,499		486,133		26,634	
2310	Short/Long Term Disability Premium	5,280	5,008	5,189	0		0		0	
2400	Life Insurance - GLI	58,112	51,436	46,726	49,502		53,570		4,068	
2830	Admin. Assoc. Fees	850	2,235	900	1,050		1,350		300	
3141	Engineering Services	0	10,762	0	0		0		0	
3201	Telephone	1,018	720	721	750		840		90	
3401	Travel Reimbursement	0	0	8	750		750		0	
3402	Conference Expenses	1,123	7,486	5,573	2,500		2,500		0	
3450	Field Trips	9,332	3,560	2,717	2,750		2,800		50	
3501	Repair/Maint. - Building	0	5,940	0	0		0		0	
3502	Repair/Maint. - Equipment	436	270	0	0		0		0	
3504	Maint. Service Contract	343	0	0	0		0		0	
3902	Printing Services	1,674	4,079	3,989	5,500		6,500		1,000	
3903	Postage	2,586	184	1,367	1,700		1,000		(700)	
3905	Extra Curricular Expenses	0	150	300	0		0		0	
3911	Rental Equipment	0	18,102	0	0		780		780	
3999	Other Contract Services	1,001	3,060	3,812	2,000		2,000		0	
4001	Office Supplies	1,443	2,785	4,389	2,500		2,500		0	
4002	Medical Supplies	628	334	419	1,000		1,000		0	
4003	Custodial Supplies	28,782	24,815	32,702	20,000		20,000		0	
4009	Extra Curricular Supplies	0	2,205	5,703	7,500		2,500		(5,000)	
4010	Instructional Supplies	96,804	69,705	85,568	31,873		125,449		93,576	
4011	Textbooks	0	22,169	18,568	0		35,775		35,775	
4014	Food, Cafeteria	2,160	4,811	1,550	0		0		0	
4016	Library Books	4,648	9,821	3,370	0		0		0	
4017	Library Periodicals	85	0	0	0		0		0	
4018	Library Supplies	826	620	1,623	1,500		1,000		(500)	
4019	Food	1,905	2,426	3,417	3,500		3,500		0	
4020	Printing Supplies	0	0	7,670	12,500		5,000		(7,500)	
4150	Lease Agreement	35,996	15,418	29,558	29,000		29,000		0	
4310	Tech. Supp/Equip - Add'l	99,752	498	1,527	0		0		0	
4350	Tech. Supp/Equip - Repl	0	75,503	1,685	0		0		0	
4410	Software - Additional	3,824	0	0	0		40		40	
4450	Software - Replacement	1,168	6,284	1,038	550		600		50	
4510	General Equipment - Add'l.	41,527	26,388	2,401	0		0		0	
4550	General Equipment - Repl.	0	0	30,524	0		0		0	
5101	Equipment - Additional	0	0	2,230	0		10,000		10,000	
5501	Equipment - Replacement	0	0	0	0		75,000		75,000	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		6,709,685	5,982,633	5,430,496	5,438,759	62.80	6,040,280	63.80	601,521	1.00
School Enrollment (K-5)		843	693	649	529		573			
Positions		86.50	70.80	66.20	62.80		63.80			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	134,383	138,415	142,569	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	76,303	78,593	80,951	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	3,070,405	2,938,207	2,940,732	3,000,984	46.20	3,256,056	48.60	255,072	2.40
1121	Librarian	69,332	71,353	73,434	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	103,375	105,901	108,597	103,872	1.60	120,528	1.80	16,656	0.20
1140	Teacher Assistant	27,721	29,414	56,738	84,840	3.50	98,880	4.00	14,040	0.50
1142	Cafeteria Aide	20,641	20,509	16,676	23,472	1.20	24,048	1.20	576	0.00
1150	Secretarial / Bookkeeper	122,305	130,668	134,038	142,056	4.00	149,760	4.00	7,704	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	110,182	105,282	120,729	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	13,556	11,967	17,057	3,500		0		(3,500)	
1201	Straight Time	18,568	20,060	19,443	4,000		0		(4,000)	
1300	Temporary Employee	80,093	113,542	114,428	70,000		73,050		3,050	
1500	Substitute Teacher	84,103	74,082	84,582	78,000		75,500		(2,500)	
1502	Substitute, Other	0	0	263	0		500		500	
1600	Instructional Supplement	21,365	30,791	44,052	80,000		40,000		(40,000)	
1602	Extra-Curr. Supplement	3,116	3,116	0	2,433		2,505		72	
2100	Social Security - FICA	271,502	284,763	294,102	307,384		326,569		19,185	
2210	Retirement - VRS	445,449	489,412	482,533	619,279		706,758		87,479	
2211	Retiree Health Care Credit	34,278	37,566	37,833	0		0		0	
2220	Retirement - PWCS	17,503	16,234	18,227	30,880		33,318		2,438	
2221	Defined Contribution Plan	10,367	12,379	15,426	0		0		0	
2300	Health Insurance - HMP	275,299	283,143	331,621	456,811		492,877		36,066	
2310	Short/Long Term Disability Premium	2,365	2,472	3,043	0		0		0	
2400	Life Insurance - GLI	41,503	41,020	42,598	49,212		54,314		5,101	
2830	Admin. Assoc. Fees	0	0	0	1,000		1,000		0	
3201	Telephone	0	29	3,269	6,000		3,600		(2,400)	
3401	Travel Reimbursement	532	252	105	4,000		2,000		(2,000)	
3402	Conference Expenses	2,787	19,629	11,795	10,000		23,000		13,000	
3450	Field Trips	8,521	16,351	10,818	12,196		5,000		(7,196)	
3502	Repair/Maint. - Equipment	291	0	808	2,000		3,000		1,000	
3902	Printing Services	1,271	13,724	7,376	5,000		10,520		5,520	
3903	Postage	0	0	0	5,000		1,000		(4,000)	
3999	Other Contract Services	0	0	0	3,000		3,000		0	
4001	Office Supplies	4,189	4,476	3,649	10,000		16,000		6,000	
4002	Medical Supplies	0	0	0	5,000		0		(5,000)	
4003	Custodial Supplies	18,596	18,231	11,189	45,000		30,098		(14,902)	
4010	Instructional Supplies	84,010	149,622	121,258	139,760		112,500		(27,260)	
4011	Textbooks	9,355	0	0	50,000		34,038		(15,962)	
4012	Emp. Training Supplies	0	7,400	0	8,000		10,000		2,000	
4013	Testing Materials	0	0	0	1,500		1,000		(500)	
4014	Food, Cafeteria	0	3,378	4,320	10,000		10,000		0	
4016	Library Books	0	0	0	6,000		5,000		(1,000)	
4017	Library Periodicals	0	0	0	2,000		2,000		0	
4018	Library Supplies	0	0	0	5,000		2,000		(3,000)	
4019	Food	8,788	3,295	842	9,500		6,500		(3,000)	
4310	Tech. Supp/Equip - Add'l	38,527	54,523	75,460	109,000		69,745		(39,255)	
4450	Software - Replacement	1,768	11,320	1,038	45,000		24,460		(20,540)	
4510	General Equipment - Add'l.	17,964	0	10,081	35,000		7,000		(28,000)	
Totals		5,255,311	5,346,121	5,446,679	6,010,599	63.50	6,265,163	66.60	254,564	3.10
School Enrollment (K-5)		737	686	651	653		661			
Positions		64.80	61.00	63.30	63.50		66.60			

Financial Section

School: ROCKLEDGE ELEMENTARY SCHOOL
School #: 304
Address: 2300 Mariner Ln.
 Woodbridge, VA 22192
Principal: Amy Schott
Main Office: 703.491.2108
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	102,993	106,082	109,265	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	71,923	74,080	70,235	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,403,482	2,416,380	2,505,732	2,425,144	37.33	2,534,897	37.83	109,753	0.50
1121	Librarian	84,844	58,081	59,824	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	85,348	87,071	84,434	90,888	1.40	93,744	1.40	2,856	0.00
1140	Teacher Assistant	66,349	68,439	70,867	48,480	2.00	49,440	2.00	960	0.00
1142	Cafeteria Aide	6,409	9,992	8,170	7,824	0.40	8,016	0.40	192	0.00
1150	Secretarial / Bookkeeper	140,939	146,032	150,122	144,360	4.00	151,080	4.00	6,720	0.00
1190	Custodian	120,604	124,106	127,706	113,160	3.00	115,680	3.00	2,520	0.00
1200	Overtime	1,851	2,048	2,644	1,500		1,500		0	
1201	Straight Time	1,171	3,970	6,048	2,000		3,500		1,500	
1300	Temporary Employee	122,517	161,028	24,159	12,000		22,300		10,300	
1500	Substitute Teacher	52,568	42,458	55,354	50,000		50,000		0	
1502	Substitute, Other	0	2,116	103,795	57,000		57,000		0	
1600	Instructional Supplement	0	1,134	10,693	6,000		6,000		0	
1602	Extra-Curr. Supplement	779	779	1,590	1,590		811		(779)	
2100	Social Security - FICA	238,221	241,761	246,258	248,542		258,876		10,334	
2210	Retirement - VRS	424,463	471,721	465,991	512,778		563,418		50,640	
2211	Retiree Health Care Credit	33,031	36,690	37,037	0		0		0	
2220	Retirement - PWCS	21,432	22,284	23,710	25,572		26,591		1,018	
2221	Defined Contribution Plan	16,105	19,524	21,785	0		0		0	
2300	Health Insurance - HMP	370,058	380,053	421,569	378,296		393,362		15,066	
2310	Short/Long Term Disability Premium	3,249	3,869	4,258	0		0		0	
2400	Life Insurance - GLI	40,248	40,412	41,811	40,754		43,347		2,593	
2830	Admin. Assoc. Fees	425	860	850	850		850		0	
3201	Telephone	783	855	786	1,200		1,200		0	
3401	Travel Reimbursement	854	848	0	0		0		0	
3402	Conference Expenses	10	1,005	650	0		0		0	
3450	Field Trips	2,539	1,518	11,468	1,000		1,000		0	
3504	Maint. Service Contract	150	0	0	700		700		0	
3700	In-Service Expenses	88	164	1,490	1,000		2,000		1,000	
3902	Printing Services	11,198	23,482	17,172	16,000		13,000		(3,000)	
3903	Postage	481	849	684	700		700		0	
3999	Other Contract Services	109	813	1,413	500		1,000		500	
4001	Office Supplies	792	227	364	500		500		0	
4002	Medical Supplies	400	749	470	800		800		0	
4003	Custodial Supplies	13,233	11,242	16,279	10,000		10,000		0	
4004	Repair/Maint. Supplies	2,076	3,492	2,238	2,500		2,500		0	
4007	Wearing Apparel	234	174	0	300		300		0	
4008	Reference Materials	0	0	0	0		200		200	
4010	Instructional Supplies	83,171	75,766	93,906	105,933		107,150		1,217	
4011	Textbooks	0	5,792	19,426	0		34,416		34,416	
4013	Testing Materials	384	2,204	13,075	0		0		0	
4014	Food, Cafeteria	0	1,282	0	700		700		0	
4016	Library Books	21,220	19,196	19,108	10,000		20,000		10,000	
4017	Library Periodicals	502	503	299	500		500		0	
4018	Library Supplies	135	0	1,190	500		500		0	
4019	Food	2,569	375	2,321	1,000		1,000		0	
4310	Tech. Supp/Equip - Add'l	24,880	60,846	7,865	0		0		0	
4350	Tech. Supp/Equip - Repl	0	418	0	0		0		0	
4410	Software - Additional	50	0	0	0		0		0	
4450	Software - Replacement	1,018	1,244	1,038	1,025		1,175		150	
4510	General Equipment - Add'l	16,710	2,597	0	500		500		0	
5101	Equipment - Additional	10,833	0	0	0		0		0	
5501	Equipment - Replacement	0	14,442	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,603,426	4,751,050	4,865,150	4,616,057	51.13	4,875,293	51.63	259,236	0.50
School Enrollment (K-5)		625	630	626	524		516			
Positions		56.23	56.73	56.80	51.13		51.63			

Financial Section

School: ROSA PARKS ELEMENTARY SCHOOL
School #: 394
Address: 13446 Prinedale Dr.
 Woodbridge, VA. 22193
Principal: Susan Danielson
Main Office: 703.580.9665
Grades: K - 5
Specialty: International Baccalaureate Program



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	146,846	151,252	155,791	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	85,882	88,456	91,110	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,924,611	3,012,254	3,026,047	3,182,760	49.00	3,148,920	47.00	(33,840)	(2.00)
1121	Librarian	61,617	63,468	65,373	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	110,168	110,132	116,099	116,856	1.80	120,528	1.80	3,672	0.00
1140	Teacher Assistant	187,943	195,381	234,825	193,920	8.00	197,760	8.00	3,840	0.00
1142	Cafeteria Aide	13,756	12,302	11,665	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	155,233	159,750	164,161	148,320	4.00	155,280	4.00	6,960	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	125,416	108,057	110,935	101,400	3.00	102,000	3.00	600	0.00
1200	Overtime	3,044	2,573	2,193	2,000		2,000		0	
1201	Straight Time	5,514	8,484	10,387	0		0		0	
1300	Temporary Employee	76,150	66,827	37,805	3,000		3,000		0	
1500	Substitute Teacher	64,933	54,070	71,346	25,000		40,000		15,000	
1502	Substitute, Other	4,467	2,351	2,983	1,000		2,000		1,000	
1600	Instructional Supplement	0	0	716	0		0		0	
1602	Extra-Curr. Supplement	2,095	2,337	2,385	0		0		0	
2100	Social Security - FICA	286,667	294,549	298,299	311,825		311,718		(106)	
2210	Retirement - VRS	532,015	608,277	590,865	669,565		704,010		34,444	
2211	Retiree Health Care Credit	40,990	46,840	46,455	0		0		0	
2220	Retirement - PWCS	29,253	28,864	30,300	33,145		32,999		(145)	
2221	Defined Contribution Plan	13,908	17,084	19,482	0		0		0	
2300	Health Insurance - HMP	453,727	414,035	452,460	490,317		488,167		(2,151)	
2310	Short/Long Term Disability Premium	2,915	3,656	4,118	0		0		0	
2400	Life Insurance - GLI	49,680	51,081	51,912	52,822		53,795		973	
3201	Telephone	1,966	1,362	1,144	1,000		0		(1,000)	
3401	Travel Reimbursement	4,473	5,151	5,991	2,000		2,000		0	
3402	Conference Expenses	13,613	2,344	17,838	3,000		8,000		5,000	
3450	Field Trips	4,561	3,075	10,585	2,000		2,000		0	
3504	Maint. Service Contract	11,321	10,831	12,707	0		3,000		3,000	
3700	In-Service Expenses	2,730	8,372	372	1,000		3,000		2,000	
3902	Printing Services	3,441	4,259	3,037	2,000		2,000		0	
3903	Postage	2,776	2,665	1,450	1,000		2,000		1,000	
3999	Other Contract Services	3,689	1,063	363	0		0		0	
4001	Office Supplies	26,809	19,241	13,078	34,000		85,000		51,000	
4002	Medical Supplies	355	182	284	0		0		0	
4003	Custodial Supplies	15,905	20,265	13,605	10,000		30,000		20,000	
4004	Repair/Maint. Supplies	2,242	0	0	0		0		0	
4007	Wearing Apparel	442	100	0	0		0		0	
4008	Reference Materials	156	494	0	0		0		0	
4010	Instructional Supplies	97,523	96,671	118,689	50,000		60,000		10,000	
4011	Textbooks	0	0	0	13,982		30,000		16,018	
4013	Testing Materials	3,748	850	0	2,000		3,000		1,000	
4014	Food, Cafeteria	930	361	1,459	0		0		0	
4016	Library Books	2,001	3,304	6,681	5,000		50,000		45,000	
4017	Library Periodicals	0	0	0	1,000		1,000		0	
4018	Library Supplies	168	0	274	0		5,000		5,000	
4019	Food	1,841	2,352	3,585	5,000		3,000		(2,000)	
4310	Tech. Supp/Equip - Add'l	21,104	35,815	36,586	15,000		54,881		39,881	
4350	Tech. Supp/Equip - Repl	1,370	0	0	0		0		0	
4450	Software - Replacement	1,018	275	1,038	0		0		0	
4510	General Equipment - Add'l.	2,681	2,068	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		5,608,693	5,728,180	5,851,479	5,786,782	69.46	6,014,324	67.46	227,542	(2.00)
School Enrollment (K-5)		748	717	697	690		648			
Positions		67.57	67.57	69.07	69.46		67.46			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	122,979	126,670	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	62,516	67,794	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	3,022,416	3,157,039	3,210,905	3,312,600	52.00	3,115,440	46.50	(197,160)	(5.50)
1121	Librarian	63,652	65,503	67,407	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	94,256	114,922	118,310	116,856	1.80	120,528	1.80	3,672	0.00
1140	Teacher Assistant	197,156	197,354	230,688	230,280	9.50	234,840	9.50	4,560	0.00
1142	Cafeteria Aide	10,314	9,198	10,684	14,474	0.74	14,830	0.74	355	0.00
1150	Secretarial / Bookkeeper	122,253	130,138	130,261	148,320	4.00	155,280	4.00	6,960	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	87,653	90,194	101,187	121,620	3.50	108,840	3.00	(12,780)	(0.50)
1200	Overtime	944	1,401	4,192	2,000		1,200		(800)	
1201	Straight Time	3,336	10,868	18,189	8,000		10,000		2,000	
1300	Temporary Employee	88,407	78,913	29,172	12,000		0		(12,000)	
1500	Substitute Teacher	91,661	73,276	69,753	64,000		70,000		6,000	
1502	Substitute, Other	8,730	5,615	12,786	1,000		10,000		9,000	
1600	Instructional Supplement	707	349	0	0		0		0	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,244		2,505		(739)	
2100	Social Security - FICA	290,884	301,780	307,985	330,737		316,213		(14,524)	
2210	Retirement - VRS	526,586	605,445	596,418	698,825		705,081		6,256	
2211	Retiree Health Care Credit	40,553	47,058	47,054	0		0		0	
2220	Retirement - PWCS	36,874	33,232	36,607	34,677		33,085		(1,592)	
2221	Defined Contribution Plan	12,142	22,155	20,662	0		0		0	
2300	Health Insurance - HMP	420,853	450,021	484,580	512,986		489,436		(23,550)	
2310	Short/Long Term Disability Premium	2,192	3,721	3,998	0		0		0	
2400	Life Insurance - GLI	48,780	51,089	52,371	55,264		53,934		(1,330)	
2830	Admin. Assoc. Fees	714	425	1,049	1,049		1,500		451	
3100	Professional Services	22,243	2,040	970	1,000		0		(1,000)	
3401	Travel Reimbursement	2,866	1,886	1,782	2,000		1,800		(200)	
3402	Conference Expenses	178	2,365	0	0		0		0	
3450	Field Trips	1,167	2,286	3,632	2,000		2,000		0	
3501	Repair/Maint. - Building	0	9,263	0	500		500		0	
3502	Repair/Maint. - Equipment	(1,101)	4,922	419	500		2,000		1,500	
3504	Maint. Service Contract	0	2,271	0	0		0		0	
3700	In-Service Expenses	0	0	200	0		500		500	
3902	Printing Services	4,449	644	110	0		0		0	
3903	Postage	273	490	7	0		0		0	
3911	Rental Equipment	0	18,429	0	22,772		22,000		(772)	
3918	Permits & Fees	0	10	0	0		0		0	
3999	Other Contract Services	3,893	8,764	7,906	8,000		4,000		(4,000)	
4001	Office Supplies	8,613	11,677	7,416	10,000		15,000		5,000	
4002	Medical Supplies	1,412	1,454	1,075	1,500		2,500		1,000	
4003	Custodial Supplies	20,094	17,580	17,675	14,000		20,000		6,000	
4004	Repair/Maint. Supplies	3,095	914	108	0		0		0	
4007	Wearing Apparel	567	1,791	9	300		2,300		2,000	
4008	Reference Materials	0	3,424	840	20,000		30,000		10,000	
4010	Instructional Supplies	117,195	81,133	29,211	20,306		160,938		140,632	
4011	Textbooks	5,782	518	0	20,000		30,000		10,000	
4012	Emp. Training Supplies	65	7,501	0	0		0		0	
4013	Testing Materials	15	0	0	0		0		0	
4014	Food, Cafeteria	175	3,340	2,673	2,000		2,000		0	
4016	Library Books	4,708	4,702	962	0		0		0	
4018	Library Supplies	530	575	0	0		0		0	
4019	Food	886	2,552	885	0		3,000		3,000	
4310	Tech. Supp/Equip - Add'l	27,412	52,086	3,666	9,500		2,000		(7,500)	
4350	Tech. Supp/Equip - Repl	0	12,347	9,688	0		25,000		25,000	
4410	Software - Additional	0	300	458	0		0		0	
4450	Software - Replacement	1,118	37,298	12,316	12,500		32,100		19,600	
4510	General Equipment - Add'l	13,639	6,636	196	0		3,000		3,000	
4550	General Equipment - Repl.	1,749	0	887	0		0		0	
5150	Lease/Purchase Agree.	18,429	0	22,771	0		0		0	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		5,624,125	5,948,972	5,904,722	6,103,770	74.54	6,098,390	68.54	(5,380)	(6.00)
School Enrollment (K-5)		717	744	720	702		673			
Positions		66.63	72.03	73.53	74.54		68.54			

Financial Section

School: SINCLAIR ELEMENTARY SCHOOL
School #: 362
Address: 7801 Garner Dr.
 Manassas, VA 20109
Principal: Heather Goode
Main Office: 703.361.4811
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	109,265	112,543	130,469	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	99,279	102,544	105,621	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	0	0	0.00	68,760	1.00	68,760	1.00
1120	Teacher, Classroom	3,124,254	3,236,997	3,407,962	3,702,120	57.00	4,059,576	60.60	357,456	3.60
1121	Librarian	100,913	103,877	67,407	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	109,145	94,272	97,761	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	173,038	162,935	201,992	193,920	8.00	222,480	9.00	28,560	1.00
1142	Cafeteria Aide	0	0	6,714	12,910	0.66	13,226	0.66	317	0.00
1148	Specialist	26,540	27,360	28,103	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	127,520	123,468	139,218	148,320	4.00	155,280	4.00	6,960	0.00
1190	Custodian	128,911	130,637	129,488	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	3,791	1,745	2,410	3,700		2,400		(1,300)	
1201	Straight Time	977	3,557	5,591	5,700		5,800		100	
1300	Temporary Employee	48,460	38,466	57,570	0		45,000		45,000	
1500	Substitute Teacher	58,998	52,318	55,282	41,000		65,000		24,000	
1502	Substitute, Other	11,152	2,364	10,955	4,500		8,000		3,500	
1600	Instructional Supplement	10,671	1,747	27	0		0		0	
1602	Extra-Curr. Supplement	2,726	1,558	2,385	2,433		3,244		811	
2100	Social Security - FICA	306,604	308,664	328,237	360,575		401,916		41,341	
2210	Retirement - VRS	548,237	629,803	638,899	768,919		895,376		126,458	
2211	Retiree Health Care Credit	42,432	48,562	50,354	0		0		0	
2220	Retirement - PWCS	23,334	29,038	33,002	38,167		42,014		3,847	
2221	Defined Contribution Plan	16,573	18,934	22,601	0		0		0	
2300	Health Insurance - HMP	426,622	429,676	476,670	564,608		621,515		56,906	
2310	Short/Long Term Disability Premium	3,035	3,730	4,281	0		0		0	
2400	Life Insurance - GLI	51,365	53,105	56,246	60,825		68,489		7,663	
2830	Admin. Assoc. Fees	0	41	564	614		625		11	
3201	Telephone	1,473	661	129	0		0		0	
3401	Travel Reimbursement	6,988	3,407	263	200		200		0	
3402	Conference Expenses	140	0	0	0		0		0	
3450	Field Trips	3,899	1,063	3,878	1,200		1,000		(200)	
3501	Repair/Maint. - Building	0	0	0	0		500		500	
3502	Repair/Maint. - Equipment	0	0	1,680	0		0		0	
3504	Maint. Service Contract	0	0	2,096	150		3,150		3,000	
3902	Printing Services	16,058	11,093	3,533	3,000		8,800		5,800	
3903	Postage	20	0	980	1,200		3,000		1,800	
3911	Rental Equipment	1,814	6,685	5,731	15,000		17,000		2,000	
3999	Other Contract Services	0	0	1,347	800		1,000		200	
4001	Office Supplies	12,504	2,827	4,759	2,500		4,000		1,500	
4002	Medical Supplies	1,743	685	1,086	800		2,500		1,700	
4003	Custodial Supplies	26,277	21,915	20,941	10,000		12,000		2,000	
4004	Repair/Maint. Supplies	0	0	1,335	0		0		0	
4007	Wearing Apparel	96	355	283	0		3,000		3,000	
4010	Instructional Supplies	111,758	56,255	56,272	30,300		89,404		59,104	
4011	Textbooks	14,135	27,660	21,800	14,423		15,000		577	
4012	Emp. Training Supplies	0	0	300	0		2,000		2,000	
4014	Food, Cafeteria	838	778	1,004	0		0		0	
4016	Library Books	2,324	2,244	3,133	1,000		2,639		1,639	
4017	Library Periodicals	521	550	0	300		300		0	
4018	Library Supplies	1,212	1,200	687	500		1,000		500	
4019	Food	740	(1,488)	5,606	2,000		4,000		2,000	
4020	Printing Supplies	0	0	20,917	15,000		15,000		0	
4310	Tech. Supp/Equip - Add'l	14,322	35,970	46,863	1,800		5,800		4,000	
4350	Tech. Supp/Equip - Repl	0	6,680	0	0		0		0	
4410	Software - Additional	0	0	26,279	10,000		20,000		10,000	
4450	Software - Replacement	1,018	899	1,038	1,050		2,500		1,450	
4510	General Equipment - Add'l.	3,061	0	11,562	4,950		20,000		15,050	
4550	General Equipment - Repl.	1,300	442	1,107	1,250		18,500		17,250	
5101	Equipment - Additional	647	7,486	0	0		0		0	
Totals		5,776,727	5,905,307	6,304,417	6,624,534	79.66	7,536,034	85.26	911,500	5.60
School Enrollment (K-5)		757	728	735	731		796			
Positions		69.00	71.10	76.77	79.66		85.26			

Financial Section

School: SPRINGWOODS ELEMENTARY SCHOOL
School #: 332
Address: 3815 Marquis Pl.
 Woodbridge, VA 22192
Principal: Janeene Mainor
Main Office: 703.590.9874
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	115,919	119,398	122,979	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	74,080	76,303	78,593	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,785,017	2,743,572	2,696,937	3,351,552	51.60	3,450,240	51.50	98,688	(0.10)
1121	Librarian	73,575	75,784	78,056	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	130,260	134,168	126,479	155,808	2.40	133,920	2.00	(21,888)	(0.40)
1140	Teacher Assistant	156,095	101,456	97,135	96,960	4.00	123,600	5.00	26,640	1.00
1142	Cafeteria Aide	12,287	12,644	7,002	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	154,992	159,452	164,010	148,320	4.00	155,280	4.00	6,960	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	100,419	105,152	108,201	141,840	4.00	151,680	4.00	9,840	0.00
1200	Overtime	626	1,250	1,634	2,500		1,000		(1,500)	
1201	Straight Time	4,713	3,033	6,843	6,000		3,500		(2,500)	
1300	Temporary Employee	34,557	30,987	34,600	49,400		17,000		(32,400)	
1500	Substitute Teacher	64,016	58,918	59,219	75,000		65,000		(10,000)	
1502	Substitute, Other	7,016	7,830	8,099	1,500		1,500		0	
1600	Instructional Supplement	4,533	0	0	0		0		0	
1602	Extra-Curr. Supplement	2,337	3,916	2,380	0		0		0	
2100	Social Security - FICA	270,822	264,360	260,988	330,315		336,046		5,731	
2210	Retirement - VRS	506,497	538,950	509,823	690,676		750,020		59,344	
2211	Retiree Health Care Credit	38,600	41,006	39,753	0		0		0	
2220	Retirement - PWCS	32,363	34,263	35,131	34,388		35,385		997	
2221	Defined Contribution Plan	6,831	8,886	12,864	0		0		0	
2300	Health Insurance - HMP	412,478	407,119	411,140	508,706		523,459		14,753	
2310	Short/Long Term Disability Premium	1,154	1,479	1,997	0		0		0	
2400	Life Insurance - GLI	46,589	44,803	44,566	54,803		57,683		2,881	
2830	Admin. Assoc. Fees	964	108	1,562	1,500		400		(1,100)	
3100	Professional Services	860	487	19,488	18,000		3,000		(15,000)	
3201	Telephone	2,244	1,169	1,170	1,500		1,200		(300)	
3401	Travel Reimbursement	0	0	139	0		0		0	
3402	Conference Expenses	1,733	2,053	2,096	2,000		2,000		0	
3450	Field Trips	5,967	21,086	9,756	20,000		7,000		(13,000)	
3501	Repair/Maint. - Building	1,200	0	394	500		500		0	
3502	Repair/Maint. - Equipment	701	1,700	3,572	5,000		500		(4,500)	
3504	Maint. Service Contract	10,620	13,347	15,121	2,250		2,000		(250)	
3700	In-Service Expenses	913	173	3,038	2,000		1,000		(1,000)	
3902	Printing Services	1,754	1,338	2,996	2,500		2,500		0	
3903	Postage	1,349	1,489	1,318	2,000		1,500		(500)	
3921	Tuition - PW	2,970	0	0	0		0		0	
3999	Other Contract Services	1,646	1,068	369	0		5,000		5,000	
4001	Office Supplies	2,434	1,636	3,214	2,000		1,000		(1,000)	
4002	Medical Supplies	477	663	1,207	1,000		500		(500)	
4003	Custodial Supplies	16,801	15,564	17,496	1,300		5,000		3,700	
4004	Repair/Maint. Supplies	446	1,214	650	500		500		0	
4007	Wearing Apparel	533	277	258	300		400		100	
4008	Reference Materials	3,033	1,353	2,929	2,000		500		(1,500)	
4010	Instructional Supplies	49,490	112,994	107,107	106,871		76,073		(30,798)	
4011	Textbooks	5,266	0	0	50,000		11,436		(38,564)	
4014	Food, Cafeteria	153	1,351	1,170	0		0		0	
4016	Library Books	2,678	0	2,824	3,500		3,500		0	
4017	Library Periodicals	234	0	0	500		0		(500)	
4018	Library Supplies	1,462	154	2,875	1,000		600		(400)	
4019	Food	1,339	797	1,957	3,100		2,000		(1,100)	
4310	Tech. Supp/Equip - Add'l	53,625	18,981	38,374	51,500		5,000		(46,500)	
4350	Tech. Supp/Equip - Repl	0	0	5,155	100,000		500		(99,500)	
4410	Software - Additional	2,617	18,498	14,041	10,000		3,000		(7,000)	
4450	Software - Replacement	1,018	2,392	1,038	1,500		1,100		(400)	
4510	General Equipment - Add'l	16,574	15,377	7,707	80,500		28,700		(51,800)	
4550	General Equipment - Repl.	0	1,500	0	75,500		0		(75,500)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		5,231,877	5,214,000	5,179,956	6,490,049	69.00	6,266,762	69.50	(223,287)	0.50
School Enrollment (K-5)		732	709	664	893		800			
Positions		59.27	56.77	55.23	69.00		69.50			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	109,882	114,965	114,443	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	91,110	93,843	96,658	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	3,331,363	3,142,589	3,153,530	3,247,680	50.00	3,349,800	50.00	102,120	0.00
1121	Librarian	79,819	82,092	84,431	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	101,142	86,675	90,903	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	135,456	170,568	175,644	193,920	8.00	197,760	8.00	3,840	0.00
1142	Cafeteria Aide	5,574	9,566	11,318	12,910	0.66	13,226	0.66	317	0.00
1148	Specialist	36,349	37,404	38,490	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	163,553	168,412	173,370	142,056	4.00	149,760	4.00	7,704	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	135,182	140,248	125,972	141,840	4.00	138,000	4.00	(3,840)	0.00
1200	Overtime	361	563	1,904	1,700		3,000		1,300	
1201	Straight Time	1,009	3,660	4,931	1,900		3,500		1,600	
1300	Temporary Employee	9,051	17,939	38,337	0		0		0	
1500	Substitute Teacher	41,409	43,764	56,794	45,000		60,000		15,000	
1502	Substitute, Other	992	1,896	4,761	6,000		6,000		0	
1600	Instructional Supplement	7,033	4,384	7,852	0		0		0	
2100	Social Security - FICA	309,843	301,496	305,655	325,573		335,689		10,115	
2210	Retirement - VRS	588,242	621,080	595,172	691,503		751,172		59,669	
2211	Retiree Health Care Credit	44,643	47,461	46,653	0		0		0	
2220	Retirement - PWCS	34,363	33,392	34,478	34,428		35,365		938	
2221	Defined Contribution Plan	6,124	13,667	18,182	0		0		0	
2300	Health Insurance - HMP	476,074	419,245	450,802	509,302		523,167		13,865	
2310	Short/Long Term Disability Premium	1,242	2,480	3,153	0		0		0	
2400	Life Insurance - GLI	54,080	52,060	52,282	54,867		57,651		2,784	
2830	Admin. Assoc. Fees	0	0	0	500		500		0	
3201	Telephone	2,691	1,313	1,221	2,000		2,000		0	
3401	Travel Reimbursement	586	812	5,317	4,000		4,000		0	
3402	Conference Expenses	300	3,600	2,203	3,000		3,000		0	
3450	Field Trips	4,148	4,598	4,509	10,000		10,000		0	
3501	Repair/Maint. - Building	379	313	1,206	800		1,000		200	
3504	Maint. Service Contract	5,730	2,805	2,448	6,000		6,000		0	
3700	In-Service Expenses	0	6,931	5,750	1,500		6,000		4,500	
3902	Printing Services	69	1,179	429	600		2,000		1,400	
3999	Other Contract Services	1,965	6,192	3,517	0		3,000		3,000	
4001	Office Supplies	0	0	595	0		500		500	
4002	Medical Supplies	290	458	447	800		5,000		4,200	
4003	Custodial Supplies	11,865	19,986	19,548	17,000		15,000		(2,000)	
4007	Wearing Apparel	0	0	0	400		400		0	
4010	Instructional Supplies	55,450	73,031	107,997	110,089		103,683		(6,406)	
4011	Textbooks	8,553	0	2,250	18,360		57,362		39,002	
4014	Food, Cafeteria	1,508	1,388	4,424	0		3,000		3,000	
4016	Library Books	0	2,522	6,875	8,000		8,000		0	
4017	Library Periodicals	0	0	0	400		500		100	
4018	Library Supplies	0	0	63	600		600		0	
4019	Food	363	2,281	5,826	1,800		4,000		2,200	
4310	Tech. Supp/Equip - Add'l	39,591	47,328	50,828	20,000		40,000		20,000	
4350	Tech. Supp/Equip - Repl	0	11,273	0	0		0		0	
4450	Software - Replacement	1,018	3,903	1,038	0		2,000		2,000	
4510	General Equipment - Add'l.	1,699	13,496	44,530	15,776		4,000		(11,776)	
4550	General Equipment - Repl.	0	721	0	0		6,000		6,000	
Totals		5,902,601	5,816,080	5,959,235	6,093,143	72.66	6,378,676	72.66	285,533	0.00
School Enrollment (K-5)		698	687	672	667		660			
Positions		69.93	69.27	69.27	72.66		72.66			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	151,252	97,081	99,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	78,593	83,379	85,882	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,989,964	2,798,526	2,838,938	2,975,016	45.80	3,015,000	45.00	39,984	(0.80)
1121	Librarian	63,470	65,503	67,407	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	87,549	77,322	88,953	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	166,285	156,021	163,603	133,320	5.50	135,960	5.50	2,640	0.00
1142	Cafeteria Aide	9,493	10,975	11,214	11,736	0.60	12,024	0.60	288	0.00
1150	Secretarial / Bookkeeper	144,993	140,171	141,467	142,056	4.00	149,760	4.00	7,704	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	128,812	127,980	135,339	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	794	569	743	600		500		(100)	
1201	Straight Time	1,716	3,337	5,376	3,000		2,300		(700)	
1300	Temporary Employee	31,276	28,888	35,414	6,500		3,500		(3,000)	
1500	Substitute Teacher	52,615	41,544	56,048	26,174		10,000		(16,174)	
1502	Substitute, Other	4,999	941	2,720	2,040		1,500		(540)	
1600	Instructional Supplement	467	905	337	5,000		5,000		0	
1602	Extra-Curr. Supplement	1,753	1,558	2,385	3,493		3,596		103	
2100	Social Security - FICA	286,648	262,711	272,486	296,023		298,958		2,935	
2210	Retirement - VRS	525,844	545,650	536,638	627,814		673,206		45,393	
2211	Retiree Health Care Credit	40,762	41,911	41,937	0		0		0	
2220	Retirement - PWCS	30,169	27,646	29,884	31,327		31,808		481	
2221	Defined Contribution Plan	17,222	15,016	16,725	0		0		0	
2300	Health Insurance - HMP	442,400	436,339	436,005	463,421		470,534		7,112	
2310	Short/Long Term Disability Premium	3,245	2,853	3,243	0		0		0	
2400	Life Insurance - GLI	49,487	46,014	47,250	49,925		51,851		1,927	
2830	Admin. Assoc. Fees	909	889	849	1,000		1,000		0	
3100	Professional Services	195	0	3,000	0		0		0	
3201	Telephone	770	1,051	1,070	1,000		1,200		200	
3401	Travel Reimbursement	0	262	2,953	2,351		2,398		47	
3402	Conference Expenses	662	530	3,584	3,000		3,000		0	
3450	Field Trips	3,103	3,541	8,268	4,000		4,000		0	
3502	Repair/Maint. - Equipment	0	0	0	0		300		300	
3504	Maint. Service Contract	8,315	9,609	13,821	8,000		8,000		0	
3700	In-Service Expenses	286	76	2,378	0		0		0	
3902	Printing Services	5,241	2,800	4,120	4,000		4,500		500	
3903	Postage	464	831	807	800		800		0	
3999	Other Contract Services	75	72	23	500		500		0	
4001	Office Supplies	(13)	291	522	500		500		0	
4002	Medical Supplies	870	1,003	1,086	1,000		1,000		0	
4003	Custodial Supplies	14,643	15,558	15,880	18,000		18,000		0	
4004	Repair/Maint. Supplies	150	0	4,173	0		0		0	
4007	Wearing Apparel	377	344	464	400		400		0	
4008	Reference Materials	0	0	3,353	500		2,000		1,500	
4010	Instructional Supplies	76,272	84,160	118,443	33,292		30,242		(3,050)	
4011	Textbooks	16,561	6,203	5,978	5,000		5,000		0	
4012	Emp. Training Supplies	4,091	5,859	5,714	5,000		5,000		0	
4014	Food, Cafeteria	0	4,601	5,347	0		0		0	
4016	Library Books	5,627	3,094	3,634	2,000		0		(2,000)	
4017	Library Periodicals	339	310	0	600		600		0	
4018	Library Supplies	863	0	111	500		0		(500)	
4019	Food	1,252	1,822	3,850	2,000		4,099		2,099	
4020	Printing Supplies	0	0	1,248	0		5,000		5,000	
4310	Tech. Supp/Equip - Add'l	20,979	6,105	18,593	1,000		1,000		0	
4350	Tech. Supp/Equip - Repl	10,502	2,642	6,317	8,000		5,000		(3,000)	
4410	Software - Additional	25,706	22,805	15,091	10,000		5,000		(5,000)	
4450	Software - Replacement	1,018	275	6,939	0		5,000		5,000	
4510	General Equipment - Add'l.	228	2,740	744	600		600		0	
4550	General Equipment - Repl.	35,005	14,200	19,845	4,549		4,600		51	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		5,549,301	5,209,514	5,403,189	5,460,676	64.90	5,558,036	64.10	97,360	(0.80)
School Enrollment (K-5)		783	673	672	671		645			
Positions		68.90	62.50	63.70	64.90		64.10			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	126,670	136,283	135,597	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,225	99,558	93,843	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	0	0	0.00	68,760	1.00	68,760	1.00
1120	Teacher, Classroom	2,976,912	3,144,656	3,263,153	3,507,360	54.00	3,785,040	56.50	277,680	2.50
1121	Librarian	83,437	86,072	80,092	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	106,490	84,644	112,742	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	250,459	236,417	257,209	218,160	9.00	222,480	9.00	4,320	0.00
1142	Cafeteria Aide	14,487	13,717	14,609	15,648	0.80	16,032	0.80	384	0.00
1148	Specialist	0	0	13,738	22,020	0.50	21,540	0.50	(480)	0.00
1150	Secretarial / Bookkeeper	147,761	136,188	140,894	148,320	4.00	155,280	4.00	6,960	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	124,686	131,721	135,788	141,840	4.00	151,680	4.00	9,840	0.00
1200	Overtime	1,247	2,361	3,494	3,200		3,500		300	
1201	Straight Time	3,111	4,289	11,489	5,200		4,200		(1,000)	
1300	Temporary Employee	73,994	78,678	39,455	17,000		68,372		51,372	
1500	Substitute Teacher	79,004	62,468	86,179	71,500		65,000		(6,500)	
1502	Substitute, Other	10,247	1,522	19,129	1,450		6,000		4,550	
1600	Instructional Supplement	13,266	11,185	10,407	4,000		4,000		0	
1602	Extra-Curr. Supplement	1,792	2,337	2,385	3,244		3,975		731	
2100	Social Security - FICA	298,965	307,030	320,729	350,198		382,486		32,289	
2210	Retirement - VRS	526,025	607,465	584,184	736,768		843,445		106,677	
2211	Retiree Health Care Credit	40,213	46,840	46,044	0		0		0	
2220	Retirement - PWCS	26,903	24,288	27,812	36,632		39,692		3,060	
2221	Defined Contribution Plan	9,552	18,740	21,525	0		0		0	
2300	Health Insurance - HMP	432,073	435,977	447,805	541,910		587,175		45,265	
2310	Short/Long Term Disability Premium	1,926	3,479	3,756	0		0		0	
2400	Life Insurance - GLI	48,765	51,307	51,730	58,380		64,705		6,325	
2830	Admin. Assoc. Fees	0	0	0	500		0		(500)	
3100	Professional Services	2,050	0	0	0		0		0	
3201	Telephone	1,411	1,532	780	0		1,000		1,000	
3401	Travel Reimbursement	409	125	0	0		0		0	
3402	Conference Expenses	4,262	5,539	11,326	8,000		5,000		(3,000)	
3450	Field Trips	10,263	3,684	13,616	5,000		3,000		(2,000)	
3504	Maint. Service Contract	5,885	3,738	0	0		0		0	
3700	In-Service Expenses	93	0	0	0		0		0	
3902	Printing Services	7,304	7,677	18,321	4,000		33,000		29,000	
3903	Postage	588	644	915	700		1,000		300	
3911	Rental Equipment	4,737	5,989	810	2,200		16,400		14,200	
3999	Other Contract Services	0	340	3,736	0		0		0	
4001	Office Supplies	7,034	2,375	2,604	2,400		3,700		1,300	
4002	Medical Supplies	1,157	2,303	198	2,000		1,000		(1,000)	
4003	Custodial Supplies	20,766	23,559	21,875	25,000		25,000		0	
4007	Wearing Apparel	396	871	2,272	1,200		500		(700)	
4008	Reference Materials	878	2,849	4,063	3,000		1,000		(2,000)	
4009	Extra Curricular Supplies	3,876	974	0	0		30,000		30,000	
4010	Instructional Supplies	82,352	78,073	100,743	125,692		87,058		(38,634)	
4011	Textbooks	652	7,918	0	25,000		20,000		(5,000)	
4012	Emp. Training Supplies	0	1,069	92	200		0		(200)	
4013	Testing Materials	2,365	0	0	1,500		0		(1,500)	
4014	Food, Cafeteria	5,913	5,455	7,028	5,500		6,500		1,000	
4016	Library Books	4,933	5,023	4,069	5,000		5,000		0	
4017	Library Periodicals	(196)	28	502	500		500		0	
4018	Library Supplies	(118)	0	376	500		500		0	
4019	Food	3,721	1,861	1,519	2,000		3,000		1,000	
4020	Printing Supplies	29,725	10,521	3,616	5,000		0		(5,000)	
4310	Tech. Supp/Equip - Add'l	31,302	2,683	1,542	1,000		0		(1,000)	
4350	Tech. Supp/Equip - Repl	29,113	39,797	0	32,107		30,000		(2,107)	
4450	Software - Replacement	18,009	19,296	15,773	15,600		46,000		30,400	
4510	General Equipment - Add'l	1,925	8,623	1,967	200		0		(200)	
4550	General Equipment - Repl.	56	6,636	0	13,000		5,000		(8,000)	
5501	Equipment - Replacement	0	0	1,888	0		0		0	
Totals		5,782,568	5,981,404	6,153,417	6,588,430	77.30	7,241,481	80.80	653,051	3.50
School Enrollment (K-5)		775	779	777	776		809			
Positions		71.40	74.40	76.80	77.30		80.80			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	106,082	109,265	112,543	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	105,621	108,790	0	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	25,029	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	2,072,344	2,139,333	2,110,296	1,981,740	30.50	2,144,520	32.00	162,780	1.50
1121	Librarian	69,254	71,077	72,839	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	85,146	99,306	53,353	77,904	1.20	93,744	1.40	15,840	0.20
1140	Teacher Assistant	137,294	79,799	76,652	60,600	2.50	98,880	4.00	38,280	1.50
1142	Cafeteria Aide	12,299	12,605	12,875	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	130,465	136,165	140,114	142,056	4.00	149,760	4.00	7,704	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	125,457	93,629	94,796	101,400	3.00	102,000	3.00	600	0.00
1200	Overtime	209	209	408	1,000		1,000		0	
1201	Straight Time	529	771	1,146	1,200		1,200		0	
1300	Temporary Employee	17,726	6,930	8,969	500		500		0	
1500	Substitute Teacher	47,750	41,071	48,083	45,200		47,200		2,000	
1502	Substitute, Other	1,389	3,908	3,564	1,000		1,000		0	
1600	Instructional Supplement	1,722	1,968	1,763	3,000		3,000		0	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	0		0		0	
2100	Social Security - FICA	215,541	211,981	201,511	207,887		225,373		17,486	
2210	Retirement - VRS	397,957	443,789	393,999	436,696		501,535		64,839	
2211	Retiree Health Care Credit	29,971	33,820	30,798	0		0		0	
2220	Retirement - PWCS	22,607	23,931	21,897	21,805		23,665		1,860	
2221	Defined Contribution Plan	2,374	8,282	11,201	0		0		0	
2300	Health Insurance - HMP	256,676	279,867	268,082	322,563		350,080		27,516	
2310	Short/Long Term Disability Premium	585	1,151	1,534	0		0		0	
2400	Life Insurance - GLI	36,690	37,028	34,623	34,750		38,578		3,828	
2830	Admin. Assoc. Fees	0	0	555	614		602		(12)	
3201	Telephone	0	1,232	0	0		0		0	
3401	Travel Reimbursement	1,833	1,116	1,402	1,000		1,000		0	
3450	Field Trips	232	334	6,596	200		200		0	
3501	Repair/Maint. - Building	0	398	855	0		0		0	
3502	Repair/Maint. - Equipment	313	1,595	0	0		0		0	
3700	In-Service Expenses	0	1,333	0	0		0		0	
3902	Printing Services	336	475	800	1,000		1,000		0	
3903	Postage	351	418	235	500		500		0	
3911	Rental Equipment	3,505	12,093	11,623	13,000		13,000		0	
3999	Other Contract Services	2,264	1,901	340	1,000		1,000		0	
4001	Office Supplies	579	277	243	750		500		(250)	
4002	Medical Supplies	385	495	178	500		1,000		500	
4003	Custodial Supplies	10,992	10,580	9,347	10,000		20,000		10,000	
4004	Repair/Maint. Supplies	300	920	376	0		0		0	
4007	Wearing Apparel	249	290	199	300		300		0	
4009	Extra Curricular Supplies	271	141	321	0		0		0	
4010	Instructional Supplies	32,145	55,289	50,001	80,326		81,406		1,080	
4011	Textbooks	3,000	1,195	22,413	10,000		7,000		(3,000)	
4014	Food, Cafeteria	251	833	738	0		0		0	
4016	Library Books	169	5,945	279	0		0		0	
4018	Library Supplies	0	405	145	0		1,000		1,000	
4019	Food	190	436	399	1,000		500		(500)	
4020	Printing Supplies	6,040	9,636	7,544	6,000		6,000		0	
4310	Tech. Supp/Equip - Add'l	0	0	13,905	0		0		0	
4350	Tech. Supp/Equip - Repl	7,052	25,948	17,884	0		0		0	
4410	Software - Additional	195	5,946	4,903	8,500		8,500		0	
4450	Software - Replacement	1,018	275	1,228	550		550		0	
4510	General Equipment - Add'l	17,338	559	13	5,000		5,000		0	
5103	DP Equipment - Additional	1,000	0	0	0		0		0	
5501	Equipment - Replacement	0	293	92	0		0		0	
Totals		3,978,812	4,095,646	3,889,370	3,881,411	44.86	4,234,359	48.06	352,948	3.20
School Enrollment (K-5)		518	502	461	449		479			
Positions		50.17	46.87	44.67	44.86		48.06			

Financial Section

School: VAUGHAN ELEMENTARY SCHOOL
School #: 358
Address: 2200 York Dr.
 Woodbridge, VA 22191
Principal: Mark Boyd
Main Office: 703.494.3220
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	130,470	134,269	138,183	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	69,828	71,923	74,080	91,440	1.00	186,000	2.00	94,560	1.00
1115	Teacher on Special Assignment	57,223	0	59,815	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,296,869	2,760,377	2,826,987	2,988,000	46.00	3,148,920	47.00	160,920	1.00
1121	Librarian	73,575	75,784	78,056	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	107,518	78,109	76,989	103,872	1.60	107,136	1.60	3,264	0.00
1140	Teacher Assistant	175,388	53,951	105,427	121,200	5.00	123,600	5.00	2,400	0.00
1142	Cafeteria Aide	13,872	15,872	15,294	18,386	0.94	18,838	0.94	451	0.00
1148	Specialist	28,094	28,927	29,758	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	149,288	149,049	152,006	142,056	4.00	149,760	4.00	7,704	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	135,479	139,139	137,042	118,680	3.50	120,000	3.50	1,320	0.00
1200	Overtime	407	2,073	2,114	2,000		1,500		(500)	
1201	Straight Time	3,541	4,900	7,366	2,900		1,000		(1,900)	
1300	Temporary Employee	42,113	34,695	30,884	0		0		0	
1500	Substitute Teacher	55,670	66,865	85,102	70,000		70,000		0	
1502	Substitute, Other	2,107	1,489	3,294	5,000		5,000		0	
1600	Instructional Supplement	676	7,799	2,561	1,000		0		(1,000)	
1602	Extra-Curr. Supplement	1,558	1,558	1,590	1,558		1,670		112	
2100	Social Security - FICA	323,291	263,999	280,816	298,936		319,277		20,341	
2210	Retirement - VRS	557,558	508,973	536,526	629,630		712,808		83,179	
2211	Retiree Health Care Credit	43,412	39,533	42,297	0		0		0	
2220	Retirement - PWCS	21,204	21,514	23,820	31,292		33,501		2,209	
2221	Defined Contribution Plan	19,600	19,522	19,567	0		0		0	
2300	Health Insurance - HMP	432,977	373,379	415,898	462,908		495,585		32,678	
2310	Short/Long Term Disability Premium	3,437	2,983	3,497	0		0		0	
2400	Life Insurance - GLI	52,351	43,297	47,405	49,869		54,612		4,743	
2830	Admin. Assoc. Fees	0	425	0	552		552		0	
3100	Professional Services	247	590	753	500		1,000		500	
3201	Telephone	1,631	1,536	2,282	2,000		2,500		500	
3401	Travel Reimbursement	0	0	0	1,500		2,000		500	
3402	Conference Expenses	4,533	5,159	6,550	0		6,000		6,000	
3450	Field Trips	1,659	3,927	6,102	3,000		4,000		1,000	
3502	Repair/Maint. - Equipment	0	0	0	1,000		2,500		1,500	
3902	Printing Services	0	0	0	0		1,500		1,500	
3911	Rental Equipment	0	0	0	1,500		1,500		0	
3999	Other Contract Services	5,560	4,913	2,823	0		0		0	
4001	Office Supplies	1,836	3,601	1,616	5,000		5,000		0	
4002	Medical Supplies	956	565	1,171	1,500		1,500		0	
4003	Custodial Supplies	12,856	12,269	7,886	15,000		15,000		0	
4004	Repair/Maint. Supplies	2,814	854	1,704	2,000		3,000		1,000	
4007	Wearing Apparel	100	196	83	400		400		0	
4010	Instructional Supplies	70,316	86,140	79,783	105,255		76,890		(28,365)	
4011	Textbooks	16,204	12,393	14,103	15,000		20,000		5,000	
4014	Food, Cafeteria	0	5,534	1,494	500		500		0	
4016	Library Books	1,466	10,277	326	10,000		10,000		0	
4017	Library Periodicals	1,236	1,038	1,140	1,500		1,500		0	
4018	Library Supplies	74	99	0	1,000		1,000		0	
4019	Food	(168)	(414)	0	0		0		0	
4310	Tech. Supp/Equip - Add'l	30,938	45,846	29,142	15,000		15,000		0	
4350	Tech. Supp/Equip - Repl	5,349	5,010	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	2,050		16,700		14,650	
4510	General Equipment - Add'l.	11,528	25,282	5,365	10,000		20,000		10,000	
8002	General Reserve	0	0	0	3,000		3,000		0	
Totals		5,975,161	5,128,468	5,362,236	5,577,543	65.04	6,000,369	67.04	422,826	2.00
School Enrollment (K-5)		801	627	606	563		604			
Positions		75.57	57.97	63.83	65.04		67.04			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	115,807	94,252	97,081	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	96,658	99,558	102,544	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,317,621	2,495,253	2,639,921	2,858,160	44.00	3,148,920	47.00	290,760	3.00
1121	Librarian	85,437	88,072	90,787	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	87,734	80,575	89,899	116,856	1.80	133,920	2.00	17,064	0.20
1140	Teacher Assistant	127,009	204,923	139,050	218,160	9.00	222,480	9.00	4,320	0.00
1142	Cafeteria Aide	6,134	5,968	13,406	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	138,507	144,061	146,656	171,072	5.00	179,280	5.00	8,208	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	115,301	112,629	118,754	135,960	4.00	138,000	4.00	2,040	0.00
1200	Overtime	2,072	3,230	2,226	3,600		4,500		900	
1201	Straight Time	4,085	4,901	3,331	5,700		5,500		(200)	
1300	Temporary Employee	42,816	61,329	41,928	63,500		32,500		(31,000)	
1500	Substitute Teacher	55,645	69,976	59,168	86,500		71,000		(15,500)	
1502	Substitute, Other	627	2,440	702	1,000		2,000		1,000	
1600	Instructional Supplement	2,779	2,081	1,254	4,000		3,000		(1,000)	
1602	Extra-Curr. Supplement	2,337	2,337	2,385	2,000		2,000		0	
2100	Social Security - FICA	231,601	252,391	257,571	303,790		325,062		21,272	
2210	Retirement - VRS	424,405	511,233	504,146	624,765		717,345		92,580	
2211	Retiree Health Care Credit	32,459	39,158	39,391	0		0		0	
2220	Retirement - PWCS	19,851	21,406	22,852	31,147		33,806		2,659	
2221	Defined Contribution Plan	8,366	12,286	14,120	0		0		0	
2300	Health Insurance - HMP	361,397	381,594	383,473	460,763		500,097		39,335	
2310	Short/Long Term Disability Premium	1,126	1,721	1,998	0		0		0	
2400	Life Insurance - GLI	39,501	42,898	44,284	49,638		55,109		5,471	
2830	Admin. Assoc. Fees	425	0	555	2,000		1,000		(1,000)	
3201	Telephone	2,077	1,172	1,031	1,500		3,000		1,500	
3401	Travel Reimbursement	389	993	52	650		2,850		2,200	
3402	Conference Expenses	2,543	6,382	5,415	8,500		7,500		(1,000)	
3450	Field Trips	1,477	7,420	3,681	6,500		3,000		(3,500)	
3501	Repair/Maint. - Building	0	741	1,916	2,000		2,000		0	
3502	Repair/Maint. - Equipment	5,086	0	0	0		0		0	
3504	Maint. Service Contract	259	0	0	0		0		0	
3700	In-Service Expenses	0	0	3,970	5,000		5,000		0	
3901	Laundry/Dry Cleaning	1,236	0	0	0		0		0	
3902	Printing Services	766	541	535	10,500		4,500		(6,000)	
3903	Postage	395	564	1,129	3,000		2,500		(500)	
3905	Extra Curricular Expenses	174	0	0	0		0		0	
3911	Rental Equipment	843	9,930	9,930	11,000		20,000		9,000	
3999	Other Contract Services	1,155	678	669	1,500		1,000		(500)	
4001	Office Supplies	2,110	1,410	2,357	2,000		2,000		0	
4002	Medical Supplies	933	783	1,409	3,000		3,000		0	
4003	Custodial Supplies	14,492	23,314	22,398	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	1,005	995	14	5,000		5,000		0	
4007	Wearing Apparel	323	131	281	1,900		2,400		500	
4009	Extra Curricular Supplies	141	0	0	0		0		0	
4010	Instructional Supplies	45,254	47,593	23,372	124,396		56,450		(67,946)	
4011	Textbooks	0	2,463	5,196	30,000		8,500		(21,500)	
4013	Testing Materials	0	0	0	5,000		3,000		(2,000)	
4014	Food, Cafeteria	924	1,339	353	2,000		2,000		0	
4016	Library Books	1,876	2,129	2,553	5,000		4,500		(500)	
4018	Library Supplies	367	746	1,622	2,000		2,000		0	
4019	Food	565	931	925	2,000		1,300		(700)	
4020	Printing Supplies	0	5,382	12,958	22,000		20,000		(2,000)	
4310	Tech. Supp/Equip - Add'l	41,141	61,922	6,561	20,000		20,000		0	
4350	Tech. Supp/Equip - Repl	(36)	0	9	5,000		5,000		0	
4410	Software - Additional	10,046	26,245	4,751	13,000		11,000		(2,000)	
4450	Software - Replacement	1,018	4,898	6,239	23,000		10,500		(12,500)	
4510	General Equipment - Add'l	10,227	1,595	3,684	7,000		7,000		0	
4550	General Equipment - Repl.	155	5,024	1,683	7,000		7,000		0	
5101	Equipment - Additional	1,810	0	0	0		0		0	
8002	General Reserve	0	0	0	2,000		0		(2,000)	
Totals		4,470,951	4,954,594	4,947,173	5,789,665	67.60	6,123,591	70.80	333,926	3.20
School Enrollment (K-5)		656	686	647	706		688			
Positions		58.00	63.90	61.40	67.60		70.80			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	98,981	99,993	102,993	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	69,828	71,923	74,080	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,693,585	2,599,928	2,717,782	3,091,872	47.60	3,590,856	53.60	498,984	6.00
1121	Librarian	92,059	93,331	94,601	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	64,296	69,486	69,252	90,888	1.40	133,920	2.00	43,032	0.60
1140	Teacher Assistant	111,538	108,442	154,838	145,440	6.00	197,760	8.00	52,320	2.00
1142	Cafeteria Aide	15,023	8,170	8,408	7,824	0.40	8,016	0.40	192	0.00
1148	Specialist	39,603	40,753	41,934	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	153,304	156,064	160,130	148,320	4.00	155,280	4.00	6,960	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	89,830	85,423	82,935	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	3,815	3,543	3,653	5,000		7,000		2,000	
1201	Straight Time	6,093	10,371	13,614	4,000		6,000		2,000	
1300	Temporary Employee	40,128	24,100	20,827	15,000		20,000		5,000	
1500	Substitute Teacher	36,172	37,920	36,215	50,000		52,500		2,500	
1502	Substitute, Other	0	0	5,616	5,000		5,000		0	
1600	Instructional Supplement	7,852	8,613	20,129	20,000		20,000		0	
1602	Extra-Curr. Supplement	1,558	2,337	2,385	3,000		3,000		0	
2100	Social Security - FICA	258,702	250,633	265,052	308,037		355,059		47,021	
2210	Retirement - VRS	464,882	508,879	510,928	649,441		793,305		143,864	
2211	Retiree Health Care Credit	36,021	39,539	40,412	0		0		0	
2220	Retirement - PWCS	21,413	20,044	22,604	32,196		37,153		4,957	
2221	Defined Contribution Plan	14,440	18,737	19,550	0		0		0	
2300	Health Insurance - HMP	412,094	376,435	404,876	476,283		549,605		73,323	
2310	Short/Long Term Disability Premium	2,583	3,334	3,566	0		0		0	
2400	Life Insurance - GLI	43,458	43,012	45,000	51,310		60,565		9,254	
3201	Telephone	1,186	932	618	1,500		1,000		(500)	
3401	Travel Reimbursement	2,065	10,101	8,781	6,500		6,500		0	
3402	Conference Expenses	0	0	1,584	0		0		0	
3450	Field Trips	4,812	7,625	9,918	10,000		10,000		0	
3700	In-Service Expenses	647	0	0	1,000		5,000		4,000	
3902	Printing Services	4,466	4,906	4,578	20,000		25,000		5,000	
4002	Medical Supplies	105	0	0	0		1,000		1,000	
4003	Custodial Supplies	20,031	17,437	17,474	20,000		20,000		0	
4004	Repair/Maint. Supplies	0	407	0	0		0		0	
4007	Wearing Apparel	182	0	0	200		200		0	
4010	Instructional Supplies	105,260	231,384	150,400	160,682		358,907		198,225	
4011	Textbooks	5,822	0	0	10,000		10,000		0	
4014	Food, Cafeteria	0	1,059	2,138	0		0		0	
4016	Library Books	512	14,164	4,366	20,000		15,000		(5,000)	
4018	Library Supplies	83	30	0	2,000		2,000		0	
4150	Lease Agreement	150	150	150	0		0		0	
4310	Tech. Supp/Equip - Add'l	7,011	91,104	0	5,000		5,000		0	
4350	Tech. Supp/Equip - Repl	0	4,593	0	0		0		0	
4450	Software - Replacement	1,018	275	1,038	0		1,000		1,000	
4510	General Equipment - Add'l.	0	0	0	5,000		0		(5,000)	
5101	Equipment - Additional	0	0	5,946	0		0		0	
Totals		4,938,108	5,070,175	5,133,370	5,805,773	66.40	6,897,585	75.00	1,091,812	8.60
School Enrollment (K-5)		534	522	489	487		561			
Positions		61.90	60.70	63.20	66.40		75.00			

Financial Section

School: WESTRIDGE ELEMENTARY SCHOOL
School #: 374
Address: 12400 Knightsbridge Dr.
 Woodbridge, VA 22192
Principal: Laurence Khan
Main Office: 703.590.3711
Grades: K - 5
Specialty:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	102,993	106,082	109,265	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	69,828	71,923	74,080	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,638,326	2,620,115	2,516,582	2,604,972	40.10	2,854,296	42.60	249,324	2.50
1121	Librarian	62,967	67,332	69,353	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	85,941	90,104	92,305	116,856	1.80	120,528	1.80	3,672	0.00
1140	Teacher Assistant	153,233	176,119	161,686	145,440	6.00	173,040	7.00	27,600	1.00
1142	Cafeteria Aide	15,615	16,356	16,699	12,910	0.66	13,226	0.66	317	0.00
1150	Secretarial / Bookkeeper	125,378	126,308	130,729	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	118,060	106,669	107,873	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	5,206	1,202	1,221	2,000		2,000		0	
1201	Straight Time	3,641	5,298	4,812	2,300		3,300		1,000	
1300	Temporary Employee	27,671	42,585	17,328	0		0		0	
1500	Substitute Teacher	60,587	58,950	55,952	35,500		44,000		8,500	
1502	Substitute, Other	1,724	2,038	2,633	2,500		2,500		0	
1600	Instructional Supplement	20,299	16,438	26,947	15,000		15,000		0	
1602	Extra-Curr. Supplement	3,895	3,116	3,180	0		0		0	
2100	Social Security - FICA	260,079	260,455	250,962	265,896		288,905		23,009	
2210	Retirement - VRS	455,813	510,830	471,347	563,144		646,516		83,372	
2211	Retiree Health Care Credit	35,157	39,570	37,211	0		0		0	
2220	Retirement - PWCS	22,407	21,335	23,914	27,994		30,385		2,391	
2221	Defined Contribution Plan	12,761	18,004	18,089	0		0		0	
2300	Health Insurance - HMP	276,846	302,439	308,868	414,116		449,495		35,379	
2310	Short/Long Term Disability Premium	2,400	3,013	3,113	0		0		0	
2400	Life Insurance - GLI	42,732	43,291	41,779	44,613		49,533		4,920	
2830	Admin. Assoc. Fees	552	552	564	575		575		0	
3201	Telephone	1,355	1,359	1,620	1,400		1,400		0	
3401	Travel Reimbursement	0	0	0	500		500		0	
3402	Conference Expenses	1,650	501	2,063	500		500		0	
3450	Field Trips	4,211	3,526	5,013	2,000		2,000		0	
3504	Maint. Service Contract	0	160	150	1,000		1,000		0	
3700	In-Service Expenses	72	1,163	27	1,000		1,000		0	
3902	Printing Services	672	1,565	1,048	500		500		0	
3903	Postage	1,115	1,180	1,003	1,000		1,500		500	
3911	Rental Equipment	12,591	11,617	12,817	14,000		14,000		0	
3921	Tuition - PW	972	0	0	0		0		0	
3999	Other Contract Services	2,555	4,995	5,142	5,000		5,000		0	
4001	Office Supplies	4,599	1,120	2,567	800		800		0	
4002	Medical Supplies	1,301	559	244	500		500		0	
4003	Custodial Supplies	16,702	12,726	13,348	10,000		20,000		10,000	
4004	Repair/Maint. Supplies	525	0	485	500		500		0	
4007	Wearing Apparel	77	255	173	300		300		0	
4008	Reference Materials	1,311	0	3,583	1,000		1,000		0	
4010	Instructional Supplies	92,712	75,036	72,132	51,581		44,200		(7,381)	
4011	Textbooks	20,950	13,510	37,485	20,000		30,000		10,000	
4014	Food, Cafeteria	487	1,116	26	1,000		1,000		0	
4016	Library Books	3,877	1,361	3,184	3,000		3,000		0	
4017	Library Periodicals	1,063	847	1,058	1,000		1,000		0	
4018	Library Supplies	1,209	877	843	500		500		0	
4019	Food	1,428	616	1,707	2,000		2,000		0	
4310	Tech. Supp/Equip - Add'l	35,926	20,799	10,290	10,000		20,000		10,000	
4350	Tech. Supp/Equip - Repl	0	3,758	0	0		0		0	
4450	Software - Replacement	1,018	749	1,038	500		500		0	
4510	General Equipment - Add'l.	18,700	6,386	51,760	115,891		6,140		(109,751)	
5501	Equipment - Replacement	40,267	0	0	0		0		0	
Totals		4,871,455	4,875,903	4,775,296	5,037,584	58.56	5,400,779	62.06	363,195	3.50
School Enrollment (K-5)		760	746	711	677		705			
Positions		62.27	63.27	59.77	58.56		62.06			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	97,081	101,893	128,570	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	68,232	78,593	80,951	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	67,332	12,484	0	0	0.00	68,760	1.00	68,760	1.00
1120	Teacher, Classroom	3,906,709	3,135,470	2,987,486	3,280,140	50.50	3,215,880	48.00	(64,260)	(2.50)
1121	Librarian	67,018	69,160	64,518	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	111,584	97,287	112,482	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	313,420	235,328	254,393	218,160	9.00	222,480	9.00	4,320	0.00
1142	Cafeteria Aide	22,548	15,126	15,176	18,386	0.94	18,838	0.94	451	0.00
1150	Secretarial / Bookkeeper	166,215	172,618	178,840	171,072	5.00	179,280	5.00	8,208	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	144,247	139,259	143,298	141,840	4.00	138,000	4.00	(3,840)	0.00
1200	Overtime	3,606	522	352	3,500		2,000		(1,500)	
1201	Straight Time	5,832	3,335	5,556	7,300		6,450		(850)	
1300	Temporary Employee	93,321	52,883	31,653	2,000		500		(1,500)	
1500	Substitute Teacher	61,344	43,377	56,157	42,000		53,000		11,000	
1502	Substitute, Other	1,013	0	7,873	7,500		11,750		4,250	
1600	Instructional Supplement	11,173	3,587	6,782	11,000		11,000		0	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,244		3,244		0	
2100	Social Security - FICA	376,420	300,841	298,830	330,859		333,169		2,310	
2210	Retirement - VRS	676,532	613,673	581,873	698,537		741,544		43,006	
2211	Retiree Health Care Credit	52,311	47,048	45,524	0		0		0	
2220	Retirement - PWCS	31,167	31,077	30,602	34,771		34,921		151	
2221	Defined Contribution Plan	18,129	15,565	17,278	0		0		0	
2300	Health Insurance - HMP	481,848	417,942	447,026	514,369		516,601		2,231	
2310	Short/Long Term Disability Premium	3,954	3,160	3,707	0		0		0	
2400	Life Insurance - GLI	63,148	51,608	51,245	55,413		56,928		1,515	
2830	Admin. Assoc. Fees	425	1,696	1,099	1,000		1,000		0	
3100	Professional Services	6,174	2,275	0	2,500		1,000		(1,500)	
3201	Telephone	1,217	1,443	1,630	1,800		1,800		0	
3401	Travel Reimbursement	0	832	2,371	2,000		1,500		(500)	
3402	Conference Expenses	7,826	7,111	1,928	3,000		3,500		500	
3450	Field Trips	842	702	345	1,000		1,000		0	
3501	Repair/Maint. - Building	0	0	0	500		0		(500)	
3700	In-Service Expenses	10,200	7,149	195	0		3,000		3,000	
3902	Printing Services	4,484	528	1,139	2,000		2,000		0	
3903	Postage	699	18	29	1,200		1,200		0	
3911	Rental Equipment	314	583	131	0		0		0	
3999	Other Contract Services	190	85	2,689	1,000		500		(500)	
4001	Office Supplies	5,667	5,005	4,330	4,000		5,000		1,000	
4002	Medical Supplies	808	931	1,237	1,500		3,500		2,000	
4003	Custodial Supplies	19,424	16,949	14,832	15,000		20,500		5,500	
4004	Repair/Maint. Supplies	29,022	13,896	21,272	8,000		9,000		1,000	
4007	Wearing Apparel	365	0	545	400		400		0	
4010	Instructional Supplies	120,372	106,488	85,115	45,592		86,739		41,147	
4011	Textbooks	16,138	53,708	43,068	30,000		52,000		22,000	
4014	Food, Cafeteria	0	4,872	5,309	1,000		0		(1,000)	
4016	Library Books	514	2,417	1,257	1,000		1,000		0	
4017	Library Periodicals	0	0	0	500		500		0	
4018	Library Supplies	1,919	328	646	500		500		0	
4019	Food	1,196	1,004	3,383	2,000		4,000		2,000	
4310	Tech. Supp/Equip - Add'l	222,469	5,201	44,581	7,000		14,356		7,356	
4350	Tech. Supp/Equip - Repl	35,874	7,933	45,911	4,500		10,000		5,500	
4410	Software - Additional	0	4,245	8,416	0		0		0	
4450	Software - Replacement	1,018	749	2,028	500		500		0	
4510	General Equipment - Add'l	9,127	7,703	13,530	1,500		5,000		3,500	
4550	General Equipment - Repl	11,676	67,452	5,792	1,500		1,500		0	
5101	Equipment - Additional	23,211	10,466	0	0		0		0	
5103	DP Equipment - Additional	5,510	0	0	0		0		0	
5501	Equipment - Replacement	0	0	19,029	0		0		0	
5503	DP Equipment - Repl	12,001	0	25,082	0		0		0	
Totals		7,400,979	5,981,720	5,915,273	6,099,384	74.44	6,269,299	72.94	169,915	(1.50)
School Enrollment (K-5)		1,069	747	726	707		686			
Positions		93.90	72.93	71.43	74.44		72.94			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	106,082	109,265	94,252	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	74,080	76,303	70,094	182,880	2.00	186,000	2.00	3,120	0.00
1120	Teacher, Classroom	2,347,424	2,587,818	3,475,255	3,896,880	60.00	3,952,440	59.00	55,560	(1.00)
1121	Librarian	63,468	65,373	67,332	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	95,624	99,311	112,482	168,792	2.60	174,096	2.60	5,304	0.00
1140	Teacher Assistant	178,855	265,552	307,517	290,880	12.00	271,920	11.00	(18,960)	(1.00)
1142	Cafeteria Aide	14,433	19,457	20,850	27,580	1.41	18,838	0.94	(8,742)	(0.47)
1150	Secretarial / Bookkeeper	143,563	148,628	152,426	142,056	4.00	149,760	4.00	7,704	0.00
1190	Custodian	112,557	133,183	142,021	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	8,119	1,044	2,150	3,000		0		(3,000)	
1201	Straight Time	12,647	4,701	4,569	4,000		0		(4,000)	
1300	Temporary Employee	22,201	32,546	33,818	13,374		0		(13,374)	
1500	Substitute Teacher	30,214	45,741	53,239	83,000		51,801		(31,199)	
1502	Substitute, Other	5,175	4,859	9,134	4,000		6,500		2,500	
1600	Instructional Supplement	3,427	3,813	9,442	0		10,000		10,000	
1602	Extra-Curr. Supplement	0	779	1,590	0		2,505		2,505	
2100	Social Security - FICA	243,887	263,705	335,704	394,419		395,182		763	
2210	Retirement - VRS	432,080	531,050	650,896	832,030		888,339		56,309	
2211	Retiree Health Care Credit	33,404	41,160	51,626	0		0		0	
2220	Retirement - PWCS	16,461	17,031	19,652	41,271		41,725		454	
2221	Defined Contribution Plan	12,591	19,427	27,995	0		0		0	
2300	Health Insurance - HMP	282,673	361,247	494,426	610,535		617,254		6,719	
2310	Short/Long Term Disability Premium	2,464	4,006	5,915	0		0		0	
2400	Life Insurance - GLI	40,444	45,151	57,905	65,773		68,019		2,246	
2830	Admin. Assoc. Fees	879	574	425	800		1,455		655	
3201	Telephone	1,908	1,589	1,550	1,536		1,668		132	
3401	Travel Reimbursement	1,016	96	1,754	0		0		0	
3402	Conference Expenses	370	0	960	0		0		0	
3450	Field Trips	867	1,113	10,241	1,500		1,339		(161)	
3504	Maint. Service Contract	0	6,396	5,863	7,932		7,932		0	
3700	In-Service Expenses	0	3,257	5,794	5,000		0		(5,000)	
3902	Printing Services	1,876	2,606	12,537	5,000		1,500		(3,500)	
3903	Postage	1,298	816	1,096	2,000		0		(2,000)	
3999	Other Contract Services	164	0	0	0		0		0	
4001	Office Supplies	44,063	37,107	47,902	21,500		21,298		(202)	
4002	Medical Supplies	1,150	609	453	500		1,000		500	
4003	Custodial Supplies	14,515	15,189	16,289	20,000		13,624		(6,376)	
4004	Repair/Maint. Supplies	5,682	288	1,614	0		0		0	
4007	Wearing Apparel	388	287	195	800		800		0	
4010	Instructional Supplies	74,577	134,934	117,945	24,639		56,948		32,309	
4011	Textbooks	59,204	21,252	51,056	15,000		10,000		(5,000)	
4014	Food, Cafeteria	2,194	2,083	4,127	3,500		4,000		500	
4016	Library Books	0	9,320	11,832	5,000		5,000		0	
4018	Library Supplies	473	0	0	0		0		0	
4019	Food	1,764	1,515	845	5,000		2,894		(2,106)	
4020	Printing Supplies	0	2,177	0	0		0		0	
4310	Tech. Supp/Equip - Add'l	0	29,364	4,545	20,029		0		(20,029)	
4410	Software - Additional	12,320	21,879	6,745	20,000		0		(20,000)	
4450	Software - Replacement	367	0	27,213	0		985		985	
4510	General Equipment - Add'l.	3,574	35,519	28,137	0		0		0	
4550	General Equipment - Repl.	0	0	0	0		29,221		29,221	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		4,510,520	5,209,118	6,559,410	7,264,566	88.01	7,340,923	85.54	76,357	(2.47)
School Enrollment (K-5)		640	742	880	879		885			
Positions		59.23	69.73	86.40	88.01		85.54			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	126,670	130,469	134,383	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	83,379	85,882	88,456	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	3,195,087	3,303,480	3,464,506	3,409,980	52.50	3,450,240	51.50	40,260	(1.00)
1121	Librarian	67,332	69,353	71,434	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	127,530	131,358	129,540	155,808	2.40	160,704	2.40	4,896	0.00
1140	Teacher Assistant	193,128	186,205	176,924	193,920	8.00	222,480	9.00	28,560	1.00
1142	Cafeteria Aide	11,761	12,454	12,958	15,648	0.80	16,032	0.80	384	0.00
1150	Secretarial / Bookkeeper	194,359	181,095	193,925	171,072	5.00	149,760	4.00	(21,312)	(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	136,663	142,434	146,566	147,720	4.00	151,680	4.00	3,960	0.00
1200	Overtime	430	767	3,599	1,000		3,000		2,000	
1201	Straight Time	2,907	4,842	6,986	0		0		0	
1300	Temporary Employee	30,307	42,174	48,021	9,000		27,500		18,500	
1500	Substitute Teacher	85,285	84,753	102,135	50,000		90,720		40,720	
1502	Substitute, Other	470	705	1,842	500		4,000		3,500	
1600	Instructional Supplement	15,962	7,971	6,381	10,000		9,000		(1,000)	
1602	Extra-Curr. Supplement	3,116	3,116	3,180	3,244		3,596		352	
2100	Social Security - FICA	311,025	319,022	334,338	346,045		355,535		9,490	
2210	Retirement - VRS	589,377	669,686	658,630	732,338		783,701		51,363	
2211	Retiree Health Care Credit	44,423	50,474	50,514	0		0		0	
2220	Retirement - PWCS	37,236	40,262	43,098	36,448		36,938		490	
2221	Defined Contribution Plan	2,225	5,105	5,825	0		0		0	
2300	Health Insurance - HMP	604,470	611,132	643,428	539,182		546,430		7,248	
2310	Short/Long Term Disability Premium	548	711	926	0		0		0	
2400	Life Insurance - GLI	53,862	55,288	56,728	58,086		60,215		2,129	
2830	Admin. Assoc. Fees	552	552	567	614		676		62	
3100	Professional Services	1,672	4,891	1,469	0		0		0	
3401	Travel Reimbursement	3,242	743	1,296	0		0		0	
3402	Conference Expenses	1,145	3,423	3,690	0		0		0	
3450	Field Trips	3,164	3,531	4,225	3,000		2,000		(1,000)	
3504	Maint. Service Contract	938	3,765	1,143	0		0		0	
3700	In-Service Expenses	1,850	0	0	0		0		0	
3902	Printing Services	2,490	4,800	3,458	500		2,000		1,500	
3903	Postage	874	843	46	200		1,000		800	
3911	Rental Equipment	25,647	23,914	26,273	20,000		26,000		6,000	
4001	Office Supplies	4,670	6,597	7,365	4,000		12,000		8,000	
4002	Medical Supplies	932	652	294	500		1,000		500	
4003	Custodial Supplies	17,026	20,715	15,920	10,000		12,000		2,000	
4010	Instructional Supplies	92,434	75,171	77,669	45,458		38,076		(7,382)	
4011	Textbooks	9,548	5,255	13,821	20,000		10,000		(10,000)	
4014	Food, Cafeteria	1,775	899	1,216	0		0		0	
4016	Library Books	12,752	1,947	4,974	2,000		0		(2,000)	
4017	Library Periodicals	0	0	0	200		0		(200)	
4018	Library Supplies	245	237	210	100		200		100	
4019	Food	6,140	6,742	6,659	0		0		0	
4310	Tech. Supp/Equip - Add'l	87,265	43,868	13,628	2,000		5,100		3,100	
4350	Tech. Supp/Equip - Repl	0	7,349	5,255	2,000		8,000		6,000	
4410	Software - Additional	1,575	10,251	6,940	0		0		0	
4450	Software - Replacement	28,319	749	7,928	0		5,000		5,000	
4510	General Equipment - Add'l.	3,885	13,791	39,715	2,000		10,000		8,000	
Totals		6,230,692	6,384,421	6,633,085	6,348,123	76.70	6,563,383	75.70	215,260	(1.00)
School Enrollment (K-5)		931	900	915	899		887			
Positions		74.80	73.80	73.80	76.70		75.70			

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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	102,993	109,882	113,065	130,920	1.00	128,280	1.00	(2,640)	0.00
1112	Assistant Principal	71,923	83,379	74,364	182,880	2.00	186,000	2.00	3,120	0.00
1115	Teacher on Special Assignment	58,081	59,824	80,092	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	3,365,530	3,449,684	3,479,717	3,896,880	60.00	4,153,320	62.00	256,440	2.00
1121	Librarian	57,223	58,081	59,824	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	115,234	117,893	120,615	129,840	2.00	133,920	2.00	4,080	0.00
1140	Teacher Assistant	181,419	195,211	187,116	193,920	8.00	173,040	7.00	(20,880)	(1.00)
1142	Cafeteria Aide	14,276	13,932	15,168	18,386	0.94	18,838	0.94	451	0.00
1148	Specialist	30,674	31,509	32,422	44,040	1.00	43,080	1.00	(960)	0.00
1150	Secretarial / Bookkeeper	158,155	165,418	168,905	148,320	4.00	155,280	4.00	6,960	0.00
1190	Custodian	142,696	147,793	139,826	141,840	4.00	144,840	4.00	3,000	0.00
1200	Overtime	4,421	4,022	4,292	5,200		5,500		300	
1201	Straight Time	7,222	6,110	5,141	5,500		6,700		1,200	
1300	Temporary Employee	48,734	34,908	51,683	10,000		5,100		(4,900)	
1500	Substitute Teacher	91,278	85,678	66,553	86,000		81,000		(5,000)	
1502	Substitute, Other	1,697	0	5,711	2,000		2,000		0	
1600	Instructional Supplement	10,677	7,914	13,722	16,700		17,700		1,000	
1602	Extra-Curr. Supplement	3,116	3,225	2,828	0		3,000		3,000	
2100	Social Security - FICA	328,217	340,220	342,692	388,546		407,467		18,921	
2210	Retirement - VRS	578,583	661,867	639,990	817,580		908,027		90,448	
2211	Retiree Health Care Credit	45,430	51,993	51,750	0		0		0	
2220	Retirement - PWCS	18,767	18,165	18,310	40,567		42,633		2,066	
2221	Defined Contribution Plan	26,526	33,217	39,630	0		0		0	
2300	Health Insurance - HMP	499,519	485,799	471,355	600,125		630,681		30,556	
2310	Short/Long Term Disability Premium	4,980	6,209	7,195	0		0		0	
2400	Life Insurance - GLI	55,111	56,945	57,709	64,651		69,499		4,848	
2830	Admin. Assoc. Fees	150	55	1,298	1,500		1,500		0	
3100	Professional Services	962	2,500	0	0		0		0	
3201	Telephone	462	521	616	1,000		1,000		0	
3401	Travel Reimbursement	2,570	5,168	0	1,000		0		(1,000)	
3402	Conference Expenses	8,528	1,913	784	5,000		5,000		0	
3450	Field Trips	7,287	9,702	9,114	4,000		5,000		1,000	
3502	Repair/Maint. - Equipment	960	0	0	0		0		0	
3700	In-Service Expenses	4,999	0	0	0		0		0	
3902	Printing Services	768	1,153	1,178	1,500		1,500		0	
3903	Postage	1,200	818	1,172	1,200		1,500		300	
3911	Rental Equipment	14,233	13,855	13,855	12,000		20,000		8,000	
3921	Tuition - PW	1,647	0	0	0		0		0	
3999	Other Contract Services	6,913	9,091	13,923	5,000		5,000		0	
4001	Office Supplies	4,356	3,733	3,523	1,000		2,000		1,000	
4002	Medical Supplies	1,528	794	1,140	1,000		1,000		0	
4003	Custodial Supplies	27,782	24,116	27,251	25,000		25,000		0	
4004	Repair/Maint. Supplies	728	0	0	0		0		0	
4007	Wearing Apparel	1,710	2,936	707	3,000		4,300		1,300	
4008	Reference Materials	725	3,078	3,430	3,000		1,500		(1,500)	
4010	Instructional Supplies	96,646	78,522	55,824	62,848		92,252		29,404	
4011	Textbooks	(11,295)	6,985	2,717	21,872		10,000		(11,872)	
4012	Emp. Training Supplies	825	0	0	0		0		0	
4013	Testing Materials	190	446	0	0		0		0	
4014	Food, Cafeteria	(788)	2,510	2,417	5,000		5,000		0	
4016	Library Books	9,009	6,358	8,091	10,000		10,000		0	
4018	Library Supplies	198	303	0	0		0		0	
4019	Food	3,197	3,522	4,994	3,200		6,500		3,300	
4020	Printing Supplies	15,947	15,432	18,920	15,500		18,500		3,000	
4310	Tech. Supp/Equip - Add'l	28,441	23,586	0	7,200		7,300		100	
4350	Tech. Supp/Equip - Repl	9,630	20,615	16,973	5,000		20,000		15,000	
4410	Software - Additional	2,899	6,480	0	2,000		2,000		0	
4450	Software - Replacement	1,018	10,809	11,537	13,500		10,500		(3,000)	
4510	General Equipment - Add'l	27,911	59,533	10,521	16,000		6,500		(9,500)	
4550	General Equipment - Repl.	0	3,701	7,426	6,000		6,000		0	
8002	General Reserve	0	0	0	2,000		4,000		2,000	
Totals		6,293,817	6,547,114	6,467,084	7,225,816	83.94	7,657,517	84.94	431,701	1.00
School Enrollment (K-5)		816	821	770	772		781			
Positions		81.43	83.93	83.93	83.94		84.94			

Financial Section

MIDDLE SCHOOLS SUMMARY

Object	FY 2017	FY 2018	FY 2019	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
Code Object Code Name	Actual	Actual	Actual	Budget	Positions	Budget	Positions	Budget	Positions
1111 Principal	2,175,585	2,260,489	2,096,088	2,363,520	16.00	2,411,280	17.00	47,760	1.00
1112 Assistant Principal	3,164,889	3,260,024	3,208,240	3,536,400	35.00	3,684,960	36.00	148,560	1.00
1115 Teacher, Admin. Assign.	239,605	528,901	619,716	797,520	12.00	756,360	11.00	(41,160)	(1.00)
1120 Teacher, Classroom	75,494,874	78,250,990	81,335,736	83,264,706	1280.09	87,457,414	1303.41	4,192,708	23.32
1121 Librarian	2,212,448	2,302,166	2,334,598	2,131,200	32.00	2,200,320	32.00	69,120	0.00
1122 Counselor	3,799,058	3,879,882	3,996,566	5,209,365	76.50	5,386,860	76.50	177,495	0.00
1140 Teacher Assistant	1,996,597	2,112,879	2,471,213	2,545,200	105.00	2,607,960	105.50	62,760	0.50
1142 Cafeteria Aide	0	17,783	13,194	9,193	0.47	9,419	0.47	226	0.00
1148 Specialist	956,706	965,312	995,061	1,076,880	20.00	1,083,480	19.00	6,600	(1.00)
1150 Secretarial / Bookkeeper	4,014,789	3,982,562	4,021,352	4,211,328	99.00	4,166,880	97.50	(44,448)	(1.50)
1180 Natl Board Certified Teacher Incentive B	55,000	50,000	50,000	0	0.00	0	0.00	0	0.00
1190 Custodian	3,108,117	3,187,127	3,253,779	3,170,280	92.50	3,357,900	94.50	187,620	2.00
1200 Overtime	39,347	54,753	57,537	53,550		74,777		21,227	
1201 Straight Time	49,834	76,588	110,803	67,900		71,150		3,250	
1300 Temporary Employee	390,579	360,909	239,426	195,400		160,250		(35,150)	
1500 Substitute Teacher	1,316,744	1,448,745	1,455,769	1,344,015		1,200,472		(143,543)	
1502 Substitute, Other	14,976	27,136	34,888	40,060		35,900		(4,160)	
1600 Instructional Supplement	620,925	600,201	725,030	113,500		229,360		115,860	
1601 Coaching Supplement	478,480	484,443	494,800	503,926		558,456		54,530	
1602 Extra-Curr. Supplement	385,069	388,377	392,933	370,658		448,849		78,191	
1603 Homebound Tutoring	205	0	0	0		0		0	
2100 Social Security - FICA	7,362,877	7,646,156	7,901,959	8,491,856		8,866,510		374,654	
2210 Retirement - VRS	13,401,403	15,342,777	15,002,273	17,935,931		19,780,286		1,844,355	
2211 Retiree Health Care Credit	1,026,972	1,178,360	1,178,801	0		0		0	
2220 Retirement - PWCS	817,706	816,401	828,282	890,274		929,793		39,519	
2221 Retiree Health Care Credit	281,198	405,649	491,547	0		0		0	
2300 Health Insurance - HMP	10,091,899	10,557,427	11,579,980	13,170,056		13,754,597		584,541	
2310 Short/Long Term Disability Premium	55,546	75,847	93,332	0		0		0	
2400 Life Insurance - GLI	1,244,497	1,289,306	1,322,158	1,418,812		1,515,714		96,901	
2830 Admin. Assoc. Fees	28,254	24,183	27,381	20,912		20,114		(798)	
2850 Employee Recognition	7,679	8,776	3,659	6,000		6,000		0	
3100 Professional Services	80,025	81,965	59,702	37,660		18,000		(19,660)	
3105 Contractual Services	7,100	0	0	0		0		0	
3106 Sports Officials	48,625	64,210	74,591	76,340		75,554		(786)	
3201 Telephone	38,753	40,735	36,676	41,950		43,550		1,600	
3401 Travel Reimbursement	61,173	47,811	40,162	45,402		49,158		3,756	
3402 Conference Expenses	116,704	124,728	119,282	119,100		90,100		(29,000)	
3450 Field Trips	371,142	364,652	372,393	253,835		215,250		(38,585)	
3501 Repair/Maint. - Building	154,431	118,300	39,061	29,500		27,000		(2,500)	
3502 Repair/Maint. - Equipment	19,246	15,053	12,887	47,850		12,950		(34,900)	
3504 Maint. Service Contract	2,167	12,764	14,330	138,064		556,533		418,469	
3700 In-Service Expenses	54,028	17,884	21,465	17,000		15,000		(2,000)	
3901 Laundry/Dry Cleaning	6	0	0	0		0		0	
3902 Printing Services	190,869	160,921	118,253	123,925		140,225		16,300	
3903 Postage	53,308	44,759	33,525	49,800		41,300		(8,500)	
3905 Extra Curricular Expenses	38	917	0	2,500		2,500		0	
3908 Parent Activity	197	128	556	500		1,000		500	
3911 Rental Equipment	126,455	164,767	170,347	137,445		196,871		59,426	
3918 Permits & Fees	0	397	0	0		0		0	
3921 Tuition - PW	450	24,838	2,904	51,000		11,000		(40,000)	
3999 Other Contract Services	27,611	32,672	25,859	6,750		11,150		4,400	
4001 Office Supplies	112,822	85,882	83,918	82,662		95,431		12,769	
4002 Medical Supplies	11,630	15,555	14,948	26,450		30,550		4,100	
4003 Custodial Supplies	322,002	345,474	312,944	331,000		441,690		110,690	
4004 Repair/Maint. Supplies	11,397	33,324	38,290	14,500		10,500		(4,000)	
4007 Wearing Apparel	123,415	42,324	36,546	41,200		22,950		(18,250)	
4008 Reference Materials	7,491	10,595	7,881	14,076		10,500		(3,576)	
4009 Extra Curricular Supplies	13,889	18,826	15,997	4,300		18,200		13,900	
4010 Instructional Supplies	1,248,996	1,516,090	1,504,103	2,465,504		2,846,157		380,653	
4011 Textbooks	329,038	59,264	552,769	893,721		507,348		(386,373)	
4012 Emp. Training Supplies	2,399	3,301	25,290	22,000		29,500		7,500	
4013 Testing Materials	40,483	61,989	34,065	47,100		31,000		(16,100)	
4014 Food, Cafeteria	42,607	61,611	110,256	14,500		31,500		17,000	
4016 Library Books	102,318	113,263	85,325	100,250		89,500		(10,750)	
4017 Library Periodicals	6,150	13,114	11,584	18,500		12,600		(5,900)	
4018 Library Supplies	15,186	11,905	15,173	18,000		17,500		(500)	
4019 Food	82,306	79,265	89,250	97,050		135,350		38,300	
4020 Printing Supplies	102,968	91,933	108,484	107,000		108,000		1,000	
4150 Lease Agreement	24,862	26,685	18,534	25,000		10,000		(15,000)	
4310 Tech. Supp/Equip Add'l	1,392,140	791,953	898,932	575,984		657,695		81,711	
4350 Tech. Supp/Equip Repl	413,388	262,414	146,815	282,361		475,858		193,497	
4410 Software - Additional	141,155	134,640	178,169	159,287		183,188		23,901	
4450 Software - Replacement	147,981	138,969	257,532	247,802		255,478		7,676	
4510 General Equipment - Add'l	290,536	555,991	367,659	314,000		369,127		55,127	
4550 General Equipment - Repl.	95,276	95,152	125,919	44,250		43,300		(950)	
4999 Other Material/Supplies	0	0	2,532	0		0		0	
5101 Equipment - Additional	49,660	150,755	50,668	0		15,000		15,000	
5144 Building, Alteration	30,600	732	1,800	0		0		0	
5150 Lease/Purchase Agree.	30,930	29,357	29,941	35,000		34,000		(1,000)	
5501 Equipment - Replacement	31,492	11,659	7,222	0		0		0	
8002 General Reserve	740	0	0	37,000		30,000		(7,000)	
Totals	141,408,042	147,663,673	152,610,639	160,135,561	1,768.56	168,794,123	1,792.88	8,658,562	24.32

Financial Section

School: BENTON MIDDLE SCHOOL
School #: 488
Address: 7411 Hoadly Rd.
 Manassas, VA 20112
Principal: Joe Graczyk
in Office: 703.791.0727
Grades: 6-8
Specialty:
Programs: Baldrige School



Object		FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	Incr/(Decr)	Incr/(E
Code	Object Code Name	Actual	Actual	Actual	Budget	Approved Positions	Approved Budget	Approved Positions	Budget	Positi
1111	Principal	121,082	117,555	121,082	147,720	1.00	141,840	1.00	(5,880)	
1112	Assistant Principal	210,782	189,876	192,556	202,080	2.00	204,720	2.00	2,640	
1115	Teacher on Special Assignment	18,442	71,715	89,120	64,920	1.00	68,760	1.00	3,840	
1120	Teacher, Classroom	5,398,816	5,736,445	5,837,315	5,519,616	84.80	5,679,816	84.60	160,200	
1121	Librarian	133,863	138,137	142,220	133,200	2.00	137,520	2.00	4,320	
1122	Counselor	224,224	241,935	268,314	340,680	5.00	351,720	5.00	11,040	
1140	Teacher Assistant	115,541	136,361	156,339	193,920	8.00	197,760	8.00	3,840	
1148	Specialist	55,992	44,192	54,381	57,000	1.00	59,640	1.00	2,640	
1150	Secretarial / Bookkeeper	254,714	245,078	245,662	258,240	6.00	258,000	6.00	(240)	
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0	0.00	0	0.00	0	
1190	Custodian	215,824	235,547	242,324	216,360	6.00	225,000	6.00	8,640	
1200	Overtime	2,318	1,754	3,339	2,000		3,550		1,550	
1201	Straight Time	6,154	9,093	9,175	7,250		8,350		1,100	
1300	Temporary Employee	34,067	17,770	18,229	11,500		13,250		1,750	
1500	Substitute Teacher	104,376	119,404	113,425	91,500		78,250		(13,250)	
1502	Substitute, Other	2,665	862	2,720	2,500		3,000		500	
1600	Instructional Supplement	23,818	11,460	21,496	14,000		12,000		(2,000)	
1601	Coaching Supplement	30,256	30,256	30,861	41,146		33,496		(7,650)	
1602	Extra-Curr. Supplement	23,284	24,928	24,805	17,389		25,600		8,211	
2100	Social Security - FICA	512,898	544,953	555,624	560,059		573,923		13,865	
2210	Retirement - VRS	919,006	1,075,198	1,050,819	1,180,549		1,280,020		99,472	
2211	Retiree Health Care Credit	70,225	82,184	82,200	0		0		0	
2220	Retirement - PWCS	68,336	67,955	65,161	58,639		60,210		1,571	
2221	Defined Contribution Plan	16,232	23,616	29,487	0		0		0	
2300	Health Insurance - HMP	699,249	740,153	844,903	867,462		890,693		23,231	
2310	Short/Long Term Disability Premium	2,979	4,263	4,977	0		0		0	
2400	Life Insurance - GLI	85,151	90,064	92,353	93,452		98,152		4,700	
2830	Admin. Assoc. Fees	2,140	748	1,510	1,534		1,500		(34)	
3100	Professional Services	0	7,000	0	0		0		0	
3106	Sports Officials	4,600	4,500	4,500	4,500		5,000		500	
3201	Telephone	2,474	2,214	2,230	2,250		2,300		50	
3401	Travel Reimbursement	4,240	1,906	3,516	1,150		1,900		750	
3402	Conference Expenses	1,808	8,848	2,531	2,500		3,000		500	
3450	Field Trips	9,713	1,952	11,970	9,000		5,750		(3,250)	
3501	Repair/Maint. - Building	2,513	0	450	500		2,000		1,500	
3502	Repair/Maint. - Equipment	4,382	1,780	1,646	1,500		3,500		2,000	
3504	Maint. Service Contract	0	3,832	3,055	1,500		2,500		1,000	
3700	In-Service Expenses	2,625	0	0	1,000		0		(1,000)	
3902	Printing Services	30,716	16,193	12,923	20,500		3,250		(17,250)	
3903	Postage	6,661	3,797	6,719	4,000		3,000		(1,000)	
3911	Rental Equipment	300	15,605	21,214	19,445		23,900		4,455	
3918	Permits & Fees	0	10	0	0		0		0	
3999	Other Contract Services	2,414	1,222	770	1,000		750		(250)	
4001	Office Supplies	7,632	4,757	3,380	2,250		3,500		1,250	
4002	Medical Supplies	926	1,248	740	1,000		1,000		0	
4003	Custodial Supplies	15,455	35,447	14,590	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	214	0	0	0		0		0	
4007	Wearing Apparel	434	3,760	5,424	600		500		(100)	
4008	Reference Materials	79	1,455	2,195	2,076		0		(2,076)	
4009	Extra Curricular Supplies	0	0	65	0		5,000		5,000	
4010	Instructional Supplies	139,332	89,797	72,705	76,169		75,293		(876)	
4011	Textbooks	37,753	4,919	80,512	71,000		0		(71,000)	
4012	Emp. Training Supplies	0	120	0	0		0		0	
4014	Food, Cafeteria	968	5,567	4,864	5,000		0		(5,000)	
4016	Library Books	9,650	12,010	7,468	10,250		5,000		(5,250)	
4017	Library Periodicals	94	0	894	900		0		(900)	
4018	Library Supplies	1,399	516	1,029	1,000		1,000		0	
4019	Food	7,895	6,347	4,777	3,500		4,000		500	
4020	Printing Supplies	23,544	8,568	18,242	10,000		20,000		10,000	
4150	Lease Agreement	0	2,315	0	0		0		0	
4310	Tech. Supp/Equip Add'l	212,839	40,068	38,638	5,000		5,000		0	
4350	Tech. Supp/Equip Repl	0	19,958	9,961	5,000		5,000		0	
4410	Software - Additional	718	2,209	6,624	5,000		0		(5,000)	
4450	Software - Replacement	1,018	25,967	24,760	26,050		44,078		18,028	
4510	General Equipment - Add'l	13,777	83,656	12,504	5,500		2,500		(3,000)	
4550	General Equipment - Repl.	4,808	28,051	54,643	6,000		3,000		(3,000)	
5101	Equipment - Additional	0	23,960	0	0		0		0	
5501	Equipment - Replacement	0	11,659	0	0		0		0	
8002	General Reserve	0	0	0	2,000		0		(2,000)	
	Totals	9,910,914	10,487,711	10,740,937	10,404,855	116.80	10,658,491	116.60	253,636	
	Student Enrollment	1,381	1,425	1,433	1,400		1,321			
	Positions	105.40	112.70	114.10	116.80		116.60			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	128,456	132,310	136,280	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	240,112	247,316	254,736	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	35,684	36,821	37,991	99,900	1.50	103,140	1.50	3,240	0.00
1120	Teacher, Classroom	4,868,482	4,806,014	4,836,917	4,652,340	71.50	4,865,700	72.50	213,360	1.00
1121	Librarian	114,524	117,340	119,939	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	234,110	213,140	222,279	274,080	4.00	282,960	4.00	8,880	0.00
1140	Teacher Assistant	166,006	152,300	179,990	169,680	7.00	173,040	7.00	3,360	0.00
1148	Specialist	44,518	45,807	47,138	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	221,816	231,467	225,975	256,656	6.00	257,280	6.00	624	0.00
1190	Custodian	171,110	175,796	180,488	175,920	5.00	189,000	5.00	13,080	0.00
1200	Overtime	47	708	569	1,000		1,000		0	
1201	Straight Time	534	1,674	1,216	1,000		2,000		1,000	
1300	Temporary Employee	10,256	12,033	3,212	3,500		0		(3,500)	
1500	Substitute Teacher	60,907	68,960	66,445	61,000		55,000		(6,000)	
1502	Substitute, Other	2,981	10,579	5,177	7,450		8,500		1,050	
1600	Instructional Supplement	9,146	22,240	28,508	4,500		10,000		5,500	
1601	Coaching Supplement	27,336	30,256	31,770	35,000		43,000		8,000	
1602	Extra-Curr. Supplement	24,786	26,065	23,597	25,000		25,000		0	
2100	Social Security - FICA	472,095	469,344	472,460	482,489		501,789		19,301	
2210	Retirement - VRS	865,991	956,984	911,416	1,022,045		1,121,936		99,891	
2211	Retiree Health Care Credit	66,344	73,376	71,639	0		0		0	
2220	Retirement - PWCS	62,650	58,161	55,164	50,705		52,730		2,025	
2221	Defined Contribution Plan	16,430	22,881	29,693	0		0		0	
2300	Health Insurance - HMP	554,532	574,932	637,503	750,099		780,045		29,946	
2310	Short/Long Term Disability Premium	3,404	4,931	5,813	0		0		0	
2400	Life Insurance - GLI	80,117	80,041	80,162	80,808		85,959		5,150	
2830	Admin. Assoc. Fees	1,956	1,134	736	2,000		2,500		500	
3100	Professional Services	1,500	0	120	0		2,500		2,500	
3106	Sports Officials	0	280	0	3,274		10,000		6,726	
3401	Travel Reimbursement	37	3,394	3,414	2,577		4,000		1,423	
3402	Conference Expenses	2,556	4,067	2,576	4,500		2,500		(2,000)	
3450	Field Trips	29,723	22,782	17,615	16,000		18,000		2,000	
3501	Repair/Maint. - Building	0	0	51	1,000		1,000		0	
3502	Repair/Maint. - Equipment	265	637	245	1,000		1,000		0	
3504	Maint. Service Contract	0	0	0	5,000		0		(5,000)	
3700	In-Service Expenses	450	0	0	0		0		0	
3902	Printing Services	1,439	1,620	1,546	2,500		15,000		12,500	
3903	Postage	949	4,869	1,905	4,500		1,500		(3,000)	
3905	Extra Curricular Expenses	0	0	0	0		2,500		2,500	
3911	Rental Equipment	9,328	10,176	10,176	11,000		12,500		1,500	
3921	Tuition - PW	0	0	804	5,000		5,000		0	
3999	Other Contract Services	46	69	4,675	0		0		0	
4001	Office Supplies	1,013	1,640	5,156	1,000		1,000		0	
4002	Medical Supplies	322	1,218	586	1,700		2,750		1,050	
4003	Custodial Supplies	15,294	25,399	14,491	20,000		20,000		0	
4004	Repair/Maint. Supplies	722	1,672	1,281	1,000		1,000		0	
4007	Wearing Apparel	6,586	1,758	439	500		2,500		2,000	
4008	Reference Materials	119	1,619	142	2,000		2,500		500	
4009	Extra Curricular Supplies	539	55	0	1,000		1,000		0	
4010	Instructional Supplies	57,581	85,065	60,646	191,517		200,813		9,296	
4011	Textbooks	74,614	364	27,600	80,000		0		(80,000)	
4012	Emp. Training Supplies	300	0	225	2,000		2,500		500	
4013	Testing Materials	1,043	1,005	1,005	2,100		1,000		(1,100)	
4014	Food, Cafeteria	3,986	8,477	9,681	0		0		0	
4016	Library Books	2,715	2,462	1,200	0		1,000		1,000	
4017	Library Periodicals	550	492	491	500		500		0	
4018	Library Supplies	345	436	577	500		1,000		500	
4019	Food	2,662	4,727	3,884	7,500		10,000		2,500	
4020	Printing Supplies	14,054	17,905	14,695	10,000		11,000		1,000	
4310	Tech. Supp/Equip Add'l	428	16,159	18,080	13,400		12,500		(900)	
4350	Tech. Supp/Equip Repl	12,774	28,526	2,919	45,000		45,000		0	
4410	Software - Additional	6,757	14,600	0	5,000		5,000		0	
4450	Software - Replacement	27,005	15,025	17,370	21,500		22,000		500	
4510	General Equipment - Add'l	9,533	6,207	4,853	3,500		5,000		1,500	
4550	General Equipment - Repl.	6,991	25,635	45,971	2,500		2,500		0	
4999	Other Material/Supplies	0	0	2,532	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,776,555	8,880,950	8,943,760	9,168,740	101.00	9,535,362	102.00	366,622	1.00
Student Enrollment Positions		1,088	1,121	1,061	1,101		1,051			
		99.00	98.00	98.00	101.00		102.00			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Deer) Budget	Incr/(Deer) Positions
1111	Principal	140,368	144,580	148,918	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	224,202	230,929	237,857	202,080	2.00	204,720	2.00	2,640	0.00
1120	Teacher, Classroom	4,995,598	5,035,323	5,354,697	5,110,620	78.50	5,170,920	77.00	60,300	(1.50)
1121	Librarian	128,547	131,551	135,433	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	227,952	193,618	192,729	298,965	4.50	351,720	5.00	52,755	0.50
1140	Teacher Assistant	131,178	144,466	175,533	193,920	8.00	148,320	6.00	(45,600)	(2.00)
1148	Specialist	57,580	59,251	60,967	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	229,681	236,093	243,913	293,520	7.00	258,000	6.00	(35,520)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	159,487	147,017	158,084	198,720	6.00	175,320	5.00	(23,400)	(1.00)
1200	Overtime	513	890	2,027	2,000		2,000		0	
1201	Straight Time	171	981	2,599	3,000		3,000		0	
1300	Temporary Employee	24,802	23,647	44,059	35,000		25,000		(10,000)	
1500	Substitute Teacher	128,678	99,376	118,886	90,000		100,000		10,000	
1502	Substitute, Other	0	470	2,457	3,000		2,000		(1,000)	
1600	Instructional Supplement	29,258	26,955	32,580	15,000		15,000		0	
1601	Coaching Supplement	30,256	30,256	30,861	38,365		39,520		1,155	
1602	Extra-Curr. Supplement	23,939	27,897	26,683	20,070		20,674		604	
2100	Social Security - FICA	478,248	476,133	508,135	523,427		524,422		996	
2210	Retirement - VRS	883,737	982,379	992,024	1,098,414		1,165,089		66,675	
2211	Retiree Health Care Credit	67,773	75,448	77,810	0		0		0	
2220	Retirement - PWCS	67,767	63,232	67,389	54,545		54,647		101	
2221	Defined Contribution Plan	17,113	23,835	29,587	0		0		0	
2300	Health Insurance - HMP	641,218	667,537	743,915	806,906		808,397		1,491	
2310	Short/Long Term Disability Premium	2,937	4,289	4,845	0		0		0	
2400	Life Insurance - GLI	81,668	81,941	86,696	86,928		89,083		2,155	
2830	Admin. Assoc. Fees	1,635	1,515	2,766	2,500		2,500		0	
3100	Professional Services	3,444	2,320	13,429	10,000		5,000		(5,000)	
3106	Sports Officials	4,569	5,514	4,479	4,000		0		(4,000)	
3201	Telephone	2,837	1,883	1,768	3,500		4,000		500	
3401	Travel Reimbursement	981	941	1,152	2,500		3,000		500	
3402	Conference Expenses	11,966	7,238	9,149	10,000		5,000		(5,000)	
3450	Field Trips	19,495	25,377	19,055	30,000		15,000		(15,000)	
3501	Repair/Maint. - Building	13,932	9,205	12,647	3,000		3,000		0	
3502	Repair/Maint. - Equipment	1,310	480	0	3,000		3,000		0	
3700	In-Service Expenses	6,767	0	1,225	4,000		2,000		(2,000)	
3902	Printing Services	17,279	13,584	12,805	7,000		15,000		8,000	
3903	Postage	5,830	4,566	5,827	5,000		5,000		0	
3905	Extra Curricular Expenses	38	831	0	2,500		0		(2,500)	
3908	Parent Activity	197	128	556	500		1,000		500	
3911	Rental Equipment	0	16,363	17,851	0		20,000		20,000	
3921	Tuition - PW	0	0	1,575	10,000		0		(10,000)	
4001	Office Supplies	5,470	4,325	10,881	8,388		10,000		1,612	
4002	Medical Supplies	844	916	490	1,500		3,000		1,500	
4003	Custodial Supplies	16,368	15,470	19,318	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	0	0	0	3,000		3,000		0	
4007	Wearing Apparel	711	450	341	0		500		500	
4008	Reference Materials	129	699	438	5,000		2,000		(3,000)	
4010	Instructional Supplies	59,635	76,439	76,712	166,075		193,500		27,425	
4011	Textbooks	48,838	258	42,550	80,000		40,000		(40,000)	
4014	Food, Cafeteria	665	0	878	5,000		7,000		2,000	
4016	Library Books	6,787	2,650	10,405	15,000		0		(15,000)	
4017	Library Periodicals	0	2,029	2,029	3,000		0		(3,000)	
4018	Library Supplies	0	982	2,233	2,000		0		(2,000)	
4019	Food	5,047	10,641	10,951	7,000		9,000		2,000	
4020	Printing Supplies	4,712	12,205	10,841	15,000		10,000		(5,000)	
4310	Tech. Supp/Equip Add'l	61,983	32,376	48,050	25,000		21,452		(3,548)	
4350	Tech. Supp/Equip Repl	4,360	193	0	47,000		29,921		(17,079)	
4410	Software - Additional	21,716	15,579	63,608	10,000		8,000		(2,000)	
4450	Software - Replacement	1,018	749	1,038	1,000		1,000		0	
4510	General Equipment - Add'l.	34,790	2,821	30,401	2,000		6,000		4,000	
5101	Equipment - Additional	0	0	0	0		10,000		10,000	
5501	Equipment - Replacement	8,515	0	0	0		0		0	
Totals		9,144,538	9,176,818	9,919,130	9,920,864	110.00	9,954,705	105.00	33,841	(5.00)
Student Enrollment Positions		1,194	1,166	1,194	1,222		1,194			
		97.00	100.60	104.50	110.00		105.00			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	107,582	110,809	114,133	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	207,861	214,098	161,902	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	30,809	73,641	80,396	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	5,272,424	5,581,567	5,851,375	5,673,552	87.20	5,811,816	86.60	138,264	(0.60)
1121	Librarian	151,394	155,875	160,488	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	241,963	277,767	282,968	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	111,586	156,122	197,793	218,160	9.00	222,480	9.00	4,320	0.00
1148	Specialist	55,959	57,580	59,269	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	254,618	232,697	243,067	258,240	6.00	258,000	6.00	(240)	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	199,860	202,111	211,435	204,600	6.00	211,320	6.00	6,720	0.00
1200	Overtime	196	1,587	2,243	1,000		1,000		0	
1201	Straight Time	333	1,520	2,147	0		0		0	
1300	Temporary Employee	20,986	12,372	9,877	12,500		12,500		0	
1500	Substitute Teacher	76,383	76,259	80,775	75,000		75,000		0	
1502	Substitute, Other	18	2,063	933	1,000		1,000		0	
1600	Instructional Supplement	15,764	19,121	28,254	4,000		4,000		0	
1601	Coaching Supplement	30,256	30,256	30,861	38,365		40,500		2,135	
1602	Extra-Curr. Supplement	20,444	20,434	21,128	17,289		16,568		(721)	
2100	Social Security - FICA	503,709	533,446	551,681	570,000		582,806		12,806	
2210	Retirement - VRS	921,527	1,089,931	1,062,120	1,210,207		1,307,104		96,897	
2211	Retiree Health Care Credit	70,311	83,318	82,760	0		0		0	
2220	Retirement - PWCS	60,531	62,501	63,223	60,021		61,385		1,364	
2221	Defined Contribution Plan	14,220	22,809	25,712	0		0		0	
2300	Health Insurance - HMP	654,133	750,268	826,172	887,903		908,087		20,184	
2310	Short/Long Term Disability Premium	3,008	4,044	5,033	0		0		0	
2400	Life Insurance - GLI	85,074	90,917	92,608	95,654		100,069		4,414	
2830	Admin. Assoc. Fees	1,414	1,969	1,085	1,000		1,000		0	
3105	Contractual Services	5,000	0	0	0		0		0	
3106	Sports Officials	2,157	3,276	1,535	3,339		3,405		66	
3201	Telephone	0	2,859	2,150	3,000		3,000		0	
3401	Travel Reimbursement	16,808	1,348	1,853	3,000		4,000		1,000	
3402	Conference Expenses	8,745	990	199	2,000		1,000		(1,000)	
3450	Field Trips	10,204	11,094	7,197	6,710		3,500		(3,210)	
3504	Maint. Service Contract	0	0	107	1,000		1,000		0	
3700	In-Service Expenses	711	396	513	2,000		2,000		0	
3902	Printing Services	17,197	14,152	9,531	15,000		15,000		0	
3903	Postage	1,885	2,017	1,355	2,000		1,000		(1,000)	
3921	Tuition - PW	0	402	0	2,000		2,000		0	
3999	Other Contract Services	1,743	1,799	2,807	3,000		3,000		0	
4001	Office Supplies	2,845	2,220	1,356	3,000		2,000		(1,000)	
4002	Medical Supplies	1,099	1,521	1,629	2,000		2,000		0	
4003	Custodial Supplies	21,637	24,751	16,867	20,000		20,000		0	
4004	Repair/Maint. Supplies	2,822	5,772	2,981	2,000		2,000		0	
4007	Wearing Apparel	539	479	780	600		600		0	
4008	Reference Materials	417	222	116	1,000		1,000		0	
4009	Extra Curricular Supplies	65	0	0	0		0		0	
4010	Instructional Supplies	69,162	108,033	61,832	290,393		180,396		(109,997)	
4011	Textbooks	0	0	31,628	40,000		70,000		30,000	
4012	Emp. Training Supplies	1,386	0	0	0		0		0	
4013	Testing Materials	1,190	276	244	2,000		2,000		0	
4014	Food, Cafeteria	895	1,354	3,185	0		0		0	
4016	Library Books	8,208	8,615	6,437	5,000		5,000		0	
4017	Library Periodicals	436	3,117	2,665	2,000		2,000		0	
4018	Library Supplies	600	1,617	932	1,000		1,000		0	
4019	Food	5,786	2,054	4,384	2,000		2,000		0	
4020	Printing Supplies	12,036	10,196	10,598	10,000		10,000		0	
4310	Tech. Supp/Equip Add'l	102,015	93,455	50,121	30,000		110,000		80,000	
4350	Tech. Supp/Equip Repl	0	1,670	0	0		0		0	
4410	Software - Additional	38,057	24,065	0	30,000		30,000		0	
4450	Software - Replacement	1,168	749	30,327	0		0		0	
4510	General Equipment - Add'l.	10,310	16,120	29,909	21,000		21,000		0	
4550	General Equipment - Repl.	10,585	10,585	0	5,000		5,000		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		9,473,071	10,225,287	10,537,675	10,790,813	120.20	11,088,736	119.60	297,923	(0.60)
Student Enrollment Positions		1,385	1,436	1,422	1,446		1,443			
		109.10	117.20	119.30	120.20		119.60			

Financial Section

School: 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



Object		FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	Incr/(Decr)	Incr/(Decr)
Code	Object Code Name	Actual	Actual	Actual	Approved Budget	Approved Positions	Approved Budget	Approved Positions	Budget	Positions
1111	Principal	98,452	101,406	104,448	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	204,105	210,229	191,193	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	4,056,287	4,197,958	4,219,339	4,033,080	62.00	4,427,760	66.00	394,680	4.00
1121	Librarian	135,117	138,351	141,668	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	225,292	224,876	237,866	274,080	4.00	282,960	4.00	8,880	0.00
1140	Teacher Assistant	141,206	132,896	136,885	121,200	5.00	148,320	6.00	27,120	1.00
1142	Cafeteria Aide	0	0	7,142	9,193	0.47	9,419	0.47	226	0.00
1148	Specialist	59,251	60,552	62,719	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	260,692	272,158	270,501	257,880	6.00	258,960	6.00	1,080	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	200,683	206,081	205,744	175,920	5.00	182,160	5.00	6,240	0.00
1200	Overtime	778	972	1,658	1,500		0		(1,500)	
1201	Straight Time	657	2,848	10,171	0		3,000		3,000	
1300	Temporary Employee	9,218	5,082	4,240	3,500		2,000		(1,500)	
1500	Substitute Teacher	73,841	72,550	74,428	70,000		75,000		5,000	
1502	Substitute, Other	0	0	514	400		400		0	
1600	Instructional Supplement	9,139	17,978	17,579	3,000		3,000		0	
1601	Coaching Supplement	29,433	30,256	30,861	33,508		34,517		1,009	
1602	Extra-Curr. Supplement	25,891	25,256	25,761	24,559		24,559		0	
2100	Social Security - FICA	405,132	422,425	424,419	429,503		463,937		34,434	
2210	Retirement - VRS	745,368	847,206	813,258	903,916		1,033,184		129,268	
2211	Retiree Health Care Credit	56,534	64,757	63,438	0		0		0	
2220	Retirement - PWCS	45,863	46,493	42,316	44,953		48,602		3,649	
2221	Defined Contribution Plan	16,933	19,385	20,699	0		0		0	
2300	Health Insurance - HMP	520,536	535,691	587,906	665,001		718,977		53,977	
2310	Short/Long Term Disability Premium	3,164	3,496	4,223	0		0		0	
2400	Life Insurance - GLI	68,826	71,190	71,457	71,641		79,229		7,588	
2830	Admin. Assoc. Fees	385	310	816	1,000		1,000		0	
3106	Sports Officials	7,384	7,931	8,972	8,000		8,000		0	
3201	Telephone	2,165	2,374	3,531	2,800		2,800		0	
3401	Travel Reimbursement	69	354	1,119	500		500		0	
3402	Conference Expenses	1,499	2,904	1,930	1,600		1,600		0	
3450	Field Trips	23,978	18,715	19,979	16,000		15,000		(1,000)	
3501	Repair/Maint. - Building	656	21,930	520	1,500		1,500		0	
3502	Repair/Maint. - Equipment	781	0	1,341	1,000		1,000		0	
3902	Printing Services	863	1,973	695	1,200		1,200		0	
3903	Postage	3,913	2,913	2,579	2,800		2,800		0	
3911	Rental Equipment	20,829	21,184	20,328	30,000		30,000		0	
3999	Other Contract Services	1,800	298	107	0		0		0	
4001	Office Supplies	3,074	4,826	5,939	1,000		1,000		0	
4002	Medical Supplies	501	687	1,568	1,000		1,000		0	
4003	Custodial Supplies	14,884	12,841	13,932	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	339	0	0	0		0		0	
4007	Wearing Apparel	807	4,349	1,598	1,000		1,000		0	
4009	Extra Curricular Supplies	491	1,004	966	1,800		1,800		0	
4010	Instructional Supplies	84,243	78,566	67,755	143,373		89,068		(54,305)	
4011	Textbooks	0	0	17,642	53,500		52,098		(1,402)	
4013	Testing Materials	0	0	1,144	1,000		1,000		0	
4014	Food, Cafeteria	2,867	3,791	10,862	0		0		0	
4016	Library Books	6,081	6,734	4,797	3,500		3,500		0	
4018	Library Supplies	1,948	1,650	1,403	2,000		2,000		0	
4019	Food	6,411	5,772	5,484	5,600		5,600		0	
4310	Tech. Supp/Equip Add'l	510	3,238	6,593	0		0		0	
4350	Tech. Supp/Equip Repl	64,170	46,945	6,879	13,000		13,000		0	
4410	Software - Additional	7,525	0	0	0		0		0	
4450	Software - Replacement	19,256	27,857	30,207	38,700		38,700		0	
4510	General Equipment - Add'l.	12,658	510	137	0		0		0	
4550	General Equipment - Repl.	240	5,346	430	1,000		1,000		0	
	Totals	7,682,725	8,000,093	8,014,687	8,077,307	89.47	8,704,630	94.47	627,323	5.00
	Student Enrollment	1,042	1,034	1,019	1,006		1,030			
	Positions	90.00	90.00	89.47	89.47		94.47			

Financial Section

School: HAMPTON MIDDLE SCHOOL
School #: 464
Address: 14800 Darbydale Ave.
 Woodbridge, VA 22193
Principal: Jehovanni Mitchell
Main Office: 703.670.6166
Grades: 6-8
Specialty: International Baccalaureate Program
Programs:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	132,310	136,280	140,368	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	205,409	211,571	161,544	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	23,795	26,154	28,676	99,900	1.50	103,140	1.50	3,240	0.00
1120	Teacher, Classroom	4,202,742	4,206,311	4,246,991	4,327,740	66.50	4,798,740	71.50	471,000	5.00
1121	Librarian	127,361	134,425	138,527	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	199,062	204,218	209,507	274,080	4.00	282,960	4.00	8,880	0.00
1140	Teacher Assistant	96,411	41,508	42,712	24,240	1.00	24,720	1.00	480	0.00
1148	Specialist	45,807	47,138	48,504	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	287,727	270,388	286,599	258,240	6.00	217,800	5.00	(40,440)	(1.00)
1190	Custodian	170,637	155,607	168,470	175,920	5.00	182,160	5.00	6,240	0.00
1200	Overtime	13,412	4,989	4,187	0		9,000		9,000	
1201	Straight Time	6,633	4,693	5,269	0		3,000		3,000	
1300	Temporary Employee	5,922	14,446	6,440	8,000		35,000		27,000	
1500	Substitute Teacher	72,370	119,371	117,327	100,000		64,770		(35,230)	
1502	Substitute, Other	502	235	328	2,500		2,500		0	
1600	Instructional Supplement	191,567	136,015	176,034	0		4,200		4,200	
1601	Coaching Supplement	30,256	30,603	30,861	37,598		40,000		2,402	
1602	Extra-Curr. Supplement	25,759	21,238	21,106	25,264		50,000		24,736	
2100	Social Security - FICA	430,397	413,995	427,626	449,322		486,671		37,349	
2210	Retirement - VRS	773,674	832,170	788,495	942,970		1,076,083		133,113	
2211	Retiree Health Care Credit	59,320	63,845	61,910	0		0		0	
2220	Retirement - PWCS	44,197	45,978	44,942	46,855		50,580		3,725	
2221	Defined Contribution Plan	15,972	20,493	25,442	0		0		0	
2300	Health Insurance - HMP	619,857	635,132	669,255	693,135		748,234		55,100	
2310	Short/Long Term Disability Premium	3,267	4,558	5,398	0		0		0	
2400	Life Insurance - GLI	71,803	69,669	69,376	74,672		82,453		7,781	
2830	Admin. Assoc. Fees	0	0	149	828		1,000		172	
3100	Professional Services	0	0	2,713	0		0		0	
3106	Sports Officials	1,300	5,116	5,349	3,210		6,000		2,790	
3201	Telephone	1,775	2,140	1,516	1,500		3,000		1,500	
3401	Travel Reimbursement	982	2,549	1,314	2,000		7,000		5,000	
3402	Conference Expenses	3,658	11,015	8,485	7,000		12,000		5,000	
3450	Field Trips	27,447	26,631	24,165	3,125		16,000		12,875	
3501	Repair/Maint. - Building	105,079	0	252	500		500		0	
3502	Repair/Maint. - Equipment	388	0	0	250		250		0	
3504	Maint. Service Contract	1,085	0	0	500		500		0	
3902	Printing Services	117	1,302	391	1,500		7,000		5,500	
3903	Postage	3,009	3,327	0	2,000		2,000		0	
3911	Rental Equipment	27,391	28,659	23,897	1,000		20,000		19,000	
3921	Tuition - PW	0	0	0	0		4,000		4,000	
3999	Other Contract Services	1,466	9,072	3,702	1,000		5,000		4,000	
4001	Office Supplies	7,684	2,735	1,977	3,500		4,000		500	
4002	Medical Supplies	667	846	392	2,000		4,000		2,000	
4003	Custodial Supplies	17,728	24,910	12,459	30,000		30,000		0	
4004	Repair/Maint. Supplies	1,304	0	913	3,500		4,000		500	
4007	Wearing Apparel	68,895	135	0	300		300		0	
4009	Extra Curricular Supplies	258	403	0	0		0		0	
4010	Instructional Supplies	41,020	59,026	149,008	253,934		103,491		(150,443)	
4011	Textbooks	2,567	14,508	26,087	70,000		30,000		(40,000)	
4012	Emp. Training Supplies	0	152	0	0		5,000		5,000	
4013	Testing Materials	0	2,186	0	1,000		1,000		0	
4014	Food, Cafeteria	5,105	3,408	10,875	0		0		0	
4016	Library Books	3,624	7,264	2,548	0		5,000		5,000	
4017	Library Periodicals	0	474	0	800		1,000		200	
4018	Library Supplies	1,584	410	0	1,000		1,000		0	
4019	Food	4,884	4,515	2,421	5,000		14,000		9,000	
4020	Printing Supplies	12,567	6,524	1,387	5,000		5,000		0	
4310	Tech. Supp/Equip Add'l	26,897	17,917	7,975	20,000		27,741		7,741	
4350	Tech. Supp/Equip Repl	55,295	8,030	26,901	42,361		32,937		(9,424)	
4410	Software - Additional	19,295	19,659	0	20,000		10,000		(10,000)	
4450	Software - Replacement	1,018	749	1,038	12,952		22,000		9,048	
4510	General Equipment - Add'l	4,751	24,128	2,115	0		3,000		3,000	
4550	General Equipment - Repl	15,693	10,883	4,544	5,750		8,300		2,550	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,320,705	8,149,704	8,248,464	8,586,945	90.00	9,206,750	94.00	619,805	4.00
Student Enrollment		1,050	1,087	1,046	1,073		1,066			
Positions		91.50	88.50	85.50	90.00		94.00			

Financial Section

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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	148,918	153,385	157,987	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	170,933	176,062	194,378	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	0	0	0	0	0.00	68,760	1.00	68,760	1.00
1120	Teacher, Classroom	4,290,634	4,712,913	5,153,964	5,730,089	88.14	6,135,240	91.50	405,151	3.36
1121	Librarian	156,801	162,523	167,275	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	189,796	193,753	220,326	373,980	5.50	351,720	5.00	(22,260)	(0.50)
1140	Teacher Assistant	56,579	86,087	97,079	121,200	5.00	197,760	8.00	76,560	3.00
1148	Specialist	49,915	51,359	52,848	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	241,517	236,452	254,309	258,240	6.00	258,000	6.00	(240)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	0	0	0.00	0	0.00	0	0.00
1190	Custodian	171,596	192,158	180,891	175,920	5.00	261,000	7.00	85,080	2.00
1200	Overtime	855	639	537	200		0		(200)	
1201	Straight Time	218	1,766	1,390	1,000		0		(1,000)	
1300	Temporary Employee	1,934	3,016	985	2,000		0		(2,000)	
1500	Substitute Teacher	56,834	82,985	83,807	75,000		23,702		(51,298)	
1502	Substitute, Other	0	314	88	2,000		0		(2,000)	
1600	Instructional Supplement	8,947	12,021	14,582	0		0		0	
1601	Coaching Supplement	30,256	30,256	30,861	31,000		32,000		1,000	
1602	Extra-Curr. Supplement	24,503	24,263	26,024	30,000		28,000		(2,000)	
2100	Social Security - FICA	413,686	449,553	485,893	561,559		604,343		42,784	
2210	Retirement - VRS	768,524	909,975	938,468	1,196,053		1,363,483		167,430	
2211	Retiree Health Care Credit	59,040	70,483	74,861	0		0		0	
2220	Retirement - PWCS	51,225	45,540	49,743	59,179		64,249		5,070	
2221	Defined Contribution Plan	17,173	32,072	44,990	0		0		0	
2300	Health Insurance - HMP	521,392	509,079	671,568	875,450		950,450		75,000	
2310	Short/Long Term Disability Premium	3,310	6,330	8,415	0		0		0	
2400	Life Insurance - GLI	71,421	77,133	83,655	94,313		104,737		10,424	
2830	Admin. Assoc. Fees	689	0	0	0		0		0	
3100	Professional Services	29,089	6,655	4,476	0		0		0	
3106	Sports Officials	7,254	7,247	7,537	9,000		9,000		0	
3201	Telephone	3,054	2,995	1,114	3,300		3,300		0	
3401	Travel Reimbursement	164	12	63	0		0		0	
3402	Conference Expenses	7,934	14,804	14,431	25,000		15,000		(10,000)	
3450	Field Trips	10,818	12,335	12,231	17,500		19,500		2,000	
3501	Repair/Maint. - Building	0	817	0	0		0		0	
3902	Printing Services	2,459	1,015	930	2,200		2,200		0	
3903	Postage	658	39	1,436	500		0		(500)	
3918	Permits & Fees	0	387	0	0		0		0	
3999	Other Contract Services	0	410	0	0		0		0	
4001	Office Supplies	4,947	4,616	3,858	3,000		6,000		3,000	
4002	Medical Supplies	467	499	489	500		600		100	
4003	Custodial Supplies	18,736	12,203	15,981	16,000		18,000		2,000	
4004	Repair/Maint. Supplies	1,011	0	0	0		0		0	
4007	Wearing Apparel	356	262	372	500		500		0	
4008	Reference Materials	288	292	0	0		0		0	
4010	Instructional Supplies	145,220	72,292	71,252	104,194		181,622		77,428	
4011	Textbooks	23,856	149	46,452	70,000		0		(70,000)	
4014	Food, Cafeteria	1,434	2,113	3,863	0		0		0	
4016	Library Books	9,343	6,116	4,031	7,000		7,500		500	
4017	Library Periodicals	3,217	3,383	3,233	4,000		2,000		(2,000)	
4019	Food	3,214	3,807	3,970	5,000		5,000		0	
4310	Tech. Supp/Equip Add'l	162,476	50,827	122,110	100,000		90,639		(9,361)	
4350	Tech. Supp/Equip Repl	0	34,909	73,622	25,000		25,000		0	
4410	Software - Additional	24,375	16,200	48,289	50,787		46,129		(4,658)	
4450	Software - Replacement	1,018	5,749	1,212	550		0		(550)	
4510	General Equipment - Add'l	37,359	40,196	15,575	5,000		55,000		50,000	
5101	Equipment - Additional	14,021	0	0	0		0		0	
Totals		8,024,463	8,525,443	9,451,454	10,576,214	115.64	11,474,154	124.50	897,940	8.86
Student Enrollment		1,220	1,275	1,381	1,435		1,478			
Positions		89.00	100.60	109.14	115.64		124.50			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	238,052	322,080	117,555	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	173,580	178,976	184,347	303,120	3.00	307,080	3.00	3,960	0.00
1115	Teacher on Special Assignment	0	0	58,081	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	4,026,590	4,256,599	4,716,602	5,850,840	90.00	6,302,640	94.00	451,800	4.00
1121	Librarian	125,326	122,724	88,146	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	212,013	218,311	224,800	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	45,273	55,085	71,460	72,720	3.00	123,600	5.00	50,880	2.00
1148	Specialist	81,979	84,357	86,803	101,040	2.00	102,720	2.00	1,680	0.00
1150	Secretarial / Bookkeeper	233,606	218,441	225,557	258,240	6.00	263,160	6.00	4,920	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	189,784	196,333	212,929	204,600	6.00	247,320	7.00	42,720	1.00
1200	Overtime	3,791	11,807	5,818	8,750		12,000		3,250	
1201	Straight Time	3,429	8,927	11,822	9,300		10,000		700	
1300	Temporary Employee	16,581	22,725	17,930	0		0		0	
1500	Substitute Teacher	81,663	101,098	113,808	120,000		100,000		(20,000)	
1502	Substitute, Other	0	0	1,495	0		2,000		2,000	
1600	Instructional Supplement	154,539	162,713	233,325	15,000		10,000		(5,000)	
1601	Coaching Supplement	30,256	30,256	31,057	40,000		38,000		(2,000)	
1602	Extra-Curr. Supplement	30,451	27,180	23,692	22,000		24,000		2,000	
2100	Social Security - FICA	410,162	443,908	466,313	583,482		625,281		41,799	
2210	Retirement - VRS	723,591	862,900	843,829	1,228,831		1,393,841		165,010	
2211	Retiree Health Care Credit	55,651	66,426	66,951	0		0		0	
2220	Retirement - PWCS	25,800	28,057	31,615	60,928		65,576		4,648	
2221	Defined Contribution Plan	18,191	25,504	37,404	0		0		0	
2300	Health Insurance - HMP	566,603	649,263	731,552	901,319		970,077		68,758	
2310	Short/Long Term Disability Premium	3,455	4,623	6,496	0		0		0	
2400	Life Insurance - GLI	67,669	72,865	75,394	97,099		106,899		9,800	
2830	Admin. Assoc. Fees	10,178	10,587	10,089	1,000		0		(1,000)	
3100	Professional Services	3,215	23,654	5,125	0		0		0	
3105	Contractual Services	2,100	0	0	0		0		0	
3106	Sports Officials	3,330	4,174	5,530	5,000		5,000		0	
3201	Telephone	2,942	3,743	53	0		0		0	
3401	Travel Reimbursement	5	5,980	6,071	7,000		5,000		(2,000)	
3402	Conference Expenses	6,664	6,787	4,876	6,000		2,000		(4,000)	
3450	Field Trips	44,150	46,228	47,818	35,000		33,000		(2,000)	
3501	Repair/Maint. - Building	93	0	7,921	8,000		10,000		2,000	
3502	Repair/Maint. - Equipment	0	2,764	125	0		0		0	
3902	Printing Services	14,688	8,402	10,037	10,000		10,000		0	
3903	Postage	3,594	2,884	1,813	2,500		1,000		(1,500)	
3999	Other Contract Services	4,815	33	0	0		0		0	
4001	Office Supplies	8,772	3,300	990	4,000		1,000		(3,000)	
4002	Medical Supplies	638	329	0	0		0		0	
4003	Custodial Supplies	18,231	16,437	17,398	50,000		20,000		(30,000)	
4004	Repair/Maint. Supplies	2,254	10,551	209	500		0		(500)	
4007	Wearing Apparel	25,500	12,043	11,046	19,200		700		(18,500)	
4008	Reference Materials	1,380	2,111	0	0		0		0	
4009	Extra Curricular Supplies	5,031	10,507	149	0		0		0	
4010	Instructional Supplies	56,496	154,899	206,282	130,239		146,457		16,218	
4011	Textbooks	43,126	2,035	29,178	50,000		0		(50,000)	
4013	Testing Materials	182	16,690	1,209	1,500		0		(1,500)	
4014	Food, Cafeteria	13,894	8,451	8,402	0		0		0	
4016	Library Books	7,927	3,644	2,218	16,000		8,000		(8,000)	
4018	Library Supplies	398	319	835	2,000		1,000		(1,000)	
4019	Food	11,317	4,459	6,558	6,000		6,000		0	
4020	Printing Supplies	14,546	2,598	0	0		0		0	
4310	Tech. Supp/Equip Add'l	150,668	51,511	21,473	35,000		20,000		(15,000)	
4350	Tech. Supp/Equip Repl	5,289	13,443	(68)	0		0		0	
4410	Software - Additional	4,929	9,026	9,223	10,000		0		(10,000)	
4450	Software - Replacement	(67)	3,365	1,038	0		0		0	
4510	General Equipment - Add'l.	1,392	68,176	99,270	45,000		45,500		500	
4550	General Equipment - Repl.	20,403	5,372	0	0		0		0	
5101	Equipment - Additional	17,239	96,424	0	0		0		0	
5144	Building, Alteration	30,600	732	1,800	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
	Totals	8,053,953	8,785,312	9,203,948	10,947,807	118.00	11,654,930	125.00	707,123	7.00
	Student Enrollment	1,043	1,080	1,195	1,327		1,341			
	Positions	91.00	98.00	102.00	118.00		125.00			

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	132,310	136,280	114,711	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	210,782	217,103	223,617	202,080	2.00	204,720	2.00	2,640	0.00
1120	Teacher, Classroom	5,334,337	5,692,345	5,640,652	5,047,512	77.60	5,285,422	78.71	237,910	1.11
1121	Librarian	132,812	136,871	141,048	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	256,482	265,510	272,013	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	179,194	198,025	201,833	218,160	9.00	222,480	9.00	4,320	0.00
1148	Specialist	49,004	47,976	49,915	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	273,935	279,522	283,471	258,240	6.00	258,000	6.00	(240)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	7,500	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	229,749	236,407	243,267	216,360	6.00	225,000	6.00	8,640	0.00
1200	Overtime	762	4,062	5,112	5,500		3,000		(2,500)	
1201	Straight Time	1,212	2,841	5,175	4,800		500		(4,300)	
1300	Temporary Employee	35,035	27,381	6,797	21,700		18,700		(3,000)	
1500	Substitute Teacher	89,624	86,872	83,563	75,700		71,500		(4,200)	
1502	Substitute, Other	3,316	2,783	5,718	3,600		1,800		(1,800)	
1600	Instructional Supplement	6,315	15,109	16,537	7,000		0		(7,000)	
1601	Coaching Supplement	32,278	30,256	30,861	36,289		37,308		1,019	
1602	Extra-Curr. Supplement	21,893	20,301	22,325	4,869		22,762		17,893	
2100	Social Security - FICA	515,486	544,907	539,974	518,701		538,707		20,006	
2210	Retirement - VRS	929,141	1,098,164	1,026,429	1,093,991		1,201,847		107,857	
2211	Retiree Health Care Credit	71,057	83,947	79,695	0		0		0	
2220	Retirement - PWCS	63,943	68,955	74,599	54,424		56,606		2,182	
2221	Defined Contribution Plan	17,563	24,117	22,233	0		0		0	
2300	Health Insurance - HMP	595,933	692,552	745,731	805,108		837,380		32,272	
2310	Short/Long Term Disability Premium	3,010	3,763	3,500	0		0		0	
2400	Life Insurance - GLI	86,273	91,950	89,629	86,734		92,277		5,542	
2830	Admin. Assoc. Fees	536	736	536	550		1,000		450	
3100	Professional Services	3,405	456	391	200		10,000		9,800	
3106	Sports Officials	288	2,006	5,115	6,000		9,000		3,000	
3201	Telephone	737	582	480	600		600		0	
3401	Travel Reimbursement	2,657	1,175	4,643	1,175		1,150		(25)	
3402	Conference Expenses	549	1,602	2,220	2,000		5,000		3,000	
3450	Field Trips	26,707	22,824	22,658	15,300		22,000		6,700	
3902	Printing Services	444	364	471	525		475		(50)	
3903	Postage	2,729	265	32	2,000		3,000		1,000	
3905	Extra Curricular Expenses	0	86	0	0		0		0	
3911	Rental Equipment	17,749	17,659	20,819	19,000		19,000		0	
3921	Tuition - PW	0	0	525	0		0		0	
4001	Office Supplies	5,968	6,741	5,235	5,000		7,000		2,000	
4002	Medical Supplies	776	263	713	500		700		200	
4003	Custodial Supplies	20,724	22,520	23,747	20,000		20,000		0	
4004	Repair/Maint. Supplies	383	527	9,937	1,500		0		(1,500)	
4007	Wearing Apparel	460	472	204	200		600		400	
4008	Reference Materials	0	0	539	0		0		0	
4010	Instructional Supplies	130,749	124,086	110,150	139,542		158,959		19,417	
4011	Textbooks	31,555	3,972	27,466	59,255		0		(59,255)	
4012	Emp. Training Supplies	264	107	0	0		0		0	
4014	Food, Cafeteria	985	2,541	2,650	0		0		0	
4016	Library Books	11,924	18,716	12,145	8,000		15,500		7,500	
4017	Library Periodicals	199	65	40	400		400		0	
4018	Library Supplies	1,084	1,172	258	500		3,000		2,500	
4019	Food	589	1,615	821	1,700		8,000		6,300	
4310	Tech. Supp/Equip Add'l	2,621	151,567	7,992	30,000		20,000		(10,000)	
4350	Tech. Supp/Equip Repl	28,440	0	0	0		30,000		30,000	
4450	Software - Replacement	1,018	275	1,038	500		500		0	
4510	General Equipment - Add'l.	8,805	17,894	4,828	23,000		70,335		47,335	
5101	Equipment - Additional	0	0	5,222	0		0		0	
Totals		9,581,287	10,415,784	10,206,780	9,676,815	109.60	10,174,947	110.71	498,132	1.11
Student Enrollment		1,334	1,344	1,303	1,268		1,266			
Positions		109.90	113.30	109.50	109.60		110.71			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	110,809	114,133	121,355	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	201,088	207,122	213,336	202,080	2.00	307,080	3.00	105,000	1.00
1115	Teacher on Special Assignment	0	62,061	63,865	66,600	1.00	0	0.00	(66,600)	(1.00)
1120	Teacher, Classroom	4,817,432	4,856,547	5,298,623	6,154,398	94.65	6,505,320	97.00	350,922	2.35
1121	Librarian	138,153	142,702	160,608	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	264,020	269,566	262,880	373,980	5.50	379,224	5.40	5,244	(0.10)
1140	Teacher Assistant	148,384	170,306	239,944	242,400	10.00	222,480	9.00	(19,920)	(1.00)
1142	Cafeteria Aide	0	8,423	0	0	0.00	0	0.00	0	0.00
1148	Specialist	84,971	83,665	77,916	133,800	3.00	102,720	2.00	(31,080)	(1.00)
1150	Secretarial / Bookkeeper	253,829	238,109	245,817	248,016	6.00	253,800	6.00	5,784	0.00
1190	Custodian	238,214	245,194	235,225	204,600	6.00	211,320	6.00	6,720	0.00
1200	Overtime	4,932	5,911	6,596	6,100		5,000		(1,100)	
1201	Straight Time	12,787	14,131	23,983	14,400		8,000		(6,400)	
1300	Temporary Employee	51,975	58,433	20,701	18,000		30,000		12,000	
1500	Substitute Teacher	83,322	106,608	102,066	100,000		100,000		0	
1502	Substitute, Other	705	1,168	2,896	2,000		5,000		3,000	
1600	Instructional Supplement	40,461	76,581	31,862	16,000		10,000		(6,000)	
1601	Coaching Supplement	30,256	30,256	30,433	38,366		60,000		21,634	
1602	Extra-Curr. Supplement	24,834	25,574	25,569	24,163		40,000		15,837	
2100	Social Security - FICA	471,891	496,293	522,752	621,626		651,726		30,100	
2210	Retirement - VRS	848,724	966,001	966,378	1,312,325		1,448,583		136,258	
2211	Retiree Health Care Credit	65,085	74,436	76,467	0		0		0	
2220	Retirement - PWCS	52,146	49,473	42,952	64,994		67,908		2,915	
2221	Defined Contribution Plan	19,302	30,378	38,276	0		0		0	
2300	Health Insurance - HMP	671,888	676,352	769,619	961,466		1,004,575		43,109	
2310	Short/Long Term Disability Premium	3,884	5,218	7,405	0		0		0	
2400	Life Insurance - GLI	79,284	81,947	86,000	103,579		110,701		7,122	
2830	Admin. Assoc. Fees	4,811	3,626	4,750	5,000		5,000		0	
3100	Professional Services	2,595	0	0	0		0		0	
3106	Sports Officials	3,160	3,235	3,027	3,339		0		(3,339)	
3201	Telephone	4,896	4,891	5,531	3,000		6,000		3,000	
3401	Travel Reimbursement	0	0	3	0		0		0	
3402	Conference Expenses	35,781	32,801	18,966	10,000		20,000		10,000	
3450	Field Trips	34,614	35,047	33,464	21,500		15,000		(6,500)	
3501	Repair/Maint. - Building	8,555	8,172	5,079	7,000		5,000		(2,000)	
3700	In-Service Expenses	36,098	15,051	18,161	6,000		10,000		4,000	
3902	Printing Services	1,643	3,274	2,382	3,000		8,000		5,000	
3903	Postage	1,768	1,164	1,641	2,000		2,000		0	
3911	Rental Equipment	12,071	17,188	20,452	20,000		20,000		0	
3921	Tuition - PW	450	0	0	5,000		0		(5,000)	
3999	Other Contract Services	7,046	7,352	7,939	500		0		(500)	
4001	Office Supplies	8,737	7,968	9,083	5,500		20,500		15,000	
4002	Medical Supplies	365	1,079	675	2,000		1,500		(500)	
4003	Custodial Supplies	21,063	12,521	21,028	20,000		30,000		10,000	
4007	Wearing Apparel	243	451	747	600		1,000		400	
4008	Reference Materials	1,411	4,197	2,041	3,000		5,000		2,000	
4009	Extra Curricular Supplies	5,614	6,139	8,067	500		10,000		9,500	
4010	Instructional Supplies	70,427	94,452	93,722	338,009		322,082		(15,927)	
4011	Textbooks	6,808	4,176	41,663	70,000		100,000		30,000	
4012	Emp. Training Supplies	0	2,922	25,065	10,000		20,000		10,000	
4013	Testing Materials	9,476	11,877	3,649	10,000		0		(10,000)	
4014	Food, Cafeteria	1,505	978	4,644	0		0		0	
4016	Library Books	9,964	14,375	7,008	7,500		10,000		2,500	
4017	Library Periodicals	96	527	644	1,000		1,000		0	
4018	Library Supplies	1,080	1,659	2,656	1,000		1,000		0	
4019	Food	4,698	6,165	8,789	10,000		5,500		(4,500)	
4020	Printing Supplies	13,607	17,197	15,948	15,000		0		(15,000)	
4150	Lease Agreement	2,414	0	0	0		0		0	
4310	Tech. Supp/Equip Add'l	70,004	150,209	205,552	35,000		111,167		76,167	
4350	Tech. Supp/Equip Repl	2,252	0	18,646	50,000		100,000		50,000	
4410	Software - Additional	10,526	31,930	20,670	16,500		34,059		17,559	
4450	Software - Replacement	1,198	2,994	19,837	21,000		0		(21,000)	
4510	General Equipment - Add'l.	20,156	99,730	53,805	92,000		60,000		(32,000)	
5101	Equipment - Additional	18,400	5,222	37,315	0		5,000		5,000	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		9,151,910	9,705,157	10,396,175	11,989,760	131.15	12,736,605	131.40	746,845	0.25
Student Enrollment Positions		1,212	1,313	1,411	1,519		1,528			
		104.00	108.47	118.40	131.15		131.40			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	121,082	124,716	128,456	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	178,664	184,024	189,546	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	4,621,026	4,825,813	5,134,054	5,393,400	83.00	5,496,120	82.00	102,720	(1.00)
1121	Librarian	153,182	165,157	159,596	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	238,895	245,210	252,503	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	123,890	144,315	148,194	169,680	7.00	148,320	6.00	(21,360)	(1.00)
1148	Specialist	58,985	60,967	62,719	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	283,579	261,723	265,970	248,376	6.00	282,360	7.00	33,984	1.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	237,412	244,392	251,477	210,480	6.00	218,160	6.00	7,680	0.00
1200	Overtime	380	2,157	1,263	4,000		4,000		0	
1201	Straight Time	5,210	5,720	6,876	6,500		6,500		0	
1300	Temporary Employee	8,404	12,203	19,094	14,500		14,500		0	
1500	Substitute Teacher	74,337	100,087	87,396	100,000		100,000		0	
1502	Substitute, Other	0	0	702	0		0		0	
1600	Instructional Supplement	39,057	16,658	16,837	0		0		0	
1601	Coaching Supplement	28,699	30,256	30,841	0		0		0	
1602	Extra-Curr. Supplement	17,214	20,434	24,610	62,909		64,799		1,890	
2100	Social Security - FICA	453,074	470,456	495,037	547,520		558,372		10,852	
2210	Retirement - VRS	824,041	949,286	931,651	1,153,420		1,242,366		88,946	
2211	Retiree Health Care Credit	63,105	72,832	73,434	0		0		0	
2220	Retirement - PWCS	35,564	38,122	41,591	57,287		58,437		1,151	
2221	Defined Contribution Plan	17,905	25,810	34,215	0		0		0	
2300	Health Insurance - HMP	677,464	681,676	674,061	847,457		864,474		17,017	
2310	Short/Long Term Disability Premium	4,113	5,113	6,643	0		0		0	
2400	Life Insurance - GLI	76,968	80,199	82,785	91,297		95,262		3,966	
3106	Sports Officials	0	0	0	3,339		3,405		66	
3201	Telephone	4,817	5,158	4,698	5,000		5,000		0	
3401	Travel Reimbursement	4,700	2,624	4,009	3,500		11,689		8,189	
3402	Conference Expenses	130	455	5,319	5,000		5,000		0	
3450	Field Trips	22,623	25,867	31,176	9,500		9,500		0	
3501	Repair/Maint. - Building	0	235	0	0		0		0	
3504	Maint. Service Contract	0	7,372	0	0		0		0	
3700	In-Service Expenses	450	0	0	0		0		0	
3902	Printing Services	23,046	27,918	28,578	30,000		30,000		0	
3903	Postage	3,065	3,118	2,028	6,000		6,000		0	
4001	Office Supplies	2,784	6,318	7,750	11,000		11,000		0	
4002	Medical Supplies	612	1,533	1,436	5,000		5,000		0	
4003	Custodial Supplies	19,154	57,244	44,222	30,000		80,000		50,000	
4004	Repair/Maint. Supplies	0	7,578	18,945	0		0		0	
4007	Wearing Apparel	1,356	1,696	1,902	0		0		0	
4010	Instructional Supplies	74,068	123,497	96,830	110,097		250,022		139,925	
4011	Textbooks	9,361	0	62,761	44,216		80,000		35,784	
4013	Testing Materials	23,562	18,608	26,159	25,000		25,000		0	
4014	Food, Cafeteria	0	5,097	18,224	0		0		0	
4016	Library Books	2,716	2,746	4,137	3,000		3,000		0	
4017	Library Periodicals	0	65	0	3,000		3,000		0	
4018	Library Supplies	2,599	348	277	3,000		3,000		0	
4019	Food	1,100	3,569	5,897	5,000		30,000		25,000	
4310	Tech. Supp/Equip - Add'l	914	0	6,599	25,000		40,000		15,000	
4350	Tech. Supp/Equip - Repl	1,370	0	0	0		25,000		25,000	
4450	Software - Replacement	1,018	749	1,038	0		0		0	
4510	General Equipment - Add'l.	0	0	35,265	35,000		35,000		0	
	Totals	8,544,198	9,069,120	9,526,804	10,215,757	114.00	10,778,487	113.00	562,730	(1.00)
	Student Enrollment	1,185	1,253	1,249	1,283		1,303			
	Positions	102.10	103.60	103.00	114.00		113.00			

Financial Section

School: "POTOMAC SHORES" MIDDLE SCHOOL
 School #: 414
 Address:



Principal:
 Main Office:
 Grades: 6-8
 Specialty:
 Programs:

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	0	0	0	0	0.00	141,840	1.00	141,840	1.00
1150	Secretarial / Bookkeeper	0	0	0	0	0.00	26,880	0.50	26,880	0.50
2100	Social Security - FICA	0	0	0	0		12,907		12,907	
2210	Retirement - VRS	0	0	0	0		30,083		30,083	
2220	Retirement - PWCS	0	0	0	0		1,387		1,387	
2300	Health Insurance - HMP	0	0	0	0		20,516		20,516	
2400	Life Insurance - GLI	0	0	0	0		2,261		2,261	
4010	Instructional Supplies	0	0	0	0		540,126		540,126	
	Totals	0	0	0	0	0.00	776,000	1.50	776,000	1.50
	Student Enrollment Positions						0	1.50		

Financial Section

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	121,082	104,268	104,448	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	190,871	210,412	207,122	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	0	63,652	65,503	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	4,564,109	4,844,281	4,971,818	5,337,840	82.00	5,639,640	84.00	301,800	2.00
1121	Librarian	155,875	160,488	165,239	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	266,463	274,898	268,053	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	134,972	117,537	181,316	145,440	6.00	148,320	6.00	2,880	0.00
1142	Cafeteria Aide	0	9,360	6,052	0	0.00	0	0.00	0	0.00
1148	Specialist	54,381	55,959	57,580	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	246,039	264,068	215,744	254,640	6.00	252,840	6.00	(1,800)	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	153,293	158,431	180,558	192,840	6.00	197,640	6.00	4,800	0.00
1200	Overtime	4,379	7,217	3,200	3,750		4,750		1,000	
1201	Straight Time	6,020	10,470	8,354	6,650		7,400		750	
1300	Temporary Employee	96,724	110,017	30,315	31,000		4,000		(27,000)	
1500	Substitute Teacher	101,794	112,507	93,006	97,815		87,500		(10,315)	
1502	Substitute, Other	1,411	1,825	4,551	7,610		2,600		(5,010)	
1600	Instructional Supplement	7,172	9,565	13,321	5,000		5,000		0	
1601	Coaching Supplement	28,309	30,256	30,861	0		34,488		34,488	
1602	Extra-Curr. Supplement	25,027	28,614	26,536	0		22,146		(22,146)	
2100	Social Security - FICA	447,454	476,300	482,207	537,784		563,845		26,061	
2210	Retirement - VRS	811,215	952,082	933,293	1,139,955		1,261,403		121,448	
2211	Retiree Health Care Credit	61,804	72,705	73,337	0		0		0	
2220	Retirement - PWCS	38,230	40,236	38,007	56,537		59,206		2,668	
2221	Defined Contribution Plan	10,402	18,011	30,361	0		0		0	
2300	Health Insurance - HMP	721,301	818,406	853,159	836,370		875,841		39,472	
2310	Short/Long Term Disability Premium	2,476	3,268	6,266	0		0		0	
2400	Life Insurance - GLI	74,510	79,065	81,992	90,102		96,515		6,413	
2830	Admin. Assoc. Fees	1,175	700	854	1,000		1,200		200	
2850	Employee Recognition	2,837	4,132	135	3,000		3,000		0	
3100	Professional Services	35,013	33,461	19,500	24,460		0		(24,460)	
3106	Sports Officials	3,325	3,366	7,667	0		5,000		5,000	
3201	Telephone	1,378	2,448	2,577	2,500		2,500		0	
3401	Travel Reimbursement	3,627	5,976	7,789	5,000		2,000		(3,000)	
3402	Conference Expenses	4,025	1,991	8,100	5,500		7,500		2,000	
3450	Field Trips	18,929	18,417	14,309	11,000		7,500		(3,500)	
3501	Repair/Maint. - Building	3,013	30,203	1,558	3,000		0		(3,000)	
3502	Repair/Maint. - Equipment	5,976	2,204	105	3,000		200		(2,800)	
3504	Maint. Service Contract	150	150	3,003	2,250		5,250		3,000	
3700	In-Service Expenses	900	46	0	1,500		0		(1,500)	
3902	Printing Services	41,433	49,586	15,941	13,000		11,100		(1,900)	
3903	Postage	7,529	8,145	1,870	5,000		2,500		(2,500)	
3911	Rental Equipment	26,311	25,082	18,792	19,500		19,471		(29)	
3921	Tuition - PW	0	0	0	3,000		0		(3,000)	
3999	Other Contract Services	0	5,137	617	250		1,300		1,050	
4001	Office Supplies	8,568	13,739	3,520	7,000		2,200		(4,800)	
4002	Medical Supplies	1,289	1,764	1,596	3,000		1,500		(1,500)	
4003	Custodial Supplies	25,214	22,258	18,679	10,000		20,000		10,000	
4004	Repair/Maint. Supplies	1,291	0	0	1,500		0		(1,500)	
4007	Wearing Apparel	12,183	4,486	5,525	7,000		4,050		(2,950)	
4008	Reference Materials	3,668	0	2,410	1,000		0		(1,000)	
4009	Extra Curricular Supplies	1,843	0	475	0		0		0	
4010	Instructional Supplies	84,280	97,041	85,070	115,369		86,303		(29,066)	
4011	Textbooks	8,750	7,100	24,607	30,250		45,250		15,000	
4013	Testing Materials	4,163	583	0	0		0		0	
4014	Food, Cafeteria	2,425	2,594	2,344	1,500		1,500		0	
4016	Library Books	3,121	2,035	351	3,000		3,000		0	
4017	Library Periodicals	750	700	150	750		750		0	
4018	Library Supplies	1,228	900	1,349	1,000		1,000		0	
4019	Food	10,388	4,392	5,845	5,250		5,250		0	
4020	Printing Supplies	0	0	15,738	20,000		10,000		(10,000)	
4310	Tech. Supp/Equip Add'l	105,904	111,221	168,915	152,500		80,000		(72,500)	
4450	Software - Replacement	1,018	275	16,113	16,550		28,600		12,050	
4510	General Equipment - Add'l	16,413	27,630	23,163	31,500		7,300		(24,200)	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		8,778,427	9,524,164	9,610,866	10,205,743	112.00	10,592,559	114.00	386,816	2.00
Student Enrollment		1,256	1,383	1,389	1,429		1,421			
Positions		97.00	105.00	109.90	112.00		114.00			

Financial Section

School: 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:



Object		FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	Incr/(Decr)	Incr/(Decr)
Code	Object Code Name	Actual	Actual	Actual	Approved Budget	Approved Positions	Approved Budget	Approved Positions	Budget	Positions
1111	Principal	157,185	136,280	140,368	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	192,390	198,161	204,105	303,120	3.00	307,080	3.00	3,960	0.00
1115	Teacher on Special Assignment	67,407	69,367	66,895	66,600	1.00	0	0.00	(66,600)	(1.00)
1120	Teacher, Classroom	4,956,617	4,971,523	5,091,343	5,461,320	84.00	5,704,800	85.00	243,480	1.00
1121	Librarian	120,618	129,190	133,005	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	237,193	272,422	280,523	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	85,455	93,925	123,730	121,200	5.00	123,600	5.00	2,400	0.00
1148	Specialist	57,580	59,251	60,958	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	227,026	219,252	230,427	261,840	6.00	263,160	6.00	1,320	0.00
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	191,065	201,161	208,242	210,120	6.50	212,220	6.50	2,100	0.00
1200	Overtime	467	1,872	3,390	4,650		6,450		1,800	
1201	Straight Time	596	2,176	2,947	4,800		7,500		2,700	
1300	Temporary Employee	24,388	9,309	15,432	0		200		200	
1500	Substitute Teacher	85,016	79,053	88,375	80,000		61,000		(19,000)	
1502	Substitute, Other	157	2,252	1,468	3,000		1,000		(2,000)	
1600	Instructional Supplement	23,529	22,213	34,196	10,000		21,160		11,160	
1601	Coaching Supplement	30,256	30,256	30,861	36,000		33,319		(2,681)	
1602	Extra-Curr. Supplement	21,452	24,960	26,445	25,000		26,979		1,979	
2100	Social Security - FICA	475,217	478,294	494,717	555,869		570,628		14,760	
2210	Retirement - VRS	876,362	958,007	943,845	1,176,008		1,277,360		101,352	
2211	Retiree Health Care Credit	67,755	74,341	74,848	0		0		0	
2220	Retirement - PWCS	45,521	43,650	47,245	58,385		60,019		1,635	
2221	Defined Contribution Plan	24,947	35,510	39,711	0		0		0	
2300	Health Insurance - HMP	694,532	672,092	703,566	863,700		887,873		24,172	
2310	Short/Long Term Disability Premium	5,129	7,119	8,023	0		0		0	
2400	Life Insurance - GLI	81,917	81,356	83,990	93,046		97,841		4,795	
2830	Admin. Assoc. Fees	437	521	0	1,000		900		(100)	
3106	Sports Officials	355	4,959	4,632	10,000		5,000		(5,000)	
3201	Telephone	2,362	2,065	1,730	3,500		600		(2,900)	
3401	Travel Reimbursement	224	211	381	500		250		(250)	
3402	Conference Expenses	7,436	5,914	2,622	5,000		1,000		(4,000)	
3450	Field Trips	25,271	34,595	34,265	11,000		11,000		0	
3502	Repair/Maint. - Equipment	1,518	0	454	0		0		0	
3902	Printing Services	2,169	7,500	1,178	2,000		2,000		0	
3903	Postage	310	1,394	987	1,500		2,000		500	
3999	Other Contract Services	3,196	4,716	0	0		100		100	
4001	Office Supplies	2,231	2,606	1,141	3,000		3,000		0	
4002	Medical Supplies	188	250	627	3,000		3,000		0	
4003	Custodial Supplies	31,280	4,583	23,671	20,000		20,000		0	
4004	Repair/Maint. Supplies	0	2,684	1,423	1,000		0		(1,000)	
4007	Wearing Apparel	0	1,710	473	9,600		9,600		0	
4009	Extra Curricular Supplies	0	670	6,274	1,000		400		(600)	
4010	Instructional Supplies	48,206	91,813	116,868	136,269		121,577		(14,692)	
4011	Textbooks	5,020	1,818	13,800	30,000		30,000		0	
4013	Testing Materials	102	10,428	519	1,000		500		(500)	
4014	Food, Cafeteria	4,370	6,211	10,556	0		15,000		15,000	
4016	Library Books	0	1,542	4,750	5,000		5,000		0	
4019	Food	938	4,659	4,970	6,000		5,000		(1,000)	
4020	Printing Supplies	0	0	0	0		15,000		15,000	
4310	Tech. Supp/Equip Add'l	2,811	5,685	12,625	15,000		0		(15,000)	
4350	Tech. Supp/Equip Repl	222,098	94	0	15,000		100,000		85,000	
4450	Software - Replacement	12,013	6,322	34,623	36,500		31,100		(5,400)	
4510	General Equipment - Add'l.	607	44,041	10,300	25,000		5,000		(20,000)	
4550	General Equipment - Repl.	0	3,600	1,630	23,000		20,000		(3,000)	
5150	Lease/Purchase Agree.	30,930	29,357	29,941	35,000		34,000		(1,000)	
	Totals	9,161,345	9,157,938	9,461,596	10,413,127	114.50	10,793,936	114.50	380,809	0.00
	Student Enrollment	1,246	1,289	1,303	1,372		1,342			
	Positions	106.00	106.50	108.50	114.50		114.50			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	128,456	132,310	143,172	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	168,481	200,762	197,115	202,080	2.00	204,720	2.00	2,640	0.00
1120	Teacher, Classroom	4,643,396	4,780,273	4,819,686	4,688,640	72.00	5,237,880	78.00	549,240	6.00
1121	Librarian	157,091	161,226	166,504	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	229,979	236,595	240,130	307,380	4.50	324,216	4.60	16,836	0.10
1140	Teacher Assistant	157,078	176,569	168,930	169,680	7.00	173,040	7.00	3,360	0.00
1148	Specialist	55,951	57,580	59,322	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	214,169	215,002	222,824	254,640	6.00	252,840	6.00	(1,800)	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	173,953	186,305	182,926	175,920	5.00	175,320	5.00	(600)	0.00
1200	Overtime	1,954	2,790	3,946	3,000		3,000		0	
1201	Straight Time	794	1,257	3,865	2,000		2,000		0	
1300	Temporary Employee	27,454	25,155	39,323	15,000		2,000		(13,000)	
1500	Substitute Teacher	82,387	77,934	75,940	70,000		70,000		0	
1502	Substitute, Other	1,500	1,411	790	1,000		1,000		0	
1600	Instructional Supplement	13,283	18,698	18,602	0		110,000		110,000	
1601	Coaching Supplement	30,256	30,256	29,273	36,289		37,308		1,019	
1602	Extra-Curr. Supplement	23,759	21,195	21,893	22,146		22,762		616	
1603	Homebound Tutoring	205	0	0	0		0		0	
2100	Social Security - FICA	450,307	466,589	472,381	480,856		532,066		51,211	
2210	Retirement - VRS	834,340	950,399	916,190	1,016,591		1,175,612		159,021	
2211	Retiree Health Care Credit	63,486	72,428	71,213	0		0		0	
2220	Retirement - PWCS	61,740	63,298	64,892	50,440		55,132		4,692	
2221	Defined Contribution Plan	10,360	17,257	19,734	0		0		0	
2300	Health Insurance - HMP	606,166	619,770	662,606	746,169		815,573		69,404	
2310	Short/Long Term Disability Premium	2,224	3,174	3,740	0		0		0	
2400	Life Insurance - GLI	76,750	79,143	79,755	80,385		89,874		9,489	
2830	Admin. Assoc. Fees	200	936	625	1,000		1,014		14	
2850	Employee Recognition	4,786	4,644	3,524	3,000		3,000		0	
3100	Professional Services	1,190	7,539	11,854	0		0		0	
3106	Sports Officials	3,243	5,261	7,451	3,339		3,339		0	
3201	Telephone	3,289	3,072	3,435	3,500		3,500		0	
3401	Travel Reimbursement	25,183	16,660	7,225	12,000		7,119		(4,881)	
3402	Conference Expenses	12,152	8,398	5,716	10,000		5,000		(5,000)	
3450	Field Trips	18,389	10,008	17,740	10,500		6,500		(4,000)	
3501	Repair/Maint. - Building	1,600	1,433	5,678	3,000		2,000		(1,000)	
3502	Repair/Maint. - Equipment	291	1,151	611	3,000		2,000		(1,000)	
3504	Maint. Service Contract	407	0	0	500		500		0	
3700	In-Service Expenses	450	0	0	0		0		0	
3902	Printing Services	2,398	1,648	2,654	2,000		1,000		(1,000)	
3903	Postage	1,697	1,086	1,230	2,000		2,000		0	
3911	Rental Equipment	12,476	12,851	16,586	17,000		17,000		0	
3921	Tuition - PW	0	24,436	0	26,000		0		(26,000)	
3999	Other Contract Services	0	0	0	1,000		1,000		0	
4001	Office Supplies	30,362	6,722	8,909	15,024		14,731		(293)	
4002	Medical Supplies	1,063	961	989	1,000		1,000		0	
4003	Custodial Supplies	21,478	22,014	21,315	20,000		20,000		0	
4007	Wearing Apparel	448	442	360	500		500		0	
4010	Instructional Supplies	72,220	98,667	80,005	91,005		39,134		(51,871)	
4011	Textbooks	5,444	0	33,023	30,000		0		(30,000)	
4014	Food, Cafeteria	0	3,032	5,153	1,000		1,000		0	
4016	Library Books	5,967	7,625	2,029	5,000		3,000		(2,000)	
4017	Library Periodicals	264	1,014	1,287	1,200		1,200		0	
4018	Library Supplies	900	893	1,460	1,500		1,500		0	
4019	Food	10,570	9,728	8,388	10,500		8,000		(2,500)	
4310	Tech. Supp/Equip Add'l	205,951	19,630	60,118	42,500		1,000		(41,500)	
4350	Tech. Supp/Equip Repl	14,961	34,827	2,718	40,000		55,000		15,000	
4450	Software - Replacement	40,522	38,981	37,551	35,500		35,500		0	
4510	General Equipment - Add'l.	48,216	33,666	24,146	20,000		0		(20,000)	
4550	General Equipment - Repl.	6,164	920	2,308	0		0		0	
5101	Equipment - Additional	0	0	7,180	0		0		0	
Totals		8,770,298	8,978,119	9,068,519	9,072,703	100.50	9,859,880	106.60	787,177	6.10
Student Enrollment		1,159	1,168	1,201	1,205		1,250			
Positions		96.50	98.00	99.10	100.50		106.60			

Financial Section

School: UNITY BRAXTON MIDDLE SCHOOL
School #: 448
Address: 10100 Lomond Dr.
 Manassas, VA 20109
Principal: Mike Nicely
Main Office: 703.361.3185
Grades: 6-8
Specialty: International Baccalaureate Program
Programs:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Incr/(Decr) Budget	Incr/(Decr) Positions
1111	Principal	157,185	161,787	162,727	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	204,285	196,598	202,497	303,120	3.00	307,080	3.00	3,960	0.00
1115	Teacher on Special Assignment	63,468	65,373	67,332	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	4,647,500	4,555,961	5,050,072	4,874,335	75.00	5,097,360	76.00	223,025	1.00
1121	Librarian	144,943	149,425	154,037	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	268,318	225,494	226,540	307,380	4.50	317,340	4.50	9,960	0.00
1140	Teacher Assistant	109,447	128,207	174,395	193,920	8.00	210,120	8.50	16,200	0.50
1148	Specialist	91,984	95,297	98,064	101,040	2.00	102,720	2.00	1,680	0.00
1150	Secretarial / Bookkeeper	261,108	289,069	296,600	289,200	7.00	289,800	7.00	600	0.00
1180	Natl Board Certified Teacher Incentive Bonus	5,000	5,000	10,000	0	0.00	0	0.00	0	0.00
1190	Custodian	213,593	220,204	200,980	198,720	6.00	240,480	7.00	41,760	1.00
1200	Overtime	2,788	6,987	12,782	9,100		6,200		(2,900)	
1201	Straight Time	3,466	6,043	12,083	6,200		5,900		(300)	
1300	Temporary Employee	4,184	1,369	1,230	1,700		600		(1,100)	
1500	Substitute Teacher	65,861	64,325	57,866	58,000		57,250		(750)	
1502	Substitute, Other	1,283	2,117	1,492	0		2,000		2,000	
1600	Instructional Supplement	17,323	13,613	11,354	10,000		5,000		(5,000)	
1601	Coaching Supplement	29,866	30,256	32,847	30,000		25,000		(5,000)	
1602	Extra-Curr. Supplement	28,568	27,145	28,548	30,000		15,000		(15,000)	
2100	Social Security - FICA	448,573	450,844	494,676	517,159		537,793		20,634	
2210	Retirement - VRS	822,076	883,388	920,530	1,094,952		1,204,816		109,864	
2211	Retiree Health Care Credit	62,902	67,599	71,850	0		0		0	
2220	Retirement - PWCS	46,390	49,787	52,912	54,377		56,825		2,448	
2221	Defined Contribution Plan	16,337	21,339	24,298	0		0		0	
2300	Health Insurance - HMP	704,980	673,355	784,171	804,412		840,624		36,211	
2310	Short/Long Term Disability Premium	3,178	3,721	4,849	0		0		0	
2400	Life Insurance - GLI	76,475	74,347	80,591	86,659		92,634		5,975	
2830	Admin. Assoc. Fees	1,711	200	2,040	1,500		500		(1,000)	
2850	Employee Recognition	57	0	0	0		0		0	
3106	Sports Officials	0	812	1,909	2,000		3,405		1,405	
3201	Telephone	2,061	1,855	2,218	2,500		1,950		(550)	
3401	Travel Reimbursement	0	1,653	644	0		300		300	
3402	Conference Expenses	9,903	14,808	16,545	13,000		2,000		(11,000)	
3450	Field Trips	19,289	18,970	26,996	18,000		8,000		(10,000)	
3501	Repair/Maint. - Building	2,990	16,765	3,265	0		0		0	
3502	Repair/Maint. - Equipment	1,618	1,881	3,554	33,100		0		(33,100)	
3504	Maint. Service Contract	525	1,409	8,165	127,314		546,783		419,469	
3901	Laundry/Dry Cleaning	6	0	0	0		0		0	
3902	Printing Services	2,485	2,289	2,821	2,000		2,000		0	
3903	Postage	5,564	2,452	(369)	5,000		4,500		(500)	
3999	Other Contract Services	2,157	2,280	87	0		0		0	
4001	Office Supplies	7,376	9,743	8,160	3,500		5,000		1,500	
4002	Medical Supplies	1,363	1,569	2,322	1,500		1,000		(500)	
4003	Custodial Supplies	15,129	15,880	18,199	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	961	158	1,145	0		0		0	
4007	Wearing Apparel	355	2,795	2,458	0		0		0	
4009	Extra Curricular Supplies	47	48	0	0		0		0	
4010	Instructional Supplies	44,892	92,173	75,079	117,501		86,414		(31,087)	
4011	Textbooks	16,537	0	20,897	100,000		0		(100,000)	
4013	Testing Materials	617	280	118	500		0		(500)	
4014	Food, Cafeteria	1,313	5,404	9,168	0		0		0	
4016	Library Books	8,364	12,721	9,190	10,000		12,000		2,000	
4017	Library Periodicals	93	463	150	200		0		(200)	
4018	Library Supplies	560	0	760	500		0		(500)	
4019	Food	2,101	2,067	5,194	4,000		2,000		(2,000)	
4020	Printing Supplies	7,901	16,741	20,535	22,000		27,000		5,000	
4150	Lease Agreement	22,448	24,370	18,534	25,000		10,000		(15,000)	
4310	Tech. Supp/Equip Add'l	5,992	19,183	3,575	0		47,696		47,696	
4350	Tech. Supp/Equip Repl	2,380	62,547	1,153	0		10,000		10,000	
4410	Software - Additional	4,950	1,372	8,030	8,000		20,000		12,000	
4450	Software - Replacement	2,963	749	1,038	0		0		0	
4510	General Equipment - Add'l.	277	49,012	8,244	0		47,692		47,692	
4550	General Equipment - Repl.	14,174	0	6,845	0		0		0	
5501	Equipment - Replacement	0	0	5,972	0		0		0	
	Totals	8,710,239	8,851,296	9,529,966	9,829,909	109.50	10,620,902	112.00	790,993	2.50
	Student Enrollment	1,097	1,112	1,167	1,186		1,202			
	Positions	98.00	99.00	108.00	109.50		112.00			

Financial Section

School: WOODBRIDGE 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



Object		FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	Incr/(Decr)	Incr/(Decr)
Code	Object Code Name	Actual	Actual	Actual	Approved Budget	Approved Positions	Approved Budget	Approved Positions	Budget	Positions
1111	Principal	132,256	132,310	140,080	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	181,344	186,785	192,390	202,080	2.00	204,720	2.00	2,640	0.00
1115	Teacher on Special Assignment	0	60,117	61,858	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	4,798,884	5,191,116	5,112,287	5,409,384	83.20	5,298,240	79.00	(111,144)	(4.20)
1121	Librarian	136,842	156,180	160,864	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	283,297	322,569	335,133	340,680	5.00	351,720	5.00	11,040	0.00
1140	Teacher Assistant	194,398	179,171	175,081	169,680	7.00	123,600	5.00	(46,080)	(2.00)
1148	Specialist	52,848	54,381	55,959	57,000	1.00	59,640	1.00	2,640	0.00
1150	Secretarial / Bookkeeper	270,732	273,042	264,914	297,120	7.00	258,000	6.00	(39,120)	(1.00)
1180	Natl Board Certified Teacher Incentive Bonus	7,500	5,000	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	191,858	184,383	190,738	233,280	7.00	204,480	6.00	(28,800)	(1.00)
1200	Overtime	1,776	411	869	1,000		13,827		12,827	
1201	Straight Time	1,621	2,447	3,733	1,000		4,000		3,000	
1300	Temporary Employee	18,653	5,953	1,562	17,500		2,500		(15,000)	
1500	Substitute Teacher	79,352	81,358	98,656	80,000		81,500		1,500	
1502	Substitute, Other	439	1,057	3,560	4,000		3,100		(900)	
1600	Instructional Supplement	31,609	19,261	29,964	10,000		20,000		10,000	
1601	Coaching Supplement	30,256	30,256	30,830	32,000		30,000		(2,000)	
1602	Extra-Curr. Supplement	23,266	22,894	24,212	20,000		20,000		0	
2100	Social Security - FICA	474,548	508,715	508,065	552,502		537,293		(15,209)	
2210	Retirement - VRS	854,086	1,028,706	963,528	1,165,705		1,197,474		31,769	
2211	Retiree Health Care Credit	66,579	80,236	76,388	0		0		0	
2220	Retirement - PWCS	47,803	44,963	46,531	58,006		56,295		(1,711)	
2221	Defined Contribution Plan	32,119	42,630	39,705	0		0		0	
2300	Health Insurance - HMP	642,116	661,169	674,292	858,100		832,780		(25,320)	
2310	Short/Long Term Disability Premium	6,010	7,939	7,705	0		0		0	
2400	Life Insurance - GLI	80,591	87,481	85,714	92,443		91,770		(674)	
2830	Admin. Assoc. Fees	989	1,201	1,425	1,000		1,000		0	
3100	Professional Services	573	881	2,094	3,000		500		(2,500)	
3106	Sports Officials	7,660	6,534	6,887	8,000		0		(8,000)	
3201	Telephone	3,965	2,457	3,644	5,000		5,000		0	
3401	Travel Reimbursement	1,497	3,029	(3,033)	4,500		1,250		(3,250)	
3402	Conference Expenses	1,898	2,109	15,616	10,000		2,500		(7,500)	
3450	Field Trips	29,792	33,811	31,754	23,700		10,000		(13,700)	
3501	Repair/Maint. - Building	15,999	29,541	1,640	2,000		2,000		0	
3502	Repair/Maint. - Equipment	2,718	4,155	4,806	2,000		2,000		0	
3700	In-Service Expenses	5,577	2,392	1,565	2,500		1,000		(1,500)	
3902	Printing Services	32,493	10,100	15,370	11,500		17,000		5,500	
3903	Postage	4,147	2,724	4,474	3,000		3,000		0	
3911	Rental Equipment	0	0	232	500		15,000		14,500	
3999	Other Contract Services	2,928	285	5,155	0		0		0	
4001	Office Supplies	5,359	3,625	6,583	6,500		3,500		(3,000)	
4002	Medical Supplies	510	872	695	750		2,500		1,750	
4003	Custodial Supplies	29,627	20,995	17,047	15,000		63,690		48,690	
4004	Repair/Maint. Supplies	95	4,383	1,457	500		500		0	
4007	Wearing Apparel	4,540	7,036	4,876	600		600		0	
4010	Instructional Supplies	71,465	70,245	80,185	61,818		70,900		9,082	
4011	Textbooks	14,809	19,965	26,903	15,500		60,000		44,500	
4012	Emp. Training Supplies	450	0	0	10,000		2,000		(8,000)	
4013	Testing Materials	147	56	18	3,000		500		(2,500)	
4014	Food, Cafeteria	2,194	2,594	4,906	2,000		7,000		5,000	
4016	Library Books	5,928	4,009	6,610	2,000		3,000		1,000	
4017	Library Periodicals	453	785	0	750		750		0	
4018	Library Supplies	1,459	1,003	1,404	1,000		1,000		0	
4019	Food	4,706	4,749	6,916	13,000		16,000		3,000	
4020	Printing Supplies	0	0	500	0		0		0	
4310	Tech. Supp/Equip Add'l	280,129	28,909	120,518	47,584		70,500		22,916	
4350	Tech. Supp/Equip Repl	0	11,273	4,083	0		5,000		5,000	
4410	Software - Additional	2,307	0	21,725	4,000		30,000		26,000	
4450	Software - Replacement	36,794	8,412	39,304	37,000		32,000		(5,000)	
4510	General Equipment - Add'l.	71,492	42,205	13,145	5,500		5,800		300	
4550	General Equipment - Repl.	16,217	4,761	9,548	1,000		3,500		2,500	
5101	Equipment - Additional	0	25,149	951	0		0		0	
5501	Equipment - Replacement	22,977	0	1,250	0		0		0	
8002	General Reserve	740	0	0	5,000		5,000		0	
	Totals	9,323,415	9,730,774	9,749,875	10,258,202	116.20	10,183,049	108.00	(75,153)	(8.20)
	Student Enrollment	1,360	1,360	1,335	1,321		1,261			
	Positions	108.60	116.20	113.20	116.20		108.00			

Financial Section

HIGH SCHOOLS SUMMARY

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	661,050	611,445	572,635	468,240	5.00	383,160	4.00	(85,080)	(1.00)
1111	Principal	1,650,564	1,721,199	1,771,421	1,879,200	12.00	2,054,520	13.00	175,320	1.00
1112	Assistant Principal	6,471,958	7,095,014	7,479,138	8,054,160	74.00	8,352,000	75.00	297,840	1.00
1115	Teacher, Admin. Assign.	1,203,786	1,615,046	1,745,026	1,823,940	27.50	2,047,824	29.90	223,884	2.40
1120	Teacher, Classroom	99,681,696	104,059,187	107,086,408	105,460,411	1,627.23	112,253,945	1,678.87	6,793,534	51.64
1121	Librarian	1,633,212	1,677,768	1,672,068	1,531,800	23.00	1,581,480	23.00	49,680	0.00
1122	Counselor	5,346,083	5,575,321	5,894,111	6,373,620	95.70	6,772,860	98.50	399,240	2.80
1140	Teacher Assistant	1,863,439	1,972,567	2,054,830	2,133,120	88.00	2,447,280	99.00	314,160	11.00
1145	Technician	66,945	68,887	70,885	80,880	1.00	76,680	1.00	(4,200)	0.00
1148	Specialist	1,665,883	1,782,954	1,841,279	1,946,040	41.40	1,981,584	42.80	35,544	1.40
1150	Secretarial/Clerical	6,432,815	6,664,860	6,765,797	6,809,184	169.00	7,141,560	174.50	332,376	5.50
1180	Natl Board Certified Teacher Incentive	105,000	105,000	120,000	0	0.00	0	0.00	0	0.00
1190	Custodian	5,340,728	5,572,519	5,681,927	5,698,560	162.00	5,772,120	161.00	73,560	(1.00)
1200	Overtime	89,727	98,872	108,723	100,000		107,500		7,500	
1201	Straight Time	95,149	131,158	173,668	101,100		91,600		(9,500)	
1300	Temporary Employee	446,422	297,128	315,333	264,500		302,500		38,000	
1500	Substitute Teacher	1,583,299	1,459,881	1,583,360	1,396,000		1,536,000		140,000	
1502	Substitute, Other	19,164	15,788	29,398	12,500		12,500		0	
1600	Supplemental Pay	509,898	550,799	595,982	387,440		418,560		31,120	
1601	Coaching Supplements	1,936,536	1,936,765	1,968,444	1,999,655		2,204,092		204,437	
1602	Extra Curr. Supplements	809,290	828,014	829,311	792,241		854,590		62,349	
1603	Homebound Tutoring	3,167	0	0	0		0		0	
1647	Coordinator Supplement	25,200	20,736	23,000	0		0		0	
2100	Social Security - FICA	10,089,603	10,536,474	10,838,190	11,282,608		11,963,755		681,147	
2210	Retirement - VRS	17,853,754	20,836,884	20,426,001	23,391,069		26,232,554		2,841,485	
2211	Retiree Health Care Credit	1,365,635	1,597,067	1,597,358	0		0		0	
2220	Retirement - PWCS	1,077,957	1,156,898	1,220,942	1,169,365		1,240,111		70,746	
2221	Defined Contribution Plan	383,796	536,396	615,606	0		0		0	
2300	Health Insurance - HMP	14,847,802	15,775,717	17,041,361	17,298,711		18,345,195		1,046,484	
2310	Short/Long Term Disability Premium	67,624	87,264	103,668	0		0		0	
2400	Life Insurance - GLI	1,667,146	1,759,832	1,804,166	1,863,593		2,021,582		157,988	
2820	Educ Tuition Assistance	628	0	0	0		0		0	
2830	Admin. Assoc. Fees	8,141	11,001	10,228	17,570		20,360		2,790	
3100	Professional Services	27,528	63,284	63,629	45,900		77,000		31,100	
3105	Contractual Services	0	0	4,400	4,400		0		(4,400)	
3106	Sports Officials	101,570	96,838	130,667	142,000		137,000		(5,000)	
3201	Telephone	44,707	49,594	42,613	57,500		57,803		303	
3401	Travel Reimbursement	86,055	73,920	87,728	78,189		78,600		411	
3402	Conference Expenses	261,309	182,152	193,144	146,396		129,234		(17,162)	
3450	Field Trips	724,609	728,185	903,507	702,842		682,073		(20,769)	
3501	Repair/Maint. - Building	4,094	25,848	65,506	51,500		40,500		(11,000)	
3502	Repair/Maint. - Equipment	108,897	68,550	75,625	45,000		51,500		6,500	
3504	Maint. Service Contracts	21,028	18,816	2,020	1,500		1,000		(500)	
3700	In-Service Expenses	25,045	250	27,473	29,000		28,000		(1,000)	
3902	Printing Services	107,486	103,210	90,764	170,960		178,000		7,040	
3903	Postage	53,548	53,263	61,006	81,400		91,400		10,000	
3905	Extra Curricular Expenses	77,322	43,042	57,831	68,000		58,000		(10,000)	
3911	Rental Equipment	65,003	100,788	104,926	181,000		123,000		(58,000)	
3913	Tuition - Other Divisions	150	37,231	13,855	64,000		43,000		(21,000)	
3914	Tuition - Private Schools	150	0	0	35,000		40,000		5,000	
3918	Permits & Fees	250	650	930	1,000		1,000		0	
3919	Tuition - Annual Year Governor's School	246,548	305,078	316,856	266,500		243,500		(23,000)	
3921	Tuition - PW	44,002	88,622	141,332	361,421		198,788		(162,633)	
3932	Processing Fees	0	0	0	0		1,000		1,000	
3999	Other Contract Services	27,721	32,279	45,380	16,100		16,500		400	
4001	Office Supplies	208,028	131,464	148,558	157,406		174,718		17,312	
4002	Medical Supplies	29,748	25,262	26,327	53,800		47,800		(6,000)	
4003	Custodial Supplies	457,889	441,717	447,826	451,100		455,100		4,000	
4004	Repair/Maint. Supplies	161,502	132,331	142,634	123,500		121,500		(2,000)	
4007	Wearing Apparel	52,803	60,320	77,860	41,075		43,075		2,000	
4008	Reference Materials	674	6,257	7,667	7,000		7,000		0	
4009	Extra Curricular Supplies	4,316	6,499	5,672	5,500		5,500		0	
4010	Instructional Supplies	3,394,769	2,488,435	2,366,731	2,908,551		5,666,785		2,758,234	
4011	Textbooks	1,348,708	677,138	594,136	1,060,511		934,250		(126,261)	
4012	Emp. Training Supplies	59	757	125	0		0		0	
4013	Testing Materials	1,256,685	1,184,267	1,097,303	538,215		248,410		(289,805)	
4014	Food, Cafeteria	78,038	78,113	125,383	63,919		65,000		1,081	
4015	Food Service Supplies	27,284	1,165	0	0		0		0	
4016	Library Books	113,349	203,646	79,855	123,200		147,900		24,700	
4017	Library Periodicals	30,935	26,757	26,902	56,600		69,600		13,000	
4018	Library Supplies	42,697	35,003	32,722	21,000		26,000		5,000	
4019	Food	76,290	111,070	133,120	97,200		127,330		30,130	
4020	Printing Supplies	58,553	92,602	101,169	121,850		119,800		(2,050)	
4150	Lease Agreement	415,499	406,911	467,989	488,000		420,000		(68,000)	
4310	Tech. Supp/Equip Add'l	892,317	423,375	818,666	736,237		927,787		191,550	
4350	Tech. Supp/Equip Repl	133,259	55,353	96,697	260,000		27,811		(232,189)	
4410	Software Additional	97,738	61,346	113,724	113,001		167,000		53,999	
4450	Software Replacement	50,929	37,231	63,408	111,200		167,700		56,500	
4510	General Equipment - Add'l	544,595	274,027	628,311	680,689		1,278,901		598,212	
4550	General Equipment - Repl.	299,889	58,129	83,938	136,500		111,500		(25,000)	
5101	Equipment - Additional	140,360	237,989	86,175	60,000		20,000		(40,000)	
5103	DP Equipment Add'l	5,598	0	0	0		0		0	
5141	Site Improvement	52,078	124,868	11,950	361,704		245,442		(116,262)	
5150	Lease/Purchase Agree.	114,588	119,067	112,682	145,000		140,000		(5,000)	
5501	Equipment - Replacement	53,104	0	101,596	81,466		50,000		(31,466)	
8002	General Reserve	0	0	0	30,000		35,000		5,000	
		197,172,401	205,731,135	212,468,584	213,919,339	2,325.83	230,343,719	2,400.57	16,424,380	74.74

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	105,621	0	86,611	91,440	1.00	93,000	1.00	1,560	0.00
1111	Principal	101,047	123,292	124,383	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	584,668	710,278	732,757	761,880	7.00	779,520	7.00	17,640	0.00
1115	Teacher on Special Assignment	55,792	194,267	285,322	397,920	6.00	342,000	5.00	(55,920)	(1.00)
1120	Teacher, Classroom	10,083,469	10,458,313	10,906,740	10,678,248	165.00	10,692,892	160.20	14,644	(4.80)
1121	Librarian	119,939	123,476	127,120	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	535,211	622,099	666,273	666,000	10.00	687,600	10.00	21,600	0.00
1140	Teacher Assistant	135,227	155,377	182,811	193,920	8.00	197,760	8.00	3,840	0.00
1148	Specialist	145,588	163,036	146,601	146,400	3.00	144,360	3.00	(2,040)	0.00
1150	Secretarial / Bookkeeper	655,218	691,601	682,883	661,632	17.00	641,280	16.00	(20,352)	(1.00)
1180	Natl Board Certified Teacher Incentive	22,500	22,500	20,000	0	0.00	0	0.00	0	0.00
1190	Custodian	489,818	504,382	515,963	547,560	16.00	560,400	16.00	12,840	0.00
1200	Overtime	1,486	8,879	8,798	4,000		5,000		1,000	
1201	Straight Time	3,187	6,491	10,277	4,000		5,000		1,000	
1300	Temporary Employee	16,218	19,592	43,099	16,000		22,000		6,000	
1500	Substitute Teacher	112,621	140,420	153,762	75,000		110,000		35,000	
1502	Substitute, Other	0	0	351	500		500		0	
1600	Instructional Supplement	26,208	34,239	62,748	40,000		57,000		17,000	
1601	Coaching Supplement	160,014	155,123	162,328	180,000		180,000		0	
1602	Extra-Curr. Supplement	71,543	69,598	71,663	80,000		75,000		(5,000)	
1603	Homebound Tutoring	656	0	0	0		0		0	
2100	Social Security - FICA	986,942	1,035,434	1,088,979	1,134,826		1,139,001		4,175	
2210	Retirement - VRS	1,747,168	2,080,102	2,075,382	2,376,801		2,508,923		132,121	
2211	Retiree Health Care Credit	133,896	160,187	162,318	0		0		0	
2220	Retirement - PWCS	93,120	102,735	111,870	118,654		118,650		(3)	
2221	Defined Contribution Plan	40,202	56,347	62,043	0		0		0	
2300	Health Insurance - HMP	1,476,217	1,657,044	1,820,721	1,755,272		1,755,220		(51)	
2310	Short/Long Term Disability Premium	6,677	8,055	9,808	0		0		0	
2400	Life Insurance - GLI	163,231	175,950	182,757	189,096		193,420		4,324	
2830	Admin. Assoc. Fees	1,072	3,684	2,680	5,000		5,000		0	
3100	Professional Services	0	390	0	0		0		0	
3201	Telephone	2,601	4,678	1,750	2,000		3,000		1,000	
3401	Travel Reimbursement	13,022	5,070	5,587	3,500		6,000		2,500	
3402	Conference Expenses	43,815	42,843	16,449	7,000		12,000		5,000	
3450	Field Trips	75,953	79,476	184,723	45,000		98,000		53,000	
3501	Repair/Maint. - Building	338	20,368	19,843	10,000		10,000		0	
3502	Repair/Maint. - Equipment	3,148	1,341	0	0		0		0	
3504	Maint. Service Contracts	0	0	412	500		0		(500)	
3902	Printing Services	1,986	2,458	2,392	1,500		2,000		500	
3903	Postage	1,072	3,957	6,688	1,500		3,500		2,000	
3911	Rental Equipment	40,097	38,369	37,296	40,000		30,000		(10,000)	
3913	Tuition - Other Divisions	0	6,071	0	0		0		0	
3919	Tuition - Annual Year Governor's School	36,526	46,935	45,035	50,000		30,000		(20,000)	
3921	Tuition - PWCS	0	5,334	20,968	15,000		10,000		(5,000)	
3932	Processing Fees	0	0	0	0		1,000		1,000	
3999	Other Contract Services	972	472	1,724	0		2,000		2,000	
4001	Office Supplies	11,395	14,083	13,158	18,000		25,000		7,000	
4002	Medical Supplies	3,491	1,934	687	2,000		5,000		3,000	
4003	Custodial Supplies	45,808	36,580	45,328	40,000		40,000		0	
4004	Repair/Maint. Supplies	17,362	11,685	20,969	3,000		5,000		2,000	
4007	Wearing Apparel	3,305	12,397	10,664	5,500		6,500		1,000	
4010	Instructional Supplies	167,739	190,110	154,472	343,455		967,694		624,239	
4011	Textbooks	75,566	118,355	86,549	97,756		120,000		22,244	
4013	Testing Materials	152,453	173,014	1,065	1,000		10,000		9,000	
4014	Food, Cafeteria	1,798	3,218	5,809	0		0		0	
4016	Library Books	7,511	9,728	2,953	10,000		15,000		5,000	
4017	Library Periodicals	5,577	4,047	4,596	10,000		0		(10,000)	
4018	Library Supplies	24	0	0	0		0		0	
4019	Food	5,430	8,352	15,013	10,000		11,000		1,000	
4020	Printing Supplies	19,600	26,665	31,295	40,000		40,000		0	
4310	Tech. Supp/Equip Add'l	9,972	36,096	48,970	50,000		10,000		(40,000)	
4350	Tech. Supp/Equip Repl	0	3,731	62,109	75,000		5,000		(70,000)	
4410	Software - Additional	10,311	0	4,984	5,000		10,000		5,000	
4450	Software - Replacement	2,852	2,322	2,813	700		5,000		4,300	
4510	General Equipment - Add'l.	13,527	64,346	22,940	20,000		55,000		35,000	
4550	General Equipment - Repl.	59,058	7,389	12,153	11,000		20,000		9,000	
5101	Equipment - Additional	52,498	17,123	60,195	60,000		20,000		(40,000)	
5501	Equipment - Replacement	0	0	5,946	0		0		0	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		18,959,360	20,481,434	21,462,585	21,392,359	236.00	22,191,780	229.20	799,421	(6.80)
Student Enrollment		2,899	2,941	3,006	3,052		2,985			
Positions		213.00	225.80	229.20	236.00		229.20			

Financial Section

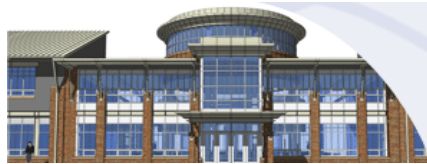
School: BRENTSVILLE HIGH SCHOOL
School #: 553
Address: 12109 Aden Rd.
 Nokesville, VA 20181
Principal: Katherine Meints
Main Office: 703.594.2161
Grades: 9-12
Specialty: Cambridge Program
Programs: Agriculture/Horticulture, Project Lead the Way



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	128,114	131,960	135,917	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	351,330	361,872	372,726	435,360	4.00	445,440	4.00	10,080	0.00
1120	Teacher, Classroom	4,322,867	4,365,670	4,529,199	4,303,488	66.00	4,491,648	66.80	188,160	0.80
1121	Librarian	63,468	65,373	65,504	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	206,660	202,967	183,809	199,800	3.00	206,280	3.00	6,480	0.00
1140	Teacher Assistant	72,538	75,167	77,345	72,720	3.00	74,160	3.00	1,440	0.00
1148	Specialist	69,458	71,474	73,533	64,704	0.80	76,680	1.00	11,976	0.20
1150	Secretarial / Bookkeeper	350,133	368,158	368,724	373,056	9.00	412,080	10.00	39,024	1.00
1180	Natl Board Certified Teacher Incentive	0	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	294,926	305,394	300,535	294,600	8.00	292,080	8.00	(2,520)	0.00
1200	Overtime	1,954	872	1,220	2,000		2,000		0	
1201	Straight Time	1,725	3,580	2,460	0		0		0	
1300	Temporary Employee	10,037	8,281	4,159	18,500		26,500		8,000	
1500	Substitute Teacher	64,526	58,494	69,792	70,000		70,000		0	
1502	Substitute, Other	0	0	790	0		0		0	
1600	Instructional Supplement	11,798	13,628	21,519	10,940		21,060		10,120	
1601	Coaching Supplement	142,269	143,436	148,354	100,000		110,000		10,000	
1602	Extra-Curr. Supplement	57,976	67,140	68,002	50,000		60,000		10,000	
2100	Social Security - FICA	450,324	454,033	465,697	475,697		498,375		22,678	
2210	Retirement - VRS	784,612	898,814	884,405	975,047		1,076,212		101,165	
2211	Retiree Health Care Credit	59,936	68,565	68,998	0		0		0	
2220	Retirement - PWCS	55,574	58,757	62,581	49,048		51,171		2,123	
2221	Defined Contribution Plan	17,887	21,859	26,195	0		0		0	
2300	Health Insurance - HMP	673,977	729,401	802,174	725,578		756,981		31,403	
2310	Short/Long Term Disability Premium	2,716	3,585	4,043	0		0		0	
2400	Life Insurance - GLI	73,829	76,310	78,573	78,167		83,417		5,250	
3106	Sports Officials	0	0	14,404	20,000		30,000		10,000	
3201	Telephone	1,983	0	1,993	2,000		3,000		1,000	
3401	Travel Reimbursement	3,216	3,962	2,649	4,000		6,000		2,000	
3402	Conference Expenses	1,121	2,776	1,041	4,000		6,000		2,000	
3450	Field Trips	36,511	38,579	36,346	33,468		32,000		(1,468)	
3501	Repair/Maint. - Building	1,888	2,930	2,961	5,000		10,000		5,000	
3502	Repair/Maint. - Equipment	2,056	1,265	0	0		0		0	
3504	Maint. Service Contracts	18,443	18,816	0	0		0		0	
3700	In-Service Expenses	81	49	0	0		0		0	
3902	Printing Services	12,624	12,826	18,648	16,500		19,000		2,500	
3903	Postage	2,110	19	333	2,000		5,000		3,000	
3905	Extra Curricular Expenses	5,629	3,597	9,215	20,000		20,000		0	
3911	Rental Equipment	24,783	19,668	20,933	30,000		40,000		10,000	
3913	Tuition - Other Divisions	0	0	795	1,000		6,000		5,000	
3919	Tuition - Annual Year Governor's School	27,394	21,903	9,650	0		0		0	
3921	Tuition - PWCS	2,133	810	1,995	22,000		25,000		3,000	
3999	Other Contract Services	190	0	247	0		0		0	
4001	Office Supplies	1,688	3,440	1,666	2,500		4,000		1,500	
4002	Medical Supplies	104	460	635	11,000		2,000		(9,000)	
4003	Custodial Supplies	11,591	14,760	14,936	15,000		20,000		5,000	
4004	Repair/Maint. Supplies	5,881	0	0	0		0		0	
4007	Wearing Apparel	115	573	0	1,000		1,000		0	
4010	Instructional Supplies	119,021	36,218	48,774	77,008		134,000		56,992	
4011	Textbooks	26,347	99,786	95,808	78,156		82,529		4,373	
4013	Testing Materials	22,334	25,656	5,741	25,000		20,000		(5,000)	
4014	Food, Cafeteria	0	407	282	0		0		0	
4016	Library Books	6,315	3,137	4,573	3,200		6,000		2,800	
4017	Library Periodicals	998	2,731	2,859	2,000		2,000		0	
4018	Library Supplies	484	603	38	1,000		2,000		1,000	
4019	Food	124	70	0	0		0		0	
4310	Tech. Supp/Equip Add'l	17,259	8,005	3,284	25,000		26,278		1,278	
4350	Tech. Supp/Equip Repl	2,740	1,048	0	0		0		0	
4410	Software - Additional	3,750	0	12,822	20,000		20,000		0	
4450	Software - Replacement	1,018	275	1,038	5,000		6,000		1,000	
4510	General Equipment - Add'l.	41,110	13,312	62,276	35,000		37,444		2,444	
4550	General Equipment - Repl.	2,278	1,179	563	26,000		35,000		9,000	
5101	Equipment - Additional	34,665	154,907	0	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		8,706,619	9,048,560	9,197,759	9,013,737	95.80	9,586,135	97.80	572,398	2.00
Student Enrollment		1,050	1,023	1,001	992		1,009			
Positions		96.30	96.30	97.20	95.80		97.80			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	44,407	90,752	93,474	102,480	1.00	104,160	1.00	1,680	0.00
1111	Principal	172,176	177,342	182,663	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	425,063	548,955	642,405	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	177,298	182,493	247,965	199,800	3.00	233,784	3.40	33,984	0.40
1120	Teacher, Classroom	5,299,191	7,784,448	8,913,616	9,663,420	148.50	10,638,180	158.50	974,760	10.00
1121	Librarian	118,918	122,726	126,368	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	232,897	379,068	426,702	599,400	9.00	687,600	10.00	88,200	1.00
1140	Teacher Assistant	179,690	203,729	209,127	169,680	7.00	222,480	9.00	52,800	2.00
1148	Specialist	133,823	176,136	170,915	179,160	4.00	191,736	4.40	12,576	0.40
1150	Secretarial / Bookkeeper	507,451	512,568	527,113	568,752	14.00	541,680	13.00	(27,072)	(1.00)
1180	Natl Board Certified Teacher Incentive	10,000	12,500	12,500	0	0.00	0	0.00	0	0.00
1190	Custodian	298,275	417,382	455,954	524,760	15.00	538,080	15.00	13,320	0.00
1200	Overtime	5,556	5,501	6,903	10,000		10,000		0	
1201	Straight Time	3,495	6,891	13,664	0		0		0	
1300	Temporary Employee	15,494	37,937	29,601	23,000		35,000		12,000	
1500	Substitute Teacher	110,753	105,749	131,079	100,000		150,000		50,000	
1600	Instructional Supplement	44,995	37,560	63,443	57,000		76,000		19,000	
1601	Coaching Supplement	153,036	173,588	172,909	210,358		185,000		(25,358)	
1602	Extra-Curr. Supplement	63,072	68,575	53,618	52,606		85,000		32,394	
2100	Social Security - FICA	604,591	820,318	914,787	1,025,349		1,121,674		96,324	
2210	Retirement - VRS	1,033,871	1,596,700	1,720,778	2,128,706		2,455,701		326,995	
2211	Retiree Health Care Credit	78,654	122,236	135,006	0		0		0	
2220	Retirement - PWCS	62,377	83,360	94,765	106,451		116,078		9,627	
2221	Defined Contribution Plan	16,186	39,405	56,997	0		0		0	
2300	Health Insurance - HMP	811,173	1,136,808	1,391,926	1,574,755		1,717,166		142,410	
2310	Short/Long Term Disability Premium	3,237	7,252	10,200	0		0		0	
2400	Life Insurance - GLI	95,226	133,599	151,366	169,648		189,226		19,578	
2830	Admin. Assoc. Fees	0	536	0	1,200		1,690		490	
3100	Professional Services	4,419	4,190	18,120	13,400		44,000		30,600	
3201	Telephone	5,378	6,292	6,163	9,000		9,000		0	
3401	Travel Reimbursement	2,148	1,374	1,312	5,000		10,000		5,000	
3402	Conference Expenses	24,117	11,921	31,939	2,000		0		(2,000)	
3450	Field Trips	37,596	54,596	75,067	53,845		55,385		1,540	
3902	Printing Services	2,038	3,477	3,120	45,960		45,000		(960)	
3903	Postage	495	1,666	11,479	8,000		16,000		8,000	
3913	Tuition - Other Divisions	0	0	0	6,000		0		(6,000)	
3919	Tuition - Annual Year Governor's School	6,088	14,081	3,217	0		0		0	
3921	Tuition - PWCS	0	1,404	14,553	5,000		5,000		0	
4001	Office Supplies	4,173	7,902	20,707	5,849		8,400		2,551	
4002	Medical Supplies	5,155	282	271	3,000		3,000		0	
4003	Custodial Supplies	27,535	34,752	44,295	49,100		55,100		6,000	
4004	Repair/Maint. Supplies	1,879	4,557	4,641	0		0		0	
4007	Wearing Apparel	13,297	19,296	12,184	0		4,000		4,000	
4010	Instructional Supplies	872,790	331,946	582,621	389,798		636,431		246,633	
4011	Textbooks	496,951	181,565	37,686	51,200		29,450		(21,750)	
4013	Testing Materials	56,161	126,706	155,029	20,700		21,410		710	
4014	Food, Cafeteria	5,348	8,681	8,482	9,919		0		(9,919)	
4016	Library Books	11,537	18,687	15,690	10,000		25,000		15,000	
4017	Library Periodicals	2,672	2,424	0	2,000		25,000		23,000	
4018	Library Supplies	0	2,821	5,254	500		1,500		1,000	
4019	Food	7,242	8,021	11,599	21,700		36,030		14,330	
4150	Lease Agreement	73,071	81,229	93,187	90,000		95,000		5,000	
4310	Tech. Supp/Equip Add'l	101,890	82,018	89,717	127,950		236,509		108,559	
4450	Software - Replacement	468	474	488	8,000		0		(8,000)	
4510	General Equipment - Add'l	(1,350)	11,757	46,922	20,000		30,000		10,000	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		12,462,000	16,006,233	18,249,587	19,372,287	210.50	21,660,170	223.30	2,287,883	12.80
Student Enrollment		1,541	2,250	2,542	2,622		2,809			
Positions		127.20	177.40	194.40	210.50		223.30			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	152,976	157,566	162,290	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	565,211	582,469	589,486	761,880	7.00	779,520	7.00	17,640	0.00
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	8,146,962	8,171,553	8,339,129	8,116,927	125.40	8,521,716	127.60	404,789	2.20
1121	Librarian	143,701	119,011	121,748	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	457,089	461,065	425,379	499,500	7.50	515,700	7.50	16,200	0.00
1140	Teacher Assistant	171,863	174,423	168,435	218,160	9.00	222,480	9.00	4,320	0.00
1148	Specialist	144,891	136,968	140,142	146,400	3.00	164,664	3.60	18,264	0.60
1150	Secretarial / Bookkeeper	565,141	581,172	617,679	567,096	14.00	579,960	14.00	12,864	0.00
1190	Custodian	479,361	483,557	475,159	426,960	12.00	430,080	12.00	3,120	0.00
1200	Overtime	1,812	1,087	1,539	3,000		3,000		0	
1201	Straight Time	2,461	3,377	5,069	3,000		4,000		1,000	
1300	Temporary Employee	28,278	21,539	42,504	23,000		12,000		(11,000)	
1500	Substitute Teacher	120,383	140,409	128,318	140,000		150,000		10,000	
1502	Substitute, Other	0	0	351	0		0		0	
1600	Instructional Supplement	39,965	49,700	46,982	33,000		32,000		(1,000)	
1601	Coaching Supplement	174,815	176,151	176,481	175,000		175,000		0	
1602	Extra-Curr. Supplement	63,240	61,238	66,489	70,000		70,000		0	
2100	Social Security - FICA	820,180	828,748	841,616	882,834		919,871		37,037	
2210	Retirement - VRS	1,487,654	1,655,335	1,597,778	1,825,930		2,014,762		188,832	
2211	Retiree Health Care Credit	113,301	125,934	124,515	0		0		0	
2220	Retirement - PWCS	99,452	106,721	111,951	91,187		95,175		3,988	
2221	Defined Contribution Plan	25,969	33,719	43,568	0		0		0	
2300	Health Insurance - HMP	1,241,221	1,244,662	1,286,144	1,348,948		1,407,939		58,991	
2310	Short/Long Term Disability Premium	4,276	5,052	6,479	0		0		0	
2400	Life Insurance - GLI	138,764	139,578	141,078	145,322		155,150		9,828	
2830	Admin. Assoc. Fees	325	2,680	2,743	1,535		1,690		155	
3100	Professional Services	1,813	22,842	5,101	5,000		5,000		0	
3201	Telephone	4,021	3,367	904	3,000		4,000		1,000	
3401	Travel Reimbursement	3,577	5,678	4,055	11,000		11,000		0	
3402	Conference Expenses	19,479	15,233	20,832	8,000		11,000		3,000	
3450	Field Trips	50,323	50,019	62,659	52,500		45,800		(6,700)	
3501	Repair/Maint. - Building	865	1,115	21,619	20,000		5,000		(15,000)	
3502	Repair/Maint. - Equipment	1,132	0	883	0		4,500		4,500	
3504	Maint. Service Contracts	2,585	0	1,408	1,000		1,000		0	
3700	In-Service Expenses	0	0	3,031	3,000		2,000		(1,000)	
3902	Printing Services	29,004	25,903	24,796	25,500		24,000		(1,500)	
3903	Postage	1,847	4,151	3,533	6,000		6,000		0	
3911	Rental Equipment	123	0	0	111,000		0		(111,000)	
3918	Permits & Fees	250	650	930	1,000		1,000		0	
3919	Tuition - Annual Year Governor's School	15,219	21,903	12,867	6,500		6,500		0	
3921	Tuition - PWCS	1,944	1,269	1,590	40,000		25,000		(15,000)	
3999	Other Contract Services	6,075	680	19,736	5,000		0		(5,000)	
4001	Office Supplies	8,604	5,743	7,392	8,500		9,500		1,000	
4002	Medical Supplies	2,160	2,150	2,490	3,000		3,000		0	
4003	Custodial Supplies	28,943	33,242	30,434	32,000		35,000		3,000	
4004	Repair/Maint. Supplies	23,411	28,925	36,742	6,000		5,000		(1,000)	
4007	Wearing Apparel	2,019	2,410	941	3,200		3,200		0	
4008	Reference Materials	98	1,447	1,966	2,000		2,000		0	
4009	Extra Curricular Supplies	138	0	0	0		0		0	
4010	Instructional Supplies	117,484	101,176	73,723	263,679		133,997		(129,682)	
4011	Textbooks	8,032	48,676	177,786	201,500		90,997		(110,503)	
4013	Testing Materials	118,849	102,978	98,693	20,000		2,000		(18,000)	
4014	Food, Cafeteria	4,244	9,004	10,881	6,000		10,000		4,000	
4016	Library Books	4,933	4,569	3,677	6,000		7,000		1,000	
4017	Library Periodicals	584	623	585	500		500		0	
4018	Library Supplies	2,793	1,794	2,595	1,000		1,000		0	
4019	Food	9,575	11,477	9,340	10,000		12,800		2,800	
4020	Printing Supplies	0	0	2,290	3,000		0		(3,000)	
4310	Tech. Supp/Equip Add'l	74,160	11,622	250,061	103,742		60,000		(43,742)	
4350	Tech. Supp/Equip Repl	4,631	1,253	21,192	130,000		2,811		(127,189)	
4410	Software - Additional	12,322	15,410	26,018	24,000		21,000		(3,000)	
4450	Software - Replacement	1,018	749	2,280	1,000		11,000		10,000	
4510	General Equipment - Add'l.	71,329	36,361	200,247	179,508		65,500		(114,008)	
4550	General Equipment - Repl.	480	0	4,563	2,000		5,000		3,000	
5150	Lease/Purchase Agree.	71,585	68,986	63,500	90,000		90,000		0	
5501	Equipment - Replacement	0	0	25,363	27,966		0		(27,966)	
8002	General Reserve	0	0	0	0		5,000		5,000	
Totals		15,894,943	16,105,118	16,899,756	17,259,174	181.90	17,347,132	184.70	87,958	2.80
Student Enrollment		2,163	2,165	2,197	2,293		2,196			
Positions		176.50	174.50	173.00	181.90		184.70			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	88,456	91,110	93,843	91,440	1.00	0	0.00	(91,440)	(1.00)
1111	Principal	157,566	164,190	169,060	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	575,121	592,372	610,145	653,040	6.00	779,520	7.00	126,480	1.00
1115	Teacher on Special Assignment	0	77,819	80,092	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	8,162,863	8,893,162	9,255,339	8,992,008	139.00	9,340,300	140.00	348,292	1.00
1121	Librarian	166,097	171,020	176,088	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	385,336	455,529	515,670	532,800	8.00	618,840	9.00	86,040	1.00
1140	Teacher Assistant	236,824	226,971	265,041	339,360	14.00	346,080	14.00	6,720	0.00
1148	Specialist	140,831	145,363	149,532	146,400	3.00	144,360	3.00	(2,040)	0.00
1150	Secretarial / Bookkeeper	558,932	542,477	548,828	571,416	14.00	582,240	14.00	10,824	0.00
1180	Natl Board Certified Teacher Incentive	7,500	5,000	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	436,454	467,858	484,732	467,400	13.00	479,760	13.00	12,360	0.00
1200	Overtime	6,076	5,231	1,460	2,000		2,000		0	
1201	Straight Time	9,545	6,681	7,614	2,000		5,000		3,000	
1300	Temporary Employee	16,346	26,271	15,930	15,000		15,500		500	
1500	Substitute Teacher	166,473	128,282	134,610	125,000		125,000		0	
1600	Instructional Supplement	77,015	51,437	8,048	3,000		3,000		0	
1601	Coaching Supplement	148,920	146,371	141,236	194,116		204,896		10,780	
1602	Extra-Curr. Supplement	62,309	61,723	65,674	73,595		70,310		(3,285)	
1647	Coordinator Supplement	25,200	0	0	0		0		0	
2100	Social Security - FICA	837,273	901,014	933,971	961,222		1,000,706		39,484	
2210	Retirement - VRS	1,472,812	1,775,191	1,791,128	1,999,925		2,201,049		201,124	
2211	Retiree Health Care Credit	112,666	135,995	140,151	0		0		0	
2220	Retirement - PWCS	63,405	73,657	89,568	99,875		104,027		4,153	
2221	Defined Contribution Plan	30,773	46,502	55,510	0		0		0	
2300	Health Insurance - HMP	1,175,812	1,231,912	1,395,143	1,477,472		1,538,900		61,428	
2310	Short/Long Term Disability Premium	6,357	8,747	10,718	0		0		0	
2400	Life Insurance - GLI	137,532	150,038	158,256	159,168		169,582		10,414	
2830	Admin. Assoc. Fees	965	89	40	1,535		1,690		155	
3105	Contractual Services	0	0	4,400	4,400		0		(4,400)	
3106	Sports Officials	28,076	25,437	27,962	35,000		20,000		(15,000)	
3201	Telephone	4,618	4,713	3,560	5,500		5,803		303	
3401	Travel Reimbursement	5,162	6,788	9,099	8,589		7,000		(1,589)	
3402	Conference Expenses	6,668	18,774	2,639	2,200		2,000		(200)	
3450	Field Trips	51,124	54,936	51,687	43,800		38,000		(5,800)	
3501	Repair/Maint. - Building	0	0	0	3,500		3,500		0	
3502	Repair/Maint. - Equipment	1,445	0	1,456	0		0		0	
3902	Printing Services	0	5,056	3,464	0		4,000		4,000	
3903	Postage	2,567	502	86	3,000		3,000		0	
3905	Extra Curricular Expenses	0	225	0	0		0		0	
3911	Rental Equipment	0	42,751	46,697	0		53,000		53,000	
3913	Tuition - Other Divisions	0	0	0	40,000		20,000		(20,000)	
3919	Tuition - Annual Year Governor's School	3,044	15,645	9,650	10,000		7,000		(3,000)	
3921	Tuition - PWCS	999	4,698	2,881	4,000		3,000		(1,000)	
3999	Other Contract Services	6,071	15,127	4,340	0		0		0	
4001	Office Supplies	102,002	35,541	20,526	22,601		31,300		8,699	
4002	Medical Supplies	669	3,369	3,520	800		800		0	
4003	Custodial Supplies	40,273	35,906	29,324	18,000		20,000		2,000	
4004	Repair/Maint. Supplies	329	13,877	1,851	2,500		2,500		0	
4007	Wearing Apparel	6,550	3,303	9,570	2,500		2,500		0	
4008	Reference Materials	0	665	175	0		0		0	
4009	Extra Curricular Supplies	512	2,724	4,990	0		0		0	
4010	Instructional Supplies	230,871	262,230	86,956	52,500		71,000		18,500	
4011	Textbooks	190,815	101,541	334	0		5,000		5,000	
4012	Emp. Training Supplies	0	0	125	0		0		0	
4013	Testing Materials	133,896	33,116	29,500	33,000		5,000		(28,000)	
4014	Food, Cafeteria	21,521	12,369	24,568	0		0		0	
4016	Library Books	13,681	88,309	10,686	12,000		12,000		0	
4017	Library Periodicals	917	1,542	0	0		0		0	
4018	Library Supplies	5,665	8,287	5,084	3,000		3,000		0	
4019	Food	2,512	10,452	14,487	3,500		5,500		2,000	
4020	Printing Supplies	19,209	21,476	15,951	25,000		16,000		(9,000)	
4150	Lease Agreement	0	420	0	1,000		0		(1,000)	
4310	Tech. Supp/Equip Add'l	248,567	75,989	145,545	1,000		1,000		0	
4350	Tech. Supp/Equip Repl	0	5,428	0	0		0		0	
4410	Software - Additional	0	14,057	21,737	12,400		12,000		(400)	
4450	Software - Replacement	12,439	7,952	30,893	2,000		51,000		49,000	
4510	General Equipment - Add'l.	61,154	35,395	6,682	0		805,457		805,457	
5101	Equipment - Additional	10,522	49,406	0	0		0		0	
5141	Site Improvement	37,708	124,868	0	361,704		245,442		(116,262)	
5501	Equipment - Replacement	26,287	0	0	0		0		0	
Totals		16,541,329	17,724,881	17,935,352	17,977,666	202.00	19,552,882	204.00	1,575,216	2.00
Student Enrollment		2,228	2,258	2,159	2,123		2,204			
Positions		177.00	192.00	199.60	202.00		204.00			

Financial Section

School: GAINESVILLE HIGH SCHOOL
School #: 513
Address:

Principal:
Main Office:
Grades: 9-12
Specialty:
Programs:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	0	0	0	0	0.00	158,040	1.00	158,040	1.00
1150	Secretarial / Bookkeeper	0	0	0	0	0.00	61,800	1.00	61,800	1.00
2100	Social Security - FICA	0	0	0	0		16,818		16,818	
2210	Retirement - VRS	0	0	0	0		39,198		39,198	
2220	Retirement - PWCS	0	0	0	0		1,807		1,807	
2300	Health Insurance - HMP	0	0	0	0		26,733		26,733	
2400	Life Insurance - GLI	0	0	0	0		2,946		2,946	
4010	Instructional Supplies	0	0	0	0		1,658,659		1,658,659	
	Totals	0	0	0	0	0.00	1,966,000	2.00	1,966,000	2.00
	Student Enrollment Positions	0	0	0	0		0			
		0.00	0.00	0.00	0.00		2.00			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	99,558	102,544	105,621	91,440	1.00	93,000	1.00	1,560	0.00
1111	Principal	148,522	152,976	149,942	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	572,075	700,637	675,265	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	218,003	130,678	134,766	97,380	1.50	169,200	2.50	71,820	1.00
1120	Teacher, Classroom	9,147,307	9,044,006	8,952,105	8,615,359	133.00	9,457,860	141.50	842,501	8.50
1121	Librarian	130,645	133,586	137,468	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	427,652	423,090	478,969	572,760	8.60	618,840	9.00	46,080	0.40
1140	Teacher Assistant	162,583	180,015	138,668	145,440	6.00	197,760	8.00	52,320	2.00
1148	Specialist	193,079	204,816	210,053	223,200	5.00	221,280	5.00	(1,920)	0.00
1150	Secretarial / Bookkeeper	573,312	601,385	587,498	564,792	14.00	617,880	15.00	53,088	1.00
1180	Natl Board Certified Teacher Incentive	12,500	10,000	7,500	0	0.00	0	0.00	0	0.00
1190	Custodian	596,941	615,704	616,188	548,280	15.00	551,760	15.00	3,480	0.00
1200	Overtime	19,994	30,978	26,910	23,000		18,000		(5,000)	
1201	Straight Time	23,897	27,466	29,891	22,000		13,000		(9,000)	
1300	Temporary Employee	8,787	2,345	15,527	10,000		13,000		3,000	
1500	Substitute Teacher	159,487	115,750	136,399	100,000		130,000		30,000	
1502	Substitute, Other	18,482	13,457	16,144	12,000		7,000		(5,000)	
1600	Instructional Supplement	62,001	140,950	144,875	35,000		62,000		27,000	
1601	Coaching Supplement	169,033	165,685	170,530	190,000		190,000		0	
1602	Extra-Curr. Supplement	66,480	71,673	66,493	60,000		65,000		5,000	
1647	Coordinator Supplement	0	20,736	23,000	0		0		0	
2100	Social Security - FICA	931,143	939,095	938,136	937,392		1,024,282		86,890	
2210	Retirement - VRS	1,635,122	1,828,864	1,681,347	1,932,220		2,234,791		302,570	
2211	Retiree Health Care Credit	125,899	141,098	132,214	0		0		0	
2220	Retirement - PWCS	102,967	105,577	106,859	97,008		105,967		8,959	
2221	Defined Contribution Plan	49,042	65,287	64,714	0		0		0	
2300	Health Insurance - HMP	1,271,286	1,378,113	1,390,563	1,435,061		1,567,583		132,522	
2310	Short/Long Term Disability Premium	9,315	11,910	11,303	0		0		0	
2400	Life Insurance - GLI	154,851	156,901	150,981	154,599		172,743		18,143	
2820	Educ Tuition Assistance	628	0	0	0		0		0	
2830	Admin. Assoc. Fees	3,047	2,766	2,372	4,500		3,000		(1,500)	
3100	Professional Services	11,544	35,852	40,158	27,500		27,500		0	
3201	Telephone	5,534	6,236	4,640	8,000		6,000		(2,000)	
3401	Travel Reimbursement	12,783	4,570	10,777	17,500		11,000		(6,500)	
3402	Conference Expenses	45,116	35,241	34,190	22,750		22,500		(250)	
3450	Field Trips	104,237	83,891	101,048	56,800		77,050		20,250	
3501	Repair/Maint. - Building	0	0	16,939	13,000		12,000		(1,000)	
3502	Repair/Maint. - Equipment	98,455	58,415	61,389	40,000		42,000		2,000	
3700	In-Service Expenses	14,862	0	3,000	3,000		3,000		0	
3902	Printing Services	10,831	5,992	11,085	8,000		10,000		2,000	
3903	Postage	9,894	14,371	11,380	11,400		11,400		0	
3913	Tuition - Other Divisions	0	20,800	99	0		0		0	
3914	Tuition - Private Schools	150	0	0	35,000		40,000		5,000	
3919	Tuition - Annual Year Governor's School	0	12,516	12,867	0		4,000		4,000	
3921	Tuition - PWCS	9,397	1,413	2,502	15,000		5,000		(10,000)	
3999	Other Contract Services	7,793	7,273	4,203	5,000		5,000		0	
4001	Office Supplies	28,392	9,253	16,191	15,000		12,000		(3,000)	
4002	Medical Supplies	8,016	4,657	4,574	9,000		8,000		(1,000)	
4003	Custodial Supplies	54,536	46,408	32,430	40,000		40,000		0	
4007	Wearing Apparel	10,029	5,214	16,283	8,200		9,200		1,000	
4008	Reference Materials	577	4,146	5,526	5,000		5,000		0	
4010	Instructional Supplies	232,353	155,780	168,563	139,800		278,334		138,534	
4011	Textbooks	13,021	5,857	18,430	68,939		84,000		15,061	
4013	Testing Materials	172,391	158,298	161,416	48,000		20,000		(28,000)	
4014	Food, Cafeteria	13,725	15,861	19,784	22,000		25,000		3,000	
4016	Library Books	9,404	2,212	209	10,000		8,000		(2,000)	
4019	Food	10,221	20,189	25,950	9,000		14,000		5,000	
4020	Printing Supplies	19,743	18,371	28,943	26,850		36,800		9,950	
4150	Lease Agreement	56,078	56,382	56,382	80,000		60,000		(20,000)	
4310	Tech. Supp/Equip Add'l	22,879	14,859	30,226	20,000		67,000		47,000	
4350	Tech. Supp/Equip Repl	42,830	4,693	367	5,000		5,000		0	
4410	Software - Additional	2,988	10,890	860	1,000		6,000		5,000	
4450	Software - Replacement	1,018	749	3,112	500		5,500		5,000	
4510	General Equipment - Add'l.	47,434	22,067	78,441	35,681		78,000		42,319	
5101	Equipment - Additional	10,000	0	13,807	0		0		0	
5141	Site Improvement	14,369	0	11,950	0		0		0	
5501	Equipment - Replacement	14,550	0	30,581	3,500		0		(3,500)	
Totals		18,208,788	18,360,541	18,340,602	17,624,692	193.10	19,535,949	206.00	1,911,257	12.90
Student Enrollment		2,515	2,403	2,311	2,207		2,350			
Positions		201.59	201.59	187.50	193.10		206.00			

Financial Section

School: HYLTON HIGH SCHOOL
School #: 571
Address: 14051 Spriggs Rd.
 Woodbridge, VA 22193
Principal: David Cassady
Main Office: 703.580.4000
Grades: 9-12
Specialty: Ctr. for International Studies and Languages
Programs: Automotive Technology, Television Production, Cabinetmaking, Air Force JROTC



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	66,117	0	0	0	0.00	0	0.00	0	0.00
1111	Principal	139,994	144,195	148,522	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	605,909	636,053	655,136	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	224,073	230,669	237,468	199,800	3.00	206,280	3.00	6,480	0.00
1120	Teacher, Classroom	8,586,872	8,835,921	8,998,988	8,162,448	126.00	8,165,332	122.20	2,884	(3.80)
1121	Librarian	163,875	168,670	170,905	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	509,089	452,180	447,337	506,160	7.60	481,320	7.00	(24,840)	(0.60)
1140	Teacher Assistant	133,124	150,420	143,396	145,440	6.00	148,320	6.00	2,880	0.00
1148	Specialist	120,450	142,353	152,110	146,400	3.00	144,360	3.00	(2,040)	0.00
1150	Secretarial / Bookkeeper	551,416	571,542	582,254	629,448	16.00	630,600	16.00	1,152	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	513,833	490,688	505,319	461,520	13.00	443,760	12.00	(17,760)	(1.00)
1200	Overtime	18,229	14,852	18,145	21,000		32,000		11,000	
1201	Straight Time	12,246	27,294	29,209	41,000		35,500		(5,500)	
1300	Temporary Employee	69,021	9,571	6,220	21,000		63,000		42,000	
1500	Substitute Teacher	153,635	132,447	154,389	125,000		125,000		0	
1502	Substitute, Other	0	1,019	176	0		2,000		2,000	
1600	Instructional Supplement	18,331	13,319	10,408	13,000		10,000		(3,000)	
1601	Coaching Supplement	171,592	174,030	181,479	200,000		200,000		0	
1602	Extra-Curr. Supplement	74,273	77,371	74,372	75,000		75,000		0	
2100	Social Security - FICA	886,257	900,560	912,244	894,289		897,053		2,764	
2210	Retirement - VRS	1,585,106	1,780,220	1,727,392	1,839,159		1,942,798		103,639	
2211	Retiree Health Care Credit	119,961	135,216	134,130	0		0		0	
2220	Retirement - PWCS	108,743	107,210	108,296	92,015		91,930		(85)	
2221	Defined Contribution Plan	17,403	31,622	39,965	0		0		0	
2300	Health Insurance - HMP	1,358,923	1,371,524	1,490,947	1,361,197		1,359,938		(1,259)	
2310	Short/Long Term Disability Premium	3,235	5,067	6,539	0		0		0	
2400	Life Insurance - GLI	146,972	149,272	151,884	146,642		149,861		3,219	
2830	Admin. Assoc. Fees	325	710	936	1,000		3,000		2,000	
3100	Professional Services	163	10	0	0		500		500	
3201	Telephone	6,755	6,374	7,551	8,000		8,000		0	
3401	Travel Reimbursement	8,108	2,977	0	0		0		0	
3402	Conference Expenses	18,386	7,614	14,478	25,500		6,000		(19,500)	
3450	Field Trips	57,466	42,681	55,985	93,129		62,038		(31,091)	
3902	Printing Services	565	265	847	5,500		6,000		500	
3903	Postage	18,339	8,124	4,884	17,000		12,000		(5,000)	
3913	Tuition - Other Divisions	150	0	2,915	5,000		5,000		0	
3919	Tuition - Annual Year Governor's School	3,044	3,129	3,217	0		0		0	
3921	Tuition - PWCS	1,200	4,395	4,609	10,000		5,000		(5,000)	
3999	Other Contract Services	382	48	82	0		500		500	
4001	Office Supplies	16,711	10,870	8,892	12,000		9,500		(2,500)	
4002	Medical Supplies	1,249	959	1,678	2,000		2,000		0	
4003	Custodial Supplies	33,035	37,588	32,064	35,000		35,000		0	
4004	Repair/Maint. Supplies	68,185	53,628	48,599	5,000		2,000		(3,000)	
4007	Wearing Apparel	2,875	1,120	5,295	6,000		1,000		(5,000)	
4010	Instructional Supplies	189,965	139,082	156,766	326,022		431,797		105,775	
4011	Textbooks	101,212	13,764	21,412	178,648		50,000		(128,648)	
4013	Testing Materials	121,968	106,899	86,874	101,000		50,000		(51,000)	
4014	Food, Cafeteria	5,490	3,353	10,037	6,000		10,000		4,000	
4016	Library Books	2,136	7,833	4,000	5,000		5,000		0	
4017	Library Periodicals	3,329	2,571	607	3,000		3,000		0	
4018	Library Supplies	3,292	2,056	1,310	3,000		3,000		0	
4019	Food	11,515	12,913	10,028	6,000		5,000		(1,000)	
4150	Lease Agreement	44,665	37,221	52,109	22,000		45,000		23,000	
4310	Tech. Supp/Equip Add'l	59,377	35,453	52,494	11,000		7,000		(4,000)	
4350	Tech. Supp/Equip Repl	0	240	224	0		5,000		5,000	
4410	Software - Additional	3,640	14,675	20,888	0		25,000		25,000	
4450	Software - Replacement	1,018	749	5,752	11,000		6,200		(4,800)	
4510	General Equipment - Add'l.	196,218	20,513	52,237	31,000		23,000		(8,000)	
4550	General Equipment - Repl.	185,017	22,197	7,859	15,000		7,000		(8,000)	
5101	Equipment - Additional	18,474	0	0	0		0		0	
5501	Equipment - Replacement	12,267	0	20,748	0		0		0	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		17,562,699	17,360,797	17,790,105	16,972,157	183.60	17,001,307	178.20	29,150	(5.40)
Student Enrollment		2,298	2,263	2,269	2,231		2,152			
Positions		180.52	186.80	186.80	183.60		178.20			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	144,116	148,421	11,654	0	0.00	0	0.00	0	0.00
1111	Principal	128,114	131,960	135,917	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	499,932	514,932	678,400	761,880	7.00	779,520	7.00	17,640	0.00
1115	Teacher on Special Assignment	0	63,215	0	0	0.00	68,760	1.00	68,760	1.00
1120	Teacher, Classroom	8,749,437	8,571,880	9,269,582	9,367,600	144.67	9,997,723	149.67	630,124	5.00
1121	Librarian	142,993	163,204	170,137	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	575,022	461,963	471,556	599,400	9.00	618,840	9.00	19,440	0.00
1140	Teacher Assistant	133,625	111,751	113,719	96,960	4.00	123,600	5.00	26,640	1.00
1148	Specialist	133,650	148,301	166,250	214,392	4.80	221,280	5.00	6,888	0.20
1150	Secretarial / Bookkeeper	526,222	550,960	544,120	539,736	13.00	565,680	13.50	25,944	0.50
1180	Natl Board Certified Teacher Incentive	17,500	17,500	15,000	0	0.00	0	0.00	0	0.00
1190	Custodian	396,722	385,743	387,603	460,800	14.00	461,040	14.00	240	0.00
1200	Overtime	8,567	8,292	7,128	6,500		6,500		0	
1201	Straight Time	9,914	9,423	15,253	0		0		0	
1300	Temporary Employee	17,748	12,016	12,991	3,000		3,000		0	
1500	Substitute Teacher	99,760	99,195	110,033	136,000		136,000		0	
1502	Substitute, Other	314	0	2,804	0		0		0	
1600	Instructional Supplement	70,988	55,537	51,356	42,000		42,000		0	
1601	Coaching Supplement	154,586	155,232	164,415	170,000		185,000		15,000	
1602	Extra-Curr. Supplement	71,023	70,994	69,694	72,000		85,000		13,000	
1603	Homebound Tutoring	82	0	0	0		0		0	
2100	Social Security - FICA	861,561	855,235	910,480	976,145		1,039,597		63,452	
2210	Retirement - VRS	1,533,418	1,667,766	1,691,559	2,031,081		2,288,186		257,105	
2211	Retiree Health Care Credit	118,060	128,268	132,706	0		0		0	
2220	Retirement - PWCS	103,364	103,154	105,055	101,357		107,945		6,589	
2221	Defined Contribution Plan	40,119	47,788	52,994	0		0		0	
2300	Health Insurance - HMP	1,315,482	1,252,705	1,369,367	1,499,397		1,596,853		97,455	
2310	Short/Long Term Disability Premium	6,446	7,645	10,077	0		0		0	
2400	Life Insurance - GLI	143,518	140,719	149,009	161,530		175,968		14,438	
2830	Admin. Assoc. Fees	0	0	536	1,600		1,600		0	
3401	Travel Reimbursement	21,682	23,124	21,187	5,000		5,000		0	
3402	Conference Expenses	23,415	1	25,708	25,000		25,000		0	
3450	Field Trips	64,031	67,109	76,231	70,500		72,500		2,000	
3502	Repair/Maint. - Equipment	0	5,904	11,898	5,000		5,000		0	
3700	In-Service Expenses	6,667	201	20,152	18,000		18,000		0	
3902	Printing Services	26,484	30,526	6,705	44,000		44,000		0	
3903	Postage	2,215	2,685	4,162	8,000		8,000		0	
3919	Tuition - Annual Year Governor's School	66,964	75,096	139,931	164,000		166,000		2,000	
3921	Tuition - PWCS	4,778	55,875	69,967	97,600		70,600		(27,000)	
4001	Office Supplies	2,458	3,006	1,429	3,000		5,000		2,000	
4002	Medical Supplies	1,509	1,894	4,342	9,000		9,000		0	
4003	Custodial Supplies	39,004	40,302	44,246	42,000		50,000		8,000	
4004	Repair/Maint. Supplies	4,504	1,301	0	0		0		0	
4007	Wearing Apparel	853	6,109	1,821	6,175		6,175		0	
4010	Instructional Supplies	446,707	458,963	270,207	155,000		207,000		52,000	
4011	Textbooks	24,221	10,255	28,004	71,812		117,425		45,613	
4013	Testing Materials	5,310	5,604	167,106	0		0		0	
4014	Food, Cafeteria	1,366	5,907	8,632	0		0		0	
4016	Library Books	1,258	444	4,177	6,000		8,000		2,000	
4017	Library Periodicals	565	0	1,000	1,000		1,000		0	
4018	Library Supplies	268	0	2,000	2,000		2,000		0	
4019	Food	277	0	1,118	0		0		0	
4150	Lease Agreement	52,072	49,607	49,607	48,000		48,000		0	
4310	Tech. Supp/Equip Add'l	28,144	26,621	57,741	50,000		245,000		195,000	
4350	Tech. Supp/Equip Repl	0	835	0	0		0		0	
4410	Software - Additional	399	0	3,027	5,000		5,000		0	
4450	Software - Replacement	8,253	749	0	0		0		0	
4510	General Equipment - Add'l.	436	0	5,296	5,500		5,500		0	
4550	General Equipment - Repl.	51,908	19,996	55,087	32,500		44,500		12,000	
5101	Equipment - Additional	0	0	988	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		16,888,030	16,775,915	17,901,166	18,410,264	199.47	19,972,352	207.17	1,562,088	7.70
Student Enrollment		2,278	2,173	2,357	2,510		2,634			
Positions		178.90	175.87	184.87	199.47		207.17			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	135,917	139,994	144,195	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	590,636	576,299	614,586	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	207,273	222,476	222,793	198,120	3.00	204,480	3.00	6,360	0.00
1120	Teacher, Classroom	9,711,542	9,972,401	10,097,114	10,291,692	158.10	11,125,872	165.70	834,180	7.60
1121	Librarian	160,313	164,939	161,623	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	545,057	561,020	609,845	599,400	9.00	618,840	9.00	19,440	0.00
1140	Teacher Assistant	196,150	201,460	203,055	218,160	9.00	222,480	9.00	4,320	0.00
1148	Specialist	140,491	150,824	171,992	162,984	3.80	162,864	3.80	(120)	0.00
1150	Secretarial / Bookkeeper	557,049	562,642	559,156	563,136	14.00	575,760	14.00	12,624	0.00
1180	Natl Board Certified Teacher Incentive	2,500	2,500	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	440,814	471,276	478,738	489,480	15.00	497,040	15.00	7,560	0.00
1200	Overtime	1,707	357	1,395	0		0		0	
1201	Straight Time	3,530	3,050	5,540	0		0		0	
1300	Temporary Employee	44,575	1,576	1,842	0		0		0	
1500	Substitute Teacher	116,140	113,212	126,751	120,000		120,000		0	
1502	Substitute, Other	369	371	5,203	0		0		0	
1600	Instructional Supplement	738	22,282	16,406	11,000		11,000		0	
1601	Coaching Supplement	159,965	158,949	162,145	205,681		214,340		8,659	
1602	Extra-Curr. Supplement	71,266	70,041	73,944	62,040		61,398		(642)	
2100	Social Security - FICA	953,409	973,009	992,481	1,060,637		1,130,505		69,868	
2210	Retirement - VRS	1,717,778	1,946,494	1,907,839	2,219,579		2,504,951		285,373	
2211	Retiree Health Care Credit	131,908	148,633	148,414	0		0		0	
2220	Retirement - PWCS	78,106	87,650	99,743	110,689		118,130		7,442	
2221	Defined Contribution Plan	40,333	42,430	45,743	0		0		0	
2300	Health Insurance - HMP	1,482,921	1,529,019	1,613,184	1,637,443		1,747,521		110,078	
2310	Short/Long Term Disability Premium	6,370	6,706	7,698	0		0		0	
2400	Life Insurance - GLI	160,351	163,307	167,145	176,402		192,571		16,169	
3100	Professional Services	561	0	0	0		0		0	
3201	Telephone	3,472	4,120	2,585	4,000		4,000		0	
3401	Travel Reimbursement	7,233	3,519	5,439	2,500		2,500		0	
3402	Conference Expenses	12,744	8,797	10,039	9,946		4,734		(5,212)	
3450	Field Trips	50,790	54,035	53,941	34,800		4,000		(30,800)	
3501	Repair/Maint. - Building	1,003	1,435	4,144	0		0		0	
3502	Repair/Maint. - Equipment	2,661	1,625	0	0		0		0	
3902	Printing Services	6,549	3,858	5,400	2,000		2,000		0	
3903	Postage	1,218	778	1,448	2,000		2,000		0	
3919	Tuition - Annual Year Governor's School	70,007	71,967	61,120	0		0		0	
3921	Tuition - PWCS	1,383	648	3,725	100,000		25,000		(75,000)	
3999	Other Contract Services	487	1,760	4,016	0		0		0	
4001	Office Supplies	3,505	5,325	11,478	5,000		5,000		0	
4002	Medical Supplies	927	1,085	2,129	2,000		2,000		0	
4003	Custodial Supplies	33,668	31,583	47,646	30,000		10,000		(20,000)	
4004	Repair/Maint. Supplies	2,943	0	6,878	0		0		0	
4007	Wearing Apparel	6,620	5,100	6,220	0		0		0	
4010	Instructional Supplies	119,886	90,182	106,959	92,455		47,491		(44,964)	
4011	Textbooks	62,543	8,560	47,875	50,000		44,430		(5,570)	
4013	Testing Materials	185,120	194,621	153,293	0		0		0	
4014	Food, Cafeteria	3,279	1,559	3,924	0		0		0	
4015	Food Service Supplies	27,284	1,165	0	0		0		0	
4016	Library Books	31,274	36,893	9,273	30,000		30,000		0	
4017	Library Periodicals	14,449	11,030	16,391	30,000		30,000		0	
4018	Library Supplies	6,451	7,990	6,372	5,000		5,000		0	
4019	Food	2,274	2,809	5,022	0		0		0	
4020	Printing Supplies	0	26,090	22,690	27,000		27,000		0	
4150	Lease Agreement	90,113	89,549	88,928	102,000		102,000		0	
4310	Tech. Supp/Equip Add'l	19,999	34,227	44,135	20,000		20,000		0	
4350	Tech. Supp/Equip Repl	11,209	0	0	0		0		0	
4410	Software - Additional	31,612	6,314	6,174	35,601		50,000		14,399	
4450	Software - Replacement	1,018	275	1,038	0		0		0	
4510	General Equipment - Add'l.	6,419	11,121	31,365	80,000		30,000		(50,000)	
4550	General Equipment - Repl.	1,148	923	0	0		0		0	
5101	Equipment - Additional	0	0	7,691	0		0		0	
5103	DP Equipment - Additional	5,598	0	0	0		0		0	
5501	Equipment - Replacement	0	0	10,373	0		0		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		18,482,653	19,011,858	19,428,778	19,738,584	220.90	20,923,628	228.50	1,185,044	7.60
Student Enrollment		2,747	2,688	2,678	2,712		2,750			
Positions		212.30	212.00	212.90	220.90		228.50			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	7,154	0	0	0	0.00	0		0	0.00
1111	Principal	144,195	148,522	154,501	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	560,430	636,505	661,550	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	0	67,909	78,386	131,520	2.00	135,720	2.00	4,200	0.00
1120	Teacher, Classroom	7,401,826	7,681,119	7,748,220	7,575,479	117.50	8,056,530	121.00	481,051	3.50
1121	Librarian	155,272	160,763	165,462	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	419,229	436,231	436,799	399,600	6.00	412,560	6.00	12,960	0.00
1140	Teacher Assistant	124,991	131,992	157,155	145,440	6.00	247,200	10.00	101,760	4.00
1148	Specialist	123,202	126,675	130,078	146,400	3.00	144,360	3.00	(2,040)	0.00
1150	Secretarial / Bookkeeper	494,297	458,457	475,534	467,880	11.00	537,480	13.00	69,600	2.00
1180	Natl Board Certified Teacher Incentive	5,000	5,000	2,500	0	0.00	0	0.00	0	0.00
1190	Custodian	374,470	384,902	392,666	375,480	10.00	385,440	10.00	9,960	0.00
1200	Overtime	1,430	2,047	3,584	8,500		9,000		500	
1201	Straight Time	2,436	3,307	5,942	9,100		10,100		1,000	
1300	Temporary Employee	112,398	78,809	58,979	75,000		66,500		(8,500)	
1500	Substitute Teacher	151,043	118,306	114,639	120,000		120,000		0	
1502	Substitute, Other	0	0	2,527	0		3,000		3,000	
1600	Instructional Supplement	3,044	7,744	24,511	16,500		17,000		500	
1601	Coaching Supplement	169,397	166,381	165,698	19,500		204,856		185,356	
1602	Extra-Curr. Supplement	71,205	74,126	80,186	60,000		70,882		10,882	
2100	Social Security - FICA	760,818	785,571	791,790	815,929		870,637		54,707	
2210	Retirement - VRS	1,357,829	1,562,381	1,520,498	1,678,165		1,895,923		217,758	
2211	Retiree Health Care Credit	103,715	119,442	118,648	0		0		0	
2220	Retirement - PWCS	79,364	81,281	81,647	83,717		89,458		5,741	
2221	Defined Contribution Plan	25,374	35,849	40,769	0		0		0	
2300	Health Insurance - HMP	1,146,267	1,222,309	1,308,211	1,238,452		1,323,375		84,923	
2310	Short/Long Term Disability Premium	5,033	5,925	7,287	0		0		0	
2400	Life Insurance - GLI	126,335	131,356	133,767	133,419		145,832		12,413	
3106	Sports Officials	33,156	37,923	40,560	37,000		37,000		0	
3201	Telephone	4,607	5,944	5,305	6,000		5,000		(1,000)	
3401	Travel Reimbursement	2,612	3,692	4,077	3,100		2,100		(1,000)	
3402	Conference Expenses	18,242	11,158	3,711	5,000		5,000		0	
3450	Field Trips	48,685	47,262	31,212	42,500		30,500		(12,000)	
3903	Postage	1,835	4,887	2,984	4,000		3,500		(500)	
3913	Tuition - Other Divisions	0	10,360	10,046	12,000		12,000		0	
3919	Tuition - Annual Year Governor's School	3,044	6,258	9,650	5,000		8,000		3,000	
3921	Tuition - PWCS	14,968	(450)	5,209	10,000		5,000		(5,000)	
3999	Other Contract Services	750	731	1,902	500		500		0	
4001	Office Supplies	2,125	84	1,436	3,500		2,500		(1,000)	
4002	Medical Supplies	1,206	1,459	1,750	2,000		2,000		0	
4003	Custodial Supplies	32,739	36,272	37,351	40,000		40,000		0	
4004	Repair/Maint. Supplies	1,665	969	1,215	2,000		2,000		0	
4010	Instructional Supplies	451,071	378,840	281,917	539,366		575,926		36,560	
4011	Textbooks	81,674	59,074	6,137	31,500		51,500		20,000	
4013	Testing Materials	1,064	0	0	0		10,000		10,000	
4014	Food, Cafeteria	15,060	4,108	14,254	10,000		10,000		0	
4016	Library Books	7,889	14,412	8,333	12,000		12,900		900	
4017	Library Periodicals	385	350	0	500		500		0	
4018	Library Supplies	10,894	1,096	517	2,500		4,500		2,000	
4019	Food	1,876	9,324	9,492	6,000		10,000		4,000	
4310	Tech. Supp/Equip Add'l	123,983	55,262	8,609	20,000		20,000		0	
4350	Tech. Supp/Equip Repl	2,398	11,675	0	0		0		0	
4410	Software - Additional	32,715	0	14,120	0		8,000		8,000	
4450	Software - Replacement	1,018	275	1,038	0		0		0	
4510	General Equipment - Add'l.	20,134	920	7,780	2,000		2,000		0	
5150	Lease/Purchase Agreee.	43,003	50,081	49,183	55,000		50,000		(5,000)	
Totals		14,884,552	15,384,876	15,419,321	15,294,387	164.50	16,619,998	174.00	1,325,611	9.50
Student Enrollment		1,995	1,961	1,913	1,880		1,938			
Positions		159.00	162.00	163.50	164.50		174.00			

Financial Section

School: UNITY REED 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	105,621	108,790	105,129	91,440	1.00	93,000	1.00	1,560	0.00
1111	Principal	128,114	131,960	135,917	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	547,608	622,773	616,454	653,040	6.00	668,160	6.00	15,120	0.00
1115	Teacher on Special Assignment	192,705	176,655	242,537	266,400	4.00	343,800	5.00	77,400	1.00
1120	Teacher, Classroom	10,303,653	10,619,272	10,078,373	9,815,040	151.60	10,896,976	163.10	1,081,936	11.50
1121	Librarian	127,398	139,565	142,872	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	538,993	562,027	631,553	599,400	9.00	687,600	10.00	88,200	1.00
1140	Teacher Assistant	222,308	241,134	246,788	242,400	10.00	271,920	11.00	29,520	1.00
1145	Computer Technologist	66,945	68,887	70,885	80,880	1.00	76,680	1.00	(4,200)	0.00
1148	Specialist	172,632	164,937	173,589	190,440	4.00	187,440	4.00	(3,000)	0.00
1150	Secretarial / Bookkeeper	559,605	614,842	608,550	630,312	16.00	708,480	18.00	78,168	2.00
1180	Natl Board Certified Teacher Incentive	20,000	17,500	27,500	0	0.00	0	0.00	0	0.00
1190	Custodian	463,219	474,577	488,934	490,200	14.00	502,080	14.00	11,880	0.00
1200	Overtime	2,396	6,697	7,424	10,000		10,000		0	
1201	Straight Time	6,215	13,380	12,206	7,000		6,000		(1,000)	
1300	Temporary Employee	67,771	37,385	43,098	45,000		31,000		(14,000)	
1500	Substitute Teacher	164,277	154,494	138,999	125,000		125,000		0	
1502	Substitute, Other	0	941	1,053	0		0		0	
1600	Instructional Supplement	89,508	92,187	103,783	106,000		67,500		(38,500)	
1601	Coaching Supplement	153,783	152,279	146,529	165,000		165,000		0	
1602	Extra-Curr. Supplement	68,420	65,954	65,316	60,000		60,000		0	
2100	Social Security - FICA	1,032,577	1,058,482	1,027,045	1,060,853		1,162,509		101,656	
2210	Retirement - VRS	1,785,831	2,106,149	1,943,694	2,199,841		2,568,671		368,830	
2211	Retiree Health Care Credit	136,605	162,775	152,617	0		0		0	
2220	Retirement - PWCS	117,035	123,328	120,258	109,731		121,095		11,363	
2221	Defined Contribution Plan	42,673	60,905	64,672	0		0		0	
2300	Health Insurance - HMP	1,520,706	1,622,026	1,702,476	1,623,281		1,791,375		168,094	
2310	Short/Long Term Disability Premium	7,436	9,394	10,317	0		0		0	
2400	Life Insurance - GLI	166,063	178,300	171,941	174,876		197,404		22,528	
2830	Admin. Assoc. Fees	1,871	0	921	200		1,000		800	
3100	Professional Services	0	0	250	0		0		0	
3106	Sports Officials	29,766	33,478	25,992	25,000		25,000		0	
3201	Telephone	3,044	3,229	4,499	5,000		5,000		0	
3401	Travel Reimbursement	2,807	11,852	20,379	13,000		13,000		0	
3402	Conference Expenses	13,035	14,776	17,850	20,000		20,000		0	
3450	Field Trips	65,211	71,265	80,293	103,500		105,000		1,500	
3504	Maint. Service Contracts	0	0	200	0		0		0	
3902	Printing Services	7,166	5,124	6,918	11,500		11,500		0	
3903	Postage	7,408	9,520	7,923	13,500		16,000		2,500	
3905	Extra Curricular Expenses	71,693	39,220	48,616	48,000		38,000		(10,000)	
3919	Tuition - Annual Year Governor's School	6,088	3,129	3,217	17,000		17,000		0	
3921	Tuition - PWCS	450	405	5,978	30,000		20,188		(9,812)	
3999	Other Contract Services	131	219	1,030	600		3,500		2,900	
4001	Office Supplies	13,719	17,549	26,975	37,000		32,000		(5,000)	
4002	Medical Supplies	3,129	5,325	2,398	6,000		6,000		0	
4003	Custodial Supplies	44,475	47,879	45,495	60,000		60,000		0	
4004	Repair/Maint. Supplies	24,328	10,499	11,044	55,000		55,000		0	
4007	Wearing Apparel	3,781	3,129	6,182	5,500		6,500		1,000	
4009	Extra Curricular Supplies	3,616	3,775	542	5,500		5,500		0	
4010	Instructional Supplies	225,188	185,713	185,279	277,250		228,300		(48,950)	
4011	Textbooks	110,400	20,240	9,877	131,000		134,000		3,000	
4012	Emp. Training Supplies	59	757	0	0		0		0	
4013	Testing Materials	158,010	149,261	136,633	209,515		90,000		(119,515)	
4014	Food, Cafeteria	4,392	4,570	7,486	0		0		0	
4016	Library Books	11,768	4,033	3,386	5,000		5,000		0	
4017	Library Periodicals	649	821	865	7,000		7,000		0	
4018	Library Supplies	7,416	6,190	7,814	2,000		3,000		1,000	
4019	Food	17,563	10,979	11,972	8,000		10,000		2,000	
4150	Lease Agreement	60,664	53,188	53,170	70,000		70,000		0	
4310	Tech. Supp/Equip Add'l	166,902	7,228	48,839	75,000		55,000		(20,000)	
4350	Tech. Supp/Equip Repl	22,317	0	12,805	50,000		10,000		(40,000)	
4410	Software - Additional	0	0	3,094	10,000		10,000		0	
4450	Software - Replacement	18,279	20,310	13,303	50,000		50,000		0	
4510	General Equipment - Add'l.	61,087	29,934	26,536	172,000		97,000		(75,000)	
5101	Equipment - Additional	0	4,810	3,493	0		0		0	
5501	Equipment - Replacement	0	0	8,585	50,000		50,000		0	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		19,976,505	20,566,004	20,130,351	20,614,000	219.60	22,301,738	236.10	1,687,738	16.50
Student Enrollment		2,560	2,554	2,475	2,644		2,702			
Positions		213.20	223.20	215.60	219.60		236.10			

Financial Section

School: WOODBRIDGE 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin Coordinator	0	69,828	76,303	0	0.00	0	0.00	0	0.00
1111	Principal	113,829	117,242	128,114	156,600	1.00	158,040	1.00	1,440	0.00
1112	Assistant Principal	593,975	611,870	630,227	761,880	7.00	779,520	7.00	17,640	0.00
1115	Teacher on Special Assignment	128,642	268,865	215,698	199,800	3.00	206,280	3.00	6,480	0.00
1120	Teacher, Classroom	9,765,707	9,661,441	9,998,004	9,878,702	152.46	10,868,916	162.60	990,214	10.14
1121	Librarian	140,593	145,435	106,772	133,200	2.00	137,520	2.00	4,320	0.00
1122	Counselor	513,847	558,082	600,217	599,400	9.00	618,840	9.00	19,440	0.00
1140	Teacher Assistant	94,517	120,127	149,290	145,440	6.00	173,040	7.00	27,600	1.00
1148	Specialist	147,788	152,072	156,486	179,160	4.00	178,200	4.00	(960)	0.00
1150	Secretarial / Bookkeeper	534,041	609,056	663,458	671,928	17.00	686,640	17.00	14,712	0.00
1180	Natl Board Certified Teacher Incentive	0	5,000	12,500	0	0.00	0	0.00	0	0.00
1190	Custodian	555,895	571,057	580,135	611,520	17.00	630,600	17.00	19,080	0.00
1200	Overtime	20,519	14,080	24,215	10,000		10,000		0	
1201	Straight Time	16,499	20,220	36,544	13,000		13,000		0	
1300	Temporary Employee	39,749	41,806	41,383	15,000		15,000		0	
1500	Substitute Teacher	164,201	153,124	184,590	160,000		175,000		15,000	
1600	Instructional Supplement	65,308	32,215	41,904	20,000		20,000		0	
1601	Coaching Supplement	179,128	169,539	176,340	190,000		190,000		0	
1602	Extra-Curr. Supplement	68,484	69,580	73,863	77,000		77,000		0	
1603	Homebound Tutoring	2,429	0	0	0		0		0	
2100	Social Security - FICA	964,528	984,974	1,020,964	1,057,433		1,142,727		85,294	
2210	Retirement - VRS	1,712,550	1,938,867	1,884,201	2,184,615		2,501,389		316,775	
2211	Retiree Health Care Credit	131,034	148,717	147,641	0		0		0	
2220	Retirement - PWCS	114,451	123,468	128,348	109,635		118,677		9,042	
2221	Defined Contribution Plan	37,835	54,682	62,436	0		0		0	
2300	Health Insurance - HMP	1,373,818	1,400,195	1,470,505	1,621,856		1,755,613		133,757	
2310	Short/Long Term Disability Premium	6,527	7,925	9,197	0		0		0	
2400	Life Insurance - GLI	160,474	164,503	167,410	174,723		193,463		18,740	
2830	Admin. Assoc. Fees	536	536	0	1,000		1,690		690	
3100	Professional Services	9,029	0	0	0		0		0	
3106	Sports Officials	10,572	0	21,749	25,000		25,000		0	
3201	Telephone	2,694	4,640	3,663	5,000		5,000		0	
3401	Travel Reimbursement	3,706	1,315	3,168	5,000		5,000		0	
3402	Conference Expenses	35,172	13,019	14,268	15,000		15,000		0	
3450	Field Trips	82,682	84,336	94,314	73,000		61,800		(11,200)	
3700	In-Service Expenses	3,436	0	1,290	5,000		5,000		0	
3902	Printing Services	10,239	7,725	7,389	10,500		10,500		0	
3903	Postage	4,549	2,603	6,107	5,000		5,000		0	
3919	Tuition - Annual Year Governor's School	9,131	12,516	6,434	14,000		5,000		(9,000)	
3921	Tuition - PWCS	6,750	12,821	7,355	12,821		0		(12,821)	
3999	Other Contract Services	4,870	5,970	8,101	5,000		5,000		0	
4001	Office Supplies	13,255	18,667	18,709	24,456		30,518		6,062	
4002	Medical Supplies	2,132	1,687	1,851	4,000		5,000		1,000	
4003	Custodial Supplies	66,284	46,445	44,277	50,000		50,000		0	
4004	Repair/Maint. Supplies	11,016	6,891	10,695	50,000		50,000		0	
4007	Wearing Apparel	3,359	1,669	8,701	3,000		3,000		0	
4009	Extra Curricular Supplies	50	0	140	0		0		0	
4010	Instructional Supplies	221,696	158,195	250,493	252,218		296,156		43,938	
4011	Textbooks	157,928	9,465	64,237	100,000		124,919		24,919	
4013	Testing Materials	129,129	108,113	101,953	80,000		20,000		(60,000)	
4014	Food, Cafeteria	1,815	9,076	11,243	10,000		10,000		0	
4016	Library Books	5,642	13,391	12,898	14,000		14,000		0	
4017	Library Periodicals	811	617	0	600		600		0	
4018	Library Supplies	5,408	4,166	1,738	1,000		1,000		0	
4019	Food	7,681	16,483	19,100	23,000		23,000		0	
4150	Lease Agreement	38,836	39,315	74,605	75,000		0		(75,000)	
4310	Tech. Supp/Equip Add'l	19,185	35,994	39,044	232,545		180,000		(52,545)	
4350	Tech. Supp/Equip Repl	47,134	26,451	0	0		0		0	
4450	Software - Replacement	2,528	2,349	1,652	33,000		33,000		0	
4510	General Equipment - Add'l	27,098	28,302	87,589	100,000		50,000		(50,000)	
4550	General Equipment - Repl.	0	6,445	3,713	50,000		0		(50,000)	
5101	Equipment - Additional	14,202	11,744	0	0		0		0	
Totals		18,604,922	18,904,916	19,713,221	20,250,032	218.46	21,684,648	229.60	1,434,616	11.14
Student Enrollment		2,651	2,583	2,703	2,715		2,833			
Positions		200.20	207.20	206.66	218.46		229.60			

Financial Section

SPECIAL SCHOOLS SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	Positions	FY 2021 Approved Budget	Positions	Increase/(Decrease) Budget Positions	
1111 Principal	945,816	800,651	752,647	908,292	6.10	867,240	6.00	(41,052)	(0.10)
1112 Assistant Principal	455,391	649,199	702,136	927,360	9.00	1,040,160	10.00	112,800	1.00
1115 Teacher, Admin. Assign.	192,998	305,755	252,958	204,612	3.10	135,720	2.00	(68,892)	(1.10)
1120 Teacher, Classroom	13,676,760	13,838,825	14,734,602	14,744,448	226.90	15,635,868	233.30	891,420	6.40
1121 Librarian	274,533	271,870	352,492	266,400	4.00	275,040	4.00	8,640	0.00
1122 Counselor	578,448	546,200	632,293	751,608	11.00	803,304	11.40	51,696	0.40
1130 Social Worker	351,781	352,061	313,605	278,400	4.00	287,280	4.00	8,880	0.00
1133 Psychologist	246,327	253,416	366,998	297,120	4.00	306,720	4.00	9,600	0.00
1140 Teacher Assistant	1,466,942	1,524,058	1,498,330	1,565,904	64.60	1,522,752	61.60	(43,152)	(3.00)
1142 Cafeteria Aide	35,257	36,926	39,403	43,032	2.20	52,104	2.60	9,072	0.40
1148 Specialist	258,662	282,053	319,042	387,000	10.00	347,400	9.00	(39,600)	(1.00)
1150 Secretarial/Clerical	1,141,654	1,140,763	1,076,809	1,217,208	32.00	1,383,480	35.00	166,272	3.00
1180 Natl Board Certified Teacher Incentive	15,000	12,500	22,500	0	0.00	0	0.00	0	0.00
1190 Custodian	745,422	756,777	739,937	743,424	20.80	777,108	21.30	33,684	0.50
1200 Overtime	54,074	79,528	97,553	50,050		80,200		30,150	
1201 Straight Time	72,275	91,034	104,287	57,650		94,300		36,650	
1300 Temporary Employee	149,103	148,883	97,676	35,000		52,500		17,500	
1500 Substitute Teacher	162,496	212,264	232,684	181,500		230,000		48,500	
1502 Substitute, Other	8,618	17,503	19,427	7,200		11,500		4,300	
1600 Supplemental Pay	142,911	120,204	106,673	76,000		136,000		60,000	
1602 Extra Curr. Supplements	21,121	24,685	23,966	24,476		33,303		8,827	
1603 Homebound Tutoring	0	718	0	0		0		0	
2100 Social Security - FICA	1,535,560	1,566,409	1,636,587	1,741,652		1,841,510		99,858	
2210 Retirement - VRS	2,793,098	3,161,005	3,188,609	3,681,671		4,079,268		397,597	
2211 Retiree Health Care Credit	212,574	240,065	248,073	0		0		0	
2220 Retirement - PWCS	202,521	210,321	210,728	183,238		192,200		8,962	
2221 Defined Contribution Plan	39,608	51,467	73,341	0		0		0	
2300 Health Insurance - HMP	2,299,667	2,405,433	2,645,908	2,710,680		2,843,261		132,581	
2310 Short/Long Term Disability Premium	7,189	8,889	12,916	0		0		0	
2400 Life Insurance - GLI	258,249	263,397	278,427	292,022		313,319		21,297	
2830 Admin. Assoc. Fees	2,720	6,058	5,372	6,790		7,490		700	
3100 Professional Services	234	1,479	0	0		1,958		1,958	
3105 Contractual Services	0	0	0	1,000		1,000		0	
3201 Telephone	14,616	12,955	13,368	7,400		15,400		8,000	
3401 Travel Reimbursement	70,385	75,656	9,171	2,750		9,100		6,350	
3402 Conference Expenses	44,039	26,437	36,046	27,500		35,000		7,500	
3450 Field Trips	29,364	24,031	26,872	13,700		21,500		7,800	
3501 Repair/Maint. - Building	6,848	0	6,122	5,000		5,000		0	
3502 Repair/Maint. - Equipment	0	0	5,607	0		0		0	
3504 Maint. Service Contracts	8,641	4,786	1,540	500		5,500		5,000	
3700 In-Service Expenses	8,628	5,454	1,755	6,700		7,000		300	
3902 Printing Services	37,639	37,500	40,311	46,000		48,300		2,300	
3903 Postage	5,251	6,019	5,039	3,450		3,750		300	
3904 Freight/Shipping	478	442	864	700		500		(200)	
3905 Extra Curricular Expenses	143	0	0	0		0		0	
3911 Rental Equipment	12,942	14,119	12,653	18,000		20,000		2,000	
3912 Rental Space	4,203	3,634	0	0		0		0	
3918 Permits & Fees	0	0	60	0		0		0	
3921 Tuition - PW	7,686	12,303	4,750	4,500		1,500		(3,000)	
3999 Other Contract Services	22,204	59	18,423	5,000		18,000		13,000	
4001 Office Supplies	52,457	51,780	36,943	25,500		70,338		44,838	
4002 Medical Supplies	5,061	2,061	3,385	5,100		8,696		3,596	
4003 Custodial Supplies	60,243	79,668	80,801	75,720		88,050		12,330	
4004 Repair/Maint. Supplies	648	5,805	10,680	8,000		6,000		(2,000)	
4007 Wearing Apparel	6,530	7,623	27,272	6,500		2,500		(4,000)	
4008 Reference Materials	187	231	0	0		0		0	
4009 Extra Curricular Supplies	7,131	3,708	4,598	3,000		6,000		3,000	
4010 Instructional Supplies	345,149	385,139	491,411	464,946		1,020,176		555,230	
4011 Textbooks	60,140	41,093	137,850	110,900		134,495		23,595	
4012 Emp. Training Supplies	0	0	49	0		500		500	
4013 Testing Materials	3,106	4,157	8,484	10,500		10,000		(500)	
4014 Food, Cafeteria	39,441	39,333	38,262	28,200		49,700		21,500	
4016 Library Books	10,945	8,262	11,435	6,550		15,600		9,050	
4017 Library Periodicals	3,830	5,511	355	3,500		5,500		2,000	
4018 Library Supplies	1,410	3,622	6,023	2,300		2,850		550	
4019 Food	28,472	23,694	28,386	18,050		36,200		18,150	
4020 Printing Supplies	9,744	3,024	28,856	20,000		32,472		12,472	
4150 Lease Agreement	0	0	0	0		5,000		5,000	
4310 Tech. Supp/Equip Add'l	168,091	319,851	401,339	147,098		203,000		55,902	
4350 Tech. Supp/Equip Repl	0	6,005	2,722	0		7,000		7,000	
4410 Software Additional	56,230	46,754	76,893	26,000		47,500		21,500	
4450 Software Replacement	106,154	21,371	22,318	30,300		58,000		27,700	
4510 General Equipment - Add'l.	167,323	40,715	162,338	40,500		79,524		39,024	
4550 General Equipment - Repl.	14,768	5,786	340	2,500		2,500		0	
5101 Equipment - Additional	1,761	1,378	0	5,000		6,500		1,500	
5104 Software - Additional	0	0	5,925	0		0		0	
5501 Equipment - Replacement	10,516	80,014	0	0		5,000		5,000	
8002 General Reserve	0	0	0	15,000		10,000		(5,000)	
	29,779,417	30,790,374	32,555,227	32,580,100	397.70	35,455,636	404.20	2,875,536	6.50

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	0	0	280,475	304,320	2.00	299,880	2.00	(4,440)	0.00
1112	Assistant Principal	0	0	399,415	653,040	6.00	668,160	6.00	15,120	0.00
1120	Teacher, Classroom	0	0	4,196,040	4,159,920	64.00	4,357,800	65.00	197,880	1.00
1121	Librarian	0	0	72,389	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	0	0	275,285	333,000	5.00	343,800	5.00	10,800	0.00
1130	Social Worker	0	0	158,082	139,200	2.00	143,640	2.00	4,440	0.00
1133	Psychologist	0	0	287,401	222,840	3.00	230,040	3.00	7,200	0.00
1140	Teacher Assistant	0	0	621,014	702,960	29.00	667,440	27.00	(35,520)	(2.00)
1148	Specialist	0	0	278,479	354,240	9.00	313,560	8.00	(40,680)	(1.00)
1150	Secretarial / Bookkeeper	0	0	510,493	610,464	15.00	734,280	18.00	123,816	3.00
1180	Natl Board Certified Teacher Incentive Bonus	0	0	5,000	0	0.00	0	0.00	0	0.00
1190	Custodian	0	8,812	226,080	216,360	6.00	225,000	6.00	8,640	0.00
1200	Overtime	0	0	87,660	39,500		72,500		33,000	
1201	Straight Time	0	0	75,238	40,000		69,000		29,000	
1300	Temporary Employee	0	0	18,946	0		0		0	
1500	Substitute Teacher	0	0	31,730	20,000		38,000		18,000	
1502	Substitute, Other	0	0	2,716	0		2,000		2,000	
1600	Instructional Supplement	0	0	70,801	10,000		100,000		90,000	
2100	Social Security - FICA	0	613	552,827	602,243		637,543		35,300	
2210	Retirement - VRS	0	522	1,103,372	1,286,759		1,409,748		122,989	
2211	Retiree Health Care Credit	0	18	85,102	0		0		0	
2220	Retirement - PWCS	0	80	76,002	63,811		66,190		2,379	
2221	Defined Contribution Plan	0	0	15,439	0		0		0	
2300	Health Insurance - HMP	0	0	1,000,040	943,974		979,167		35,194	
2310	Short/Long Term Disability Premium	0	0	2,773	0		0		0	
2400	Life Insurance - GLI	0	105	95,339	101,694		107,901		6,207	
2830	Admin. Assoc. Fees	0	0	1,572	0		0		0	
3201	Telephone	0	0	7,050	2,500		6,500		4,000	
3401	Travel Reimbursement	0	0	665	1,000		1,000		0	
3402	Conference Expenses	0	0	4,646	6,000		6,500		500	
3450	Field Trips	0	0	9,669	6,000		8,000		2,000	
3902	Printing Services	0	0	11,381	8,000		11,800		3,800	
3903	Postage	0	0	1,900	0		0		0	
3921	Tuition - PWCS	0	0	610	0		0		0	
3999	Other Contract Services	0	0	18,423	5,000		18,000		13,000	
4001	Office Supplies	0	0	10,847	2,000		14,000		12,000	
4002	Medical Supplies	0	0	1,277	2,000		2,000		0	
4003	Custodial Supplies	0	0	13,347	15,000		16,000		1,000	
4004	Repair/Maint. Supplies	0	0	8,683	0		2,000		2,000	
4007	Wearing Apparel	0	0	27,037	5,000		1,000		(4,000)	
4009	Extra Curricular Supplies	0	0	4,598	3,000		6,000		3,000	
4010	Instructional Supplies	0	0	218,862	169,617		514,033		344,416	
4011	Textbooks	0	0	43,109	40,000		55,000		15,000	
4013	Testing Materials	0	0	7,419	6,000		8,500		2,500	
4014	Food, Cafeteria	0	0	33,320	25,000		45,000		20,000	
4019	Food	0	0	22,661	10,000		26,000		16,000	
4020	Printing Supplies	0	0	25,420	20,000		28,000		8,000	
4310	Tech. Supp/Equip Add'l	0	0	85,563	20,000		30,000		10,000	
4410	Software - Additional	0	0	49,727	5,000		15,000		10,000	
4450	Software - Replacement	0	0	11,529	20,000		40,000		20,000	
4510	General Equipment - Add'l.	0	0	137,071	20,000		40,000		20,000	
Totals		0	10,149	11,284,523	11,262,042	142.00	12,428,743	143.00	1,166,701	1.00
School Enrollment		0	0	586	586		662			
Positions		0.00	0.00	128.00	142.00		143.00			

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

Financial Section

School: NEW DIRECTIONS ALTERNATIVE SCHOOL*

School #: 231

Address:

Principal:

Main Office:

Grades: 9-12

Specialty:

Programs: Alternative Education Center



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	135,917	139,994	0	0	0.00	0	0.00	0	0.00
1112	Assistant Principal	201,586	305,082	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,359,456	1,555,170	0	0	0.00	0	0.00	0	0.00
1122	Counselor	200,584	130,349	0	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	135,480	139,490	0	0	0.00	0	0.00	0	0.00
1148	Specialist	152,011	152,480	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	253,238	244,991	0	0	0.00	0	0.00	0	0.00
1180	Natl Board Certified Teacher Incentive Bonus	0	2,500	0	0	0.00	0	0.00	0	0.00
1190	Custodian	73,403	75,530	0	0	0.00	0	0.00	0	0.00
1200	Overtime	41,934	57,898	0	0	0	0	0	0	0
1201	Straight Time	47,348	51,765	0	0	0	0	0	0	0
1300	Temporary Employee	0	6,647	0	0	0	0	0	0	0
1500	Substitute Teacher	17,394	15,065	0	0	0	0	0	0	0
1502	Substitute, Other	2,498	1,097	0	0	0	0	0	0	0
1600	Instructional Supplement	71,103	47,110	0	0	0	0	0	0	0
2100	Social Security - FICA	196,302	211,618	0	0	0	0	0	0	0
2210	Retirement - VRS	357,680	430,759	0	0	0	0	0	0	0
2211	Retiree Health Care Credit	26,915	32,306	0	0	0	0	0	0	0
2220	Retirement - PWCS	26,453	30,547	0	0	0	0	0	0	0
2221	Defined Contribution Plan	420	582	0	0	0	0	0	0	0
2300	Health Insurance - HMP	329,516	396,176	0	0	0	0	0	0	0
2310	Short/Long Term Disability Premium	124	140	0	0	0	0	0	0	0
2400	Life Insurance - GLI	32,536	35,219	0	0	0	0	0	0	0
2830	Admin. Assoc. Fees	338	1,370	0	0	0	0	0	0	0
3100	Professional Services	0	660	0	0	0	0	0	0	0
3201	Telephone	3,314	4,242	0	0	0	0	0	0	0
3401	Travel Reimbursement	54,411	64,181	0	0	0	0	0	0	0
3402	Conference Expenses	16,498	1,165	0	0	0	0	0	0	0
3450	Field Trips	13,116	12,237	0	0	0	0	0	0	0
3504	Maint. Service Contract	1,035	0	0	0	0	0	0	0	0
3902	Printing Services	2,145	1,964	0	0	0	0	0	0	0
3903	Postage	645	699	0	0	0	0	0	0	0
3912	Rental Space	4,203	3,634	0	0	0	0	0	0	0
3921	Tuition - PWCS	7,236	3,861	0	0	0	0	0	0	0
3999	Other Contract Services	22,217	59	0	0	0	0	0	0	0
4001	Office Supplies	5,172	5,999	0	0	0	0	0	0	0
4002	Medical Supplies	1,023	131	0	0	0	0	0	0	0
4003	Custodial Supplies	4,060	10,958	0	0	0	0	0	0	0
4004	Repair/Maint. Supplies	208	241	0	0	0	0	0	0	0
4007	Wearing Apparel	5,878	6,499	0	0	0	0	0	0	0
4008	Reference Materials	187	0	0	0	0	0	0	0	0
4009	Extra Curricular Supplies	6,902	1,487	0	0	0	0	0	0	0
4010	Instructional Supplies	35,212	74,107	0	0	0	0	0	0	0
4011	Textbooks	3,593	3,236	0	0	0	0	0	0	0
4013	Testing Materials	2,217	4,157	0	0	0	0	0	0	0
4014	Food, Cafeteria	35,335	30,750	0	0	0	0	0	0	0
4019	Food	15,141	10,696	0	0	0	0	0	0	0
4020	Printing Supplies	8,663	2,762	0	0	0	0	0	0	0
4310	Tech. Supp/Equip Add'l	10,302	10,640	0	0	0	0	0	0	0
4410	Software - Additional	(1,344)	1,292	0	0	0	0	0	0	0
4450	Software - Replacement	67,368	1,104	0	0	0	0	0	0	0
4510	General Equipment - Add'l.	22,136	15,475	0	0	0	0	0	0	0
5501	Equipment - Replacement	0	80,014	0	0	0	0	0	0	0
Totals		4,009,110	4,416,136	0	0	0.00	0	0.00	0	0.00
School Enrollment		471	457	0	0	0	0	0	0	0
Positions		42.00	45.00	0.00	0.00	0.00	0.00	0.00	0	0

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

Financial Section

School: NEW DOMINION ALTERNATIVE SCHOOL*

School #: 210

Address:

Principal:

Main Office:

Grades: 6-8

Specialty:

Programs: Alternative Education Center



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	106,082	0	0	0	0.00	0	0.00	0	0.00
1112	Assistant Principal	0	82,700	0	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	63,468	65,373	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	909,899	793,818	0	0	0.00	0	0.00	0	0.00
1122	Counselor	69,648	71,631	0	0	0.00	0	0.00	0	0.00
1130	Social Worker	116,962	120,473	0	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	160,285	145,337	0	0	0.00	0	0.00	0	0.00
1148	Specialist	47,138	48,416	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	169,078	154,528	0	0	0.00	0	0.00	0	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	0	0	0	0.00	0	0.00	0	0.00
1190	Custodian	92,225	94,934	0	0	0.00	0	0.00	0	0.00
1200	Overtime	750	9,692	0	0	0	0	0	0	0
1201	Straight Time	2,085	8,196	0	0	0	0	0	0	0
1300	Temporary Employee	0	3,383	0	0	0	0	0	0	0
1500	Substitute Teacher	0	9,378	0	0	0	0	0	0	0
1600	Instructional Supplement	0	18,379	0	0	0	0	0	0	0
2100	Social Security - FICA	128,276	119,218	36	0	0	0	0	0	0
2210	Retirement - VRS	246,002	248,312	0	0	0	0	0	0	0
2211	Retiree Health Care Credit	18,509	18,601	0	0	0	0	0	0	0
2220	Retirement - PWCS	19,673	18,105	0	0	0	0	0	0	0
2221	Defined Contribution Plan	1,765	1,906	0	0	0	0	0	0	0
2300	Health Insurance - HMP	214,997	203,519	0	0	0	0	0	0	0
2310	Short/Long Term Disability Premium	337	366	2	0	0	0	0	0	0
2400	Life Insurance - GLI	22,814	20,833	0	0	0	0	0	0	0
2830	Admin. Assoc. Fees	865	536	0	0	0	0	0	0	0
3100	Professional Services	234	131	0	0	0	0	0	0	0
3201	Telephone	3,004	1,086	0	0	0	0	0	0	0
3401	Travel Reimbursement	190	1,006	0	0	0	0	0	0	0
3402	Conference Expenses	920	0	0	0	0	0	0	0	0
3450	Field Trips	1,918	1,204	0	0	0	0	0	0	0
3504	Maint. Service Contract	6,076	3,256	0	0	0	0	0	0	0
3902	Printing Services	1,319	2,841	0	0	0	0	0	0	0
3903	Postage	281	539	0	0	0	0	0	0	0
4001	Office Supplies	17,996	5,275	0	0	0	0	0	0	0
4003	Custodial Supplies	6,505	1,742	0	0	0	0	0	0	0
4004	Repair/Maint. Supplies	109	0	0	0	0	0	0	0	0
4007	Wearing Apparel	377	400	0	0	0	0	0	0	0
4009	Extra Curricular Supplies	0	1,773	0	0	0	0	0	0	0
4010	Instructional Supplies	27,465	25,196	0	0	0	0	0	0	0
4011	Textbooks	64	13,338	0	0	0	0	0	0	0
4014	Food, Cafeteria	3,184	2,806	0	0	0	0	0	0	0
4016	Library Books	0	206	0	0	0	0	0	0	0
4019	Food	7,609	6,054	0	0	0	0	0	0	0
4410	Software - Additional	35,664	0	0	0	0	0	0	0	0
4450	Software - Replacement	468	474	0	0	0	0	0	0	0
4510	General Equipment - Add'l.	96,178	4,678	0	0	0	0	0	0	0
4550	General Equipment - Repl.	6,931	690	0	0	0	0	0	0	0
	Totals	2,609,849	2,330,330	38	0	0.00	0	0.00	0	0.00
	School Enrollment	52	47	0	0	0	0	0	0	0
	Positions	32.00	29.90	0.00	0.00	0.00	0.00	0.00	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

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	110,809	114,133	117,555	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	93,843	96,658	99,558	91,440	1.00	186,000	2.00	94,560	1.00
1115	Teacher on Special Assignment	30,809	67,689	78,090	66,600	1.00	0	0.00	(66,600)	(1.00)
1120	Teacher, Classroom	3,733,027	3,673,716	3,907,061	3,810,012	58.60	4,170,012	62.20	360,000	3.60
1121	Librarian	110,215	113,655	117,203	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	128,491	159,657	169,600	179,160	2.60	212,400	3.00	33,240	0.40
1140	Teacher Assistant	143,617	198,420	228,240	218,160	9.00	222,480	9.00	4,320	0.00
1142	Cafeteria Aide	11,151	13,619	14,171	15,648	0.80	24,048	1.20	8,400	0.40
1148	Specialist	18,950	39,418	40,563	32,760	1.00	33,840	1.00	1,080	0.00
1150	Secretarial / Bookkeeper	168,942	157,747	165,981	142,056	4.00	149,760	4.00	7,704	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	126,475	124,567	136,537	156,180	4.50	174,000	5.00	17,820	0.50
1200	Overtime	3,120	6,376	5,420	4,800		1,400		(3,400)	
1201	Straight Time	5,981	12,687	14,414	7,400		6,200		(1,200)	
1300	Temporary Employee	95,560	75,544	39,566	12,000		17,000		5,000	
1500	Substitute Teacher	55,087	75,452	71,615	85,000		101,000		16,000	
1502	Substitute, Other	2,275	4,960	1,931	3,000		2,000		(1,000)	
1600	Instructional Supplement	4,602	8,623	6,262	0		0		0	
1602	Extra-Curr. Supplement	9,327	12,446	11,675	10,476		17,303		6,827	
2100	Social Security - FICA	359,305	361,203	379,243	386,249		422,896		36,647	
2210	Retirement - VRS	629,945	714,217	728,541	811,869		935,429		123,560	
2211	Retiree Health Care Credit	47,735	53,953	56,452	0		0		0	
2220	Retirement - PWCS	47,616	49,209	49,194	40,366		44,052		3,686	
2221	Defined Contribution Plan	4,683	7,264	12,672	0		0		0	
2300	Health Insurance - HMP	533,098	573,726	607,367	597,140		651,666		54,526	
2310	Short/Long Term Disability Premium	855	1,215	2,397	0		0		0	
2400	Life Insurance - GLI	57,558	58,684	63,012	64,330		71,812		7,482	
2830	Admin. Assoc. Fees	425	1,275	1,235	1,200		400		(800)	
3401	Travel Reimbursement	456	22	247	0		0		0	
3402	Conference Expenses	3,885	7,573	3,208	1,000		2,000		1,000	
3450	Field Trips	4,387	6,221	4,836	2,500		3,500		1,000	
3504	Maint. Service Contract	0	0	10	0		0		0	
3700	In-Service Expenses	4,853	0	0	200		500		300	
3903	Postage	1,100	2,626	1,852	1,200		1,000		(200)	
4001	Office Supplies	6,706	25,346	12,893	12,000		15,000		3,000	
4002	Medical Supplies	1,022	802	527	600		4,000		3,400	
4003	Custodial Supplies	16,236	22,180	25,169	20,000		22,000		2,000	
4004	Repair/Maint. Supplies	0	4,826	937	1,000		500		(500)	
4010	Instructional Supplies	42,529	81,262	94,285	105,301		274,623		169,322	
4011	Textbooks	14,032	5,689	37,963	10,000		20,000		10,000	
4014	Food, Cafeteria	0	4,443	2,793	1,200		1,200		0	
4016	Library Books	4,766	4,086	4,476	2,000		10,000		8,000	
4017	Library Periodicals	381	0	355	300		0		(300)	
4018	Library Supplies	369	0	4,638	500		600		100	
4019	Food	937	2,348	2,691	2,000		2,400		400	
4310	Tech. Supp/Equip - Add'l	45,968	83,748	171,698	46,598		75,000		28,402	
4350	Tech. Supp/Equip - Repl	0	362	0	0		0		0	
4410	Software - Additional	0	10,332	9,990	5,000		15,000		10,000	
4450	Software - Replacement	468	425	1,038	0		0		0	
4510	General Equipment - Add'l.	41,588	13,550	5,665	4,000		10,500		6,500	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		6,728,184	7,054,453	7,513,325	7,170,565	84.50	8,117,120	89.40	946,555	4.90
School Enrollment		901	987	1,004	994		1,080			
Positions		75.97	80.10	83.30	84.50		89.40			

Financial Section

School: PACE EAST SPECIAL SCHOOL*
School #: 201
Address:



Principal:
Main Office:
Grades: K-12
Specialty:
Programs:

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	128,456	132,310	0	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	1,107,099	1,182,198	0	0	0.00	0	0.00	0	0.00
1130	Social Worker	86,023	78,386	0	0	0.00	0	0.00	0	0.00
1133	Psychologist	171,168	176,072	0	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	415,462	421,612	0	0	0.00	0	0.00	0	0.00
1148	Specialist	40,563	41,739	0	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	124,816	128,357	0	0	0.00	0	0.00	0	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	79,026	71,926	0	0	0.00	0	0.00	0	0.00
1200	Overtime	1,937	1,509	0	0	0	0	0	0	0
1201	Straight Time	2,238	4,406	0	0	0	0	0	0	0
1300	Temporary Employee	9,112	726	0	0	0	0	0	0	0
1500	Substitute Teacher	5,654	0	0	0	0	0	0	0	0
1502	Substitute, Other	993	941	0	0	0	0	0	0	0
1600	Instructional Supplement	0	7,609	0	0	0	0	0	0	0
1603	Homebound Tutoring	0	718	0	0	0	0	0	0	0
2100	Social Security - FICA	155,342	165,203	0	0	0	0	0	0	0
2210	Retirement - VRS	306,380	352,161	0	0	0	0	0	0	0
2211	Retiree Health Care Credit	23,198	26,636	0	0	0	0	0	0	0
2220	Retirement - PWCS	21,475	21,760	0	0	0	0	0	0	0
2221	Defined Contribution Plan	2,833	3,852	0	0	0	0	0	0	0
2300	Health Insurance - HMP	294,997	281,985	0	0	0	0	0	0	0
2310	Short/Long Term Disability Premium	720	842	0	0	0	0	0	0	0
2400	Life Insurance - GLI	28,202	29,150	0	0	0	0	0	0	0
3201	Telephone	751	899	0	0	0	0	0	0	0
3401	Travel Reimbursement	6,852	1,890	0	0	0	0	0	0	0
3402	Conference Expenses	0	209	0	0	0	0	0	0	0
3450	Field Trips	1,478	998	0	0	0	0	0	0	0
3902	Printing Services	2,290	2,057	0	0	0	0	0	0	0
4001	Office Supplies	5,548	3,783	0	0	0	0	0	0	0
4002	Medical Supplies	243	0	0	0	0	0	0	0	0
4003	Custodial Supplies	5,962	478	0	0	0	0	0	0	0
4004	Repair/Maint. Supplies	332	69	0	0	0	0	0	0	0
4007	Wearing Apparel	0	135	0	0	0	0	0	0	0
4008	Reference Materials	0	231	0	0	0	0	0	0	0
4009	Extra Curricular Supplies	159	250	0	0	0	0	0	0	0
4010	Instructional Supplies	45,214	30,554	0	0	0	0	0	0	0
4011	Textbooks	874	557	0	0	0	0	0	0	0
4013	Testing Materials	(175)	0	0	0	0	0	0	0	0
4014	Food, Cafeteria	113	325	0	0	0	0	0	0	0
4019	Food	1,442	1,867	0	0	0	0	0	0	0
4020	Printing Supplies	1,081	262	0	0	0	0	0	0	0
4310	Tech. Supp/Equip Add'l	492	48	0	0	0	0	0	0	0
4350	Tech. Supp/Equip Repl	0	40	0	0	0	0	0	0	0
4410	Software - Additional	199	0	0	0	0	0	0	0	0
4450	Software - Replacement	1,818	474	0	0	0	0	0	0	0
4510	General Equipment - Add'l.	2,276	456	0	0	0	0	0	0	0
Totals		3,085,145	3,178,181	0	0	0.00	0	0.00	0	0.00
School Enrollment		87	88	0	0	0	0	0	0	0
Positions		45.20	46.30	0.00	0.00	0.00	0.00	0.00	0	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

School: 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:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	136,280	140,368	144,580	147,720	1.00	141,840	1.00	(5,880)	0.00
1115	Teacher on Special Assignment	0	69,648	71,736	64,920	1.00	66,960	1.00	2,040	0.00
1120	Teacher, Classroom	1,117,048	1,077,467	1,067,871	1,038,720	16.00	1,071,360	16.00	32,640	0.00
1130	Social Worker	148,796	153,202	155,523	139,200	2.00	143,640	2.00	4,440	0.00
1133	Psychologist	75,159	77,344	79,597	74,280	1.00	76,680	1.00	2,400	0.00
1140	Teacher Assistant	432,668	433,776	448,925	412,080	17.00	395,520	16.00	(16,560)	(1.00)
1150	Secretarial / Bookkeeper	56,327	78,593	80,547	67,896	2.00	74,520	2.00	6,624	0.00
1190	Custodian	77,978	80,237	65,280	66,984	1.80	67,008	1.80	24	0.00
1200	Overtime	377	536	701	1,000		1,500		500	
1201	Straight Time	3,542	602	492	3,000		3,500		500	
1300	Temporary Employee	10,854	30,020	2,606	2,500		5,500		3,000	
1500	Substitute Teacher	0	0	0	0		5,000		5,000	
1502	Substitute, Other	0	0	614	0		0		0	
1600	Instructional Supplement	1,989	3,495	3,178	5,000		5,000		0	
2100	Social Security - FICA	146,640	153,388	151,830	154,783		157,439		2,657	
2210	Retirement - VRS	283,553	327,167	313,061	332,277		355,552		23,275	
2211	Retiree Health Care Credit	21,841	25,152	24,702	0		0		0	
2220	Retirement - PWCS	20,121	23,411	21,070	16,537		16,749		212	
2221	Defined Contribution Plan	6,701	8,419	10,892	0		0		0	
2300	Health Insurance - HMP	285,306	291,411	289,765	244,635		247,763		3,129	
2310	Short/Long Term Disability Premium	957	1,162	1,456	0		0		0	
2400	Life Insurance - GLI	26,305	27,346	27,389	26,354		27,303		948	
2830	Admin. Assoc. Fees	0	1,072	536	590		590		0	
3201	Telephone	0	0	199	900		900		0	
3402	Conference Expenses	0	240	120	500		500		0	
3450	Field Trips	1,109	1,862	1,447	2,500		2,500		0	
3501	Repair/Maint. - Building	4,247	0	250	0		0		0	
3700	In-Service Expenses	600	624	1,755	2,500		2,500		0	
3902	Printing Services	11,044	8,157	8,747	9,000		9,000		0	
3903	Postage	0	0	0	250		250		0	
4001	Office Supplies	1,479	239	865	1,500		1,500		0	
4002	Medical Supplies	0	0	0	500		446		(54)	
4003	Custodial Supplies	661	7,705	6,440	5,050		5,050		0	
4004	Repair/Maint. Supplies	0	0	440	1,500		1,500		0	
4007	Wearing Apparel	175	199	153	200		200		0	
4010	Instructional Supplies	36,611	19,127	31,395	6,122		13,605		7,483	
4011	Textbooks	1,947	2,106	4,806	3,000		5,000		2,000	
4014	Food, Cafeteria	703	0	7	1,500		1,500		0	
4310	Tech. Supp/Equip Add'l	0	2,606	0	0		0		0	
4350	Tech. Supp/Equip Repl	0	3,098	2,500	0		7,000		7,000	
4450	Software - Replacement	468	7,029	3,188	800		800		0	
4510	General Equipment - Add'l.	0	0	0	0		13,500		13,500	
8002	General Reserve	0	0	0	5,000		5,000		0	
	Totals	2,911,485	3,056,809	3,024,663	2,839,298	41.80	2,934,175	40.80	94,877	(1.00)
	School Enrollment	88	82	78	79		80			
	Positions	41.30	41.80	41.80	41.80		40.80			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	157,987	98,452	101,406	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	85,882	88,456	91,110	91,440	1.00	93,000	1.00	1,560	0.00
1120	Teacher, Classroom	2,480,611	2,521,922	2,547,781	2,566,020	39.50	2,727,072	40.70	161,052	1.20
1121	Librarian	78,056	80,396	82,808	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	98,342	101,292	103,208	100,248	1.40	103,464	1.40	3,216	0.00
1140	Teacher Assistant	0	0	13,390	0	0.00	0	0.00	0	0.00
1142	Cafeteria Aide	7,883	8,170	8,408	7,824	0.40	8,016	0.40	192	0.00
1150	Secretarial / Bookkeeper	152,282	153,109	148,541	171,072	5.00	179,280	5.00	8,208	0.00
1180	Natl Board Certified Teacher Incentive Bonus	2,500	2,500	15,000	0	0.00	0	0.00	0	0.00
1190	Custodian	108,018	109,983	115,474	107,280	3.00	108,840	3.00	1,560	0.00
1200	Overtime	1,611	688	1,604	1,250		1,300		50	
1201	Straight Time	2,951	2,927	3,738	2,750		3,100		350	
1300	Temporary Employee	17,905	18,865	19,426	5,000		0		(5,000)	
1500	Substitute Teacher	42,716	55,820	69,946	42,500		30,000		(12,500)	
1502	Substitute, Other	470	4,669	176	1,000		1,000		0	
1600	Instructional Supplement	14,867	6,331	5,890	11,000		6,000		(5,000)	
1602	Extra-Curr. Supplement	11,794	12,239	12,291	14,000		16,000		2,000	
2100	Social Security - FICA	240,091	240,447	243,770	255,182		266,808		11,626	
2210	Retirement - VRS	430,960	474,496	473,193	536,949		597,617		60,668	
2211	Retiree Health Care Credit	32,661	36,021	36,682	0		0		0	
2220	Retirement - PWCS	29,067	28,364	28,428	26,718		28,131		1,413	
2221	Defined Contribution Plan	4,172	7,370	9,123	0		0		0	
2300	Health Insurance - HMP	307,152	292,482	341,551	395,246		416,146		20,900	
2310	Short/Long Term Disability Premium	924	1,523	2,118	0		0		0	
2400	Life Insurance - GLI	39,648	39,547	41,292	42,580		45,858		3,278	
2830	Admin. Assoc. Fees	0	850	1,604	0		500		500	
3201	Telephone	0	0	0	0		2,000		2,000	
3401	Travel Reimbursement	1,230	1,681	2,216	750		1,600		850	
3402	Conference Expenses	2,855	1,621	3,458	2,000		0		(2,000)	
3450	Field Trips	2,503	806	3,526	1,500		1,500		0	
3502	Repair/Maint. - Equipment	0	0	5,607	0		0		0	
3504	Maint. Service Contract	1,530	1,530	1,530	0		5,000		5,000	
3902	Printing Services	2,990	7,104	7,368	10,000		5,000		(5,000)	
3903	Postage	743	676	482	500		500		0	
3904	Freight/Shipping	478	442	864	700		500		(200)	
3905	Extra Curricular Expenses	143	0	0	0		0		0	
3918	Permits & Fees	0	0	60	0		0		0	
3921	Tuition - PWCS	0	8,442	4,140	3,000		0		(3,000)	
3999	Other Contract Services	(13)	0	0	0		0		0	
4001	Office Supplies	8,064	6,079	3,398	5,000		2,000		(3,000)	
4002	Medical Supplies	1,534	668	1,434	1,500		250		(1,250)	
4003	Custodial Supplies	10,736	15,336	12,407	10,000		15,000		5,000	
4004	Repair/Maint. Supplies	0	669	0	5,000		1,000		(4,000)	
4007	Wearing Apparel	0	226	0	300		300		0	
4009	Extra Curricular Supplies	70	198	0	0		0		0	
4010	Instructional Supplies	41,496	47,254	29,366	45,697		61,190		15,493	
4011	Textbooks	21,337	8,011	34,245	22,900		19,495		(3,405)	
4012	Emp. Training Supplies	0	0	49	0		500		500	
4013	Testing Materials	1,065	0	1,065	3,000		500		(2,500)	
4014	Food, Cafeteria	48	720	1,229	0		0		0	
4016	Library Books	1,272	286	1,411	550		600		50	
4017	Library Periodicals	0	448	0	700		500		(200)	
4018	Library Supplies	747	1,122	1,281	1,300		1,250		(50)	
4019	Food	1,930	1,072	732	1,050		800		(250)	
4020	Printing Supplies	0	0	3,437	0		4,472		4,472	
4310	Tech. Supp/Equip Add'l	14,950	29,131	18,025	15,000		10,000		(5,000)	
4350	Tech. Supp/Equip Repl	0	0	222	0		0		0	
4410	Software - Additional	2,585	3,304	6,190	5,000		2,500		(2,500)	
4450	Software - Replacement	34,076	11,589	5,036	9,500		16,200		6,700	
4510	General Equipment - Add'l.	623	3,482	0	10,000		5,000		(5,000)	
5101	Equipment - Additional	1,761	1,378	0	5,000		6,500		1,500	
5104	Software - Additional	0	0	5,925	0		0		0	
5501	Equipment - Replacement	0	0	0	0		5,000		5,000	
Totals		4,503,303	4,540,194	4,672,659	4,752,326	52.30	5,011,889	53.50	259,563	1.20
School Enrollment		643	643	651	648		648			
Positions		51.20	52.60	53.00	52.30		53.50			

Financial Section

School: 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



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	157,987	162,727	95,584	147,720	1.00	141,840	1.00	(5,880)	0.00
1112	Assistant Principal	74,080	76,303	112,053	91,440	1.00	93,000	1.00	1,560	0.00
1115	Teacher on Special Assignment	7,587	7,809	5,100	6,492	0.10	0	0.00	(6,492)	(0.10)
1120	Teacher, Classroom	2,397,627	2,447,115	2,423,363	2,520,576	38.80	2,640,024	39.40	119,448	0.60
1121	Librarian	86,262	77,819	80,092	66,600	1.00	68,760	1.00	2,160	0.00
1122	Counselor	81,383	83,271	84,200	139,200	2.00	143,640	2.00	4,440	0.00
1140	Teacher Assistant	84,806	87,265	89,726	87,264	3.60	88,992	3.60	1,728	0.00
1142	Cafeteria Aide	16,223	15,137	16,824	19,560	1.00	20,040	1.00	480	0.00
1150	Secretarial / Bookkeeper	173,818	179,035	157,311	151,920	4.00	160,440	4.00	8,520	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	137,629	138,649	142,893	147,720	4.00	151,680	4.00	3,960	0.00
1200	Overtime	1,762	1,953	1,138	2,500		3,000		500	
1201	Straight Time	5,016	7,497	6,022	3,500		10,000		6,500	
1300	Temporary Employee	13,387	8,640	6,901	15,000		25,000		10,000	
1500	Substitute Teacher	28,467	42,165	47,616	26,000		46,000		20,000	
1502	Substitute, Other	786	3,292	4,124	2,200		5,500		3,300	
1600	Instructional Supplement	50,350	28,659	20,544	50,000		25,000		(25,000)	
2100	Social Security - FICA	244,139	246,901	240,616	266,043		277,153		11,111	
2210	Retirement - VRS	418,825	476,815	442,911	550,857		604,459		53,602	
2211	Retiree Health Care Credit	32,689	37,113	35,422	0		0		0	
2220	Retirement - PWCS	28,171	28,541	25,416	27,610		28,674		1,064	
2221	Defined Contribution Plan	17,756	20,569	24,214	0		0		0	
2300	Health Insurance - HMP	271,888	306,027	334,832	408,446		424,187		15,740	
2310	Short/Long Term Disability Premium	2,959	3,307	3,909	0		0		0	
2400	Life Insurance - GLI	40,002	41,018	40,212	44,002		46,744		2,742	
2830	Admin. Assoc. Fees	1,092	755	425	5,000		5,000		0	
3105	Contractual Services	0	0	0	1,000		1,000		0	
3201	Telephone	6,687	5,527	6,118	4,000		6,000		2,000	
3401	Travel Reimbursement	656	1,581	291	500		1,000		500	
3402	Conference Expenses	19,881	15,505	24,613	18,000		25,000		7,000	
3450	Field Trips	4,512	702	6,917	200		5,000		4,800	
3501	Repair/Maint. - Building	0	0	5,872	5,000		5,000		0	
3504	Maint. Service Contract	0	0	0	500		500		0	
3700	In-Service Expenses	3,175	4,008	0	4,000		4,000		0	
3902	Printing Services	17,722	15,318	12,790	19,000		20,000		1,000	
3903	Postage	2,321	1,233	805	1,500		2,000		500	
3911	Rental Equipment	12,942	14,119	12,653	18,000		20,000		2,000	
3921	Tuition - PWCS	450	0	0	1,500		1,500		0	
4001	Office Supplies	7,097	4,414	8,456	5,000		5,000		0	
4002	Medical Supplies	316	459	147	500		1,000		500	
4003	Custodial Supplies	13,808	19,244	22,317	15,670		20,000		4,330	
4004	Repair/Maint. Supplies	0	0	621	500		1,000		500	
4007	Wearing Apparel	100	164	83	1,000		1,000		0	
4010	Instructional Supplies	88,407	95,581	95,164	56,500		122,692		66,192	
4011	Textbooks	18,294	8,157	17,726	35,000		35,000		0	
4013	Testing Materials	0	0	0	1,000		1,000		0	
4014	Food, Cafeteria	0	289	914	500		2,000		1,500	
4016	Library Books	4,908	3,683	5,548	4,000		5,000		1,000	
4017	Library Periodicals	3,449	5,063	0	2,500		5,000		2,500	
4018	Library Supplies	294	2,500	104	500		1,000		500	
4019	Food	1,213	1,658	2,260	5,000		5,000		0	
4310	Tech. Supp/Equip Add'l	95,820	193,099	126,053	60,500		81,000		20,500	
4350	Tech. Supp/Equip Repl	0	2,505	0	0		0		0	
4410	Software - Additional	19,125	31,827	10,986	10,000		15,000		5,000	
4450	Software - Replacement	1,018	275	1,038	0		1,000		1,000	
4510	General Equipment - Add'l.	4,523	3,074	19,603	6,500		10,524		4,024	
4550	General Equipment - Repl.	2,047	1,100	340	2,500		2,500		0	
Totals		4,705,959	4,961,966	4,822,870	5,060,020	56.50	5,414,849	57.00	354,829	0.50
School Enrollment		684	683	681	672		672			
Positions		54.80	54.90	54.90	56.50		57.00			

Financial Section

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

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	0	0	0	13,092	0.10	0	0.00	(13,092)	(0.10)
1115	Teacher on Special Assignment	0	0	0	66,600	1.00	68,760	1.00	2,160	0.00
1120	Teacher, Classroom	0	0	0	649,200	10.00	669,600	10.00	20,400	0.00
1140	Teacher Assistant	0	0	0	145,440	6.00	148,320	6.00	2,880	0.00
1150	Secretarial / Bookkeeper	0	0	0	73,800	2.00	85,200	2.00	11,400	0.00
1190	Custodian	0	0	0	48,900	1.50	50,580	1.50	1,680	0.00
1200	Overtime	0	0	0	1,000		500		(500)	
1201	Straight Time	0	0	0	1,000		2,500		1,500	
1300	Temporary Employee	0	0	0	500		5,000		4,500	
1500	Substitute Teacher	0	0	0	8,000		10,000		2,000	
1502	Substitute, Other	0	0	0	1,000		1,000		0	
2100	Social Security - FICA	0	0	0	77,153		79,672		2,518	
2210	Retirement - VRS	0	0	0	162,959		176,463		13,503	
2220	Retirement - PWCS	0	0	0	8,196		8,405		209	
2300	Health Insurance - HMP	0	0	0	121,239		124,331		3,092	
2400	Life Insurance - GLI	0	0	0	13,061		13,701		640	
2830	Admin. Assoc. Fees	0	0	0	0		1,000		1,000	
3100	Professional Services	0	0	0	0		1,958		1,958	
3401	Travel Reimbursement	0	0	0	500		5,500		5,000	
3402	Conference Expenses	0	0	0	0		1,000		1,000	
3450	Field Trips	0	0	0	1,000		1,000		0	
3902	Printing Services	0	0	0	0		2,500		2,500	
4001	Office Supplies	0	0	0	0		32,838		32,838	
4002	Medical Supplies	0	0	0	0		1,000		1,000	
4003	Custodial Supplies	0	0	0	10,000		10,000		0	
4010	Instructional Supplies	0	0	0	81,709		34,033		(47,676)	
4013	Testing Materials	0	0	0	500		0		(500)	
4019	Food	0	0	0	0		2,000		2,000	
4150	Lease Agreement	0	0	0	0		5,000		5,000	
4310	Tech. Supp/Equip Add'l	0	0	0	5,000		7,000		2,000	
4410	Software - Additional	0	0	0	1,000		0		(1,000)	
8002	General Reserve	0	0	0	5,000		0		(5,000)	
Totals		0	0	0	1,495,849	20.60	1,548,860	20.50	53,011	(0.10)
School Enrollment		0	0	0	89		89			
Positions		0.00	0.00	0.00	20.60		20.50			

Financial Section

School: WOODBINE PRESCHOOL*
School #: 219
Address: 13225 Canova Drive
 Manassas 20112
Administrator: Kristin Waldrop
Main Office: 703.791.3151
Grades:
Specialty:
Programs:



Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	12,298	12,667	13,047	0	0.00	0	0.00	0	0.00
1115	Teacher on Special Assignment	91,134	95,236	98,032	0	0.00	0	0.00	0	0.00
1120	Teacher, Classroom	571,993	587,418	592,486	0	0.00	0	0.00	0	0.00
1140	Teacher Assistant	94,623	98,159	97,035	0	0.00	0	0.00	0	0.00
1150	Secretarial / Bookkeeper	43,152	44,403	13,935	0	0.00	0	0.00	0	0.00
1190	Custodian	50,669	52,140	53,673	0	0.00	0	0.00	0	0.00
1200	Overtime	2,581	876	1,030	0	0	0	0	0	0
1201	Straight Time	3,114	2,954	4,383	0	0	0	0	0	0
1300	Temporary Employee	2,286	5,060	10,232	0	0	0	0	0	0
1500	Substitute Teacher	13,178	14,384	11,778	0	0	0	0	0	0
1502	Substitute, Other	1,596	2,544	9,867	0	0	0	0	0	0
2100	Social Security - FICA	65,465	67,818	68,264	0	0	0	0	0	0
2210	Retirement - VRS	119,754	136,555	127,531	0	0	0	0	0	0
2211	Retiree Health Care Credit	9,027	10,265	9,713	0	0	0	0	0	0
2220	Retirement - PWCS	9,946	10,303	10,617	0	0	0	0	0	0
2221	Defined Contribution Plan	1,278	1,506	1,001	0	0	0	0	0	0
2300	Health Insurance - HMP	62,713	60,107	72,353	0	0	0	0	0	0
2310	Short/Long Term Disability Premium	312	333	261	0	0	0	0	0	0
2400	Life Insurance - GLI	11,185	11,493	11,183	0	0	0	0	0	0
2830	Admin. Assoc. Fees	0	200	0	0	0	0	0	0	0
3100	Professional Services	0	688	0	0	0	0	0	0	0
3201	Telephone	861	1,201	0	0	0	0	0	0	0
3401	Travel Reimbursement	6,590	5,294	5,752	0	0	0	0	0	0
3402	Conference Expenses	0	124	0	0	0	0	0	0	0
3450	Field Trips	342	0	477	0	0	0	0	0	0
3501	Repair/Maint. - Building	2,601	0	0	0	0	0	0	0	0
3700	In-Service Expenses	0	821	0	0	0	0	0	0	0
3902	Printing Services	129	58	25	0	0	0	0	0	0
3903	Postage	161	246	0	0	0	0	0	0	0
4001	Office Supplies	395	644	484	0	0	0	0	0	0
4002	Medical Supplies	923	0	0	0	0	0	0	0	0
4003	Custodial Supplies	2,275	2,024	1,122	0	0	0	0	0	0
4010	Instructional Supplies	28,215	12,058	22,339	0	0	0	0	0	0
4014	Food, Cafeteria	57	0	0	0	0	0	0	0	0
4019	Food	199	0	41	0	0	0	0	0	0
4310	Tech. Supp/Equip Add'l	558	579	0	0	0	0	0	0	0
4450	Software - Replacement	468	0	488	0	0	0	0	0	0
4550	General Equipment - Repl.	5,790	3,996	0	0	0	0	0	0	0
5501	Equipment - Replacement	10,516	0	0	0	0	0	0	0	0
Totals		1,226,382	1,242,154	1,237,150	0	0.00	0	0.00	0	0.00
School Enrollment		61	58	51	0	0	0	0	0	0
Positions		15.00	15.00	13.00	0.00	0.00	0.00	0.00	0	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 2021 revenue sources for the Debt Service Fund include the county General Fund Transfer \$105,203,638, Construction Fund Transfer \$700,000, federal tax credits for the Local Build America Bonds and Qualified School Construction Bonds \$1,204,473, other financing sources \$1,329,428, and the capital accumulation reserve \$1,000,000. The total fund budget amount is \$109,437,539.

The Debt Service Section includes a narrative of the fund and major changes for FY 2021, the budget data for fiscal years 2017-2021, 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 2021, a comparison of payments for FY 2020 and 2021 and a summary of outstanding balances for current bond issues and Literary Fund loans.

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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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 4,451,971	3,784,765	2,684,504	5,597,039	7,944,366	7,944,366	7,811,487	7,887,667
FUNDING SOURCES:								
Intergovernmental:								
County:								
County general fund transfers	78,940,659	96,881,480	103,436,563	102,308,751	105,203,638	108,880,000	118,792,000	116,221,000
Debt interest refunds	1,843,534	1,969,989	2,103,105	2,886,255	2,533,901	2,667,121	2,376,180	2,492,539
Total funding sources	85,236,164	102,636,234	108,224,172	110,792,045	115,681,905	119,491,487	128,979,667	126,601,206
EXPENDITURES:								
6000-Reimbursement to the County for debt service	89,713,615	101,582,251	105,491,378	104,719,425	109,437,539	113,380,000	122,792,000	120,221,000
Excess of revenues (under) over expenditures	(4,477,451)	1,053,983	2,732,794	6,072,620	6,244,366	6,111,487	6,187,667	6,380,206
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
Construction fund	8,262,216	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
Total other financing sources (uses), net	8,262,216	1,630,521	2,864,245	1,871,746	1,700,000	1,700,000	1,700,000	1,700,000
*FUND BALANCES, end of year	\$ 3,784,765	2,684,504	5,597,039	7,944,366	7,944,366	7,811,487	7,887,667	8,080,206
*GASB 54 Fund Balance Assigned:	3,784,765	2,684,504	5,597,039	7,944,366	7,944,366	7,811,487	7,887,667	8,080,206
	<u>\$ 3,784,765</u>	<u>2,684,504</u>	<u>5,597,039</u>	<u>7,944,366</u>	<u>7,944,366</u>	<u>7,811,487</u>	<u>7,887,667</u>	<u>8,080,206</u>

Debt Service Fund

Description

The Debt Service Fund is responsible for payment of principal and interest of long-term debt.

Strategic Goals

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

Budget Changes for Fiscal Year 2021

- Increased debt service by \$3,277,651 in FY 21 as a result of 2019 Issuance of Virginia Public School Authority bonds - \$124,510,000 new and \$34,610,000 refunded (2011, 2012, 2013).

Critical Functions and Strategic Programs

- Accurate and timely payment of debt service



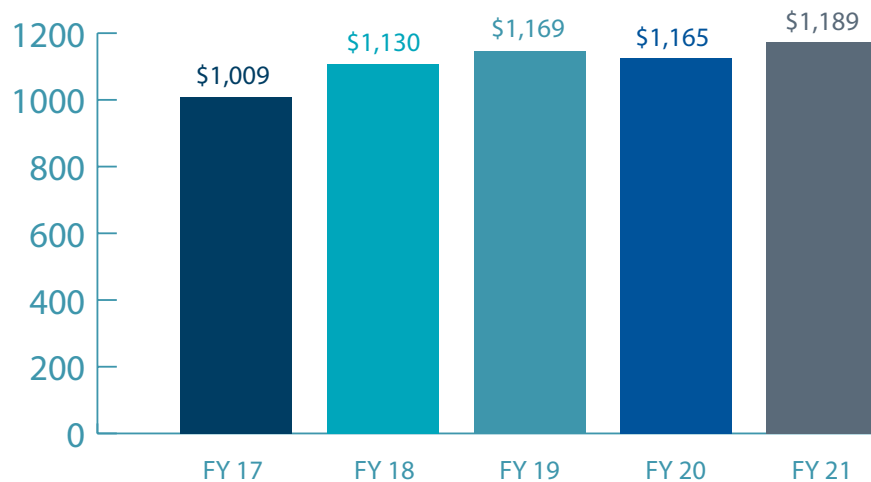
Financial Section

Dept. Name DEBT SERVICE FUND 004
Dept. Number 054

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
6101	Bond Principal*	55,699,806	65,555,000	68,750,000	68,000,000		72,310,022		4,310,022	
6201	Bond Interest*	33,141,903	35,491,075	36,494,034	37,447,888		36,415,517		(1,032,371)	
6300	Other Debt Service Costs	514,290	322,903	20,075	312,000		712,000		400,000	
6301	Bond Issuance Costs	357,616	213,273	227,268	400,000		0		(400,000)	
	Totals	89,713,615	101,582,251	105,491,378	106,159,888	0.00	109,437,539	0.00	3,277,651	0.00

*Approved principal and interest amounts are estimates that are made prior to debt issuance and will therefore not reflect total principal and interest amounts presented on the following debt schedules which were prepared subsequent to debt issuance.

Debt Service Per Pupil Cost by Fiscal Year



The chart above relates the per pupil cost for debt service obligations in fiscal years 2017-2021. Fiscal years 2017-2019 are calculated with actual expenditures and September 30th student membership data. Fiscal years 2020 and 2021 per pupil costs are calculated with anticipated fiscal year expenditures and estimated student membership.

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) – an achievement held by less than two percent of the nation's 3,190 counties.

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, 2019, the County's Net Tax-Supported Debt as a Percent of Assessed Value was 1.6 percent*.

Debt service on long-term debt of 10 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, 2019, is 7.3 percent. 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, 2019 is \$1,059,943,000. 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 \$796,942,000 or 75.2% of the total county net tax-supported debt. Source: PWCS Comprehensive Annual Financial Report for fiscal year ended June 30, 2019. 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, 2020

Bond Issues*	Principal	Interest	Total
VPSA 2000A	1,680,000	47,040	1,727,040
VPSA 2001A	4,810,000	245,310	5,055,310
VPSA 2002A	7,890,000	603,585	8,493,585
VPSA 2003A	16,120,000	1,523,340	17,643,340
GOB 2004B	635,022	13,097	648,119
VPSA 2004A	12,195,000	1,554,353	13,749,353
VPSA 2005A	18,690,000	2,731,076	21,421,076
VPSA 2006A	21,560,000	3,573,185	25,133,185
VPSA 2007A	25,975,000	5,015,053	30,990,053
VPSA 2008A	20,645,000	4,638,918	25,283,918
VPSA 2009A	25,500,000	6,003,656	31,503,656
GOB 2010A	500,000	6,875	506,875
VPSA 2010B	44,340,000	13,153,016	57,493,016
VPSA 2010C	3,990,000	3,599,918	7,589,918
VPSA 2011A	2,325,000	58,125	2,383,125
VPSA 2012A	6,570,000	328,500	6,898,500
VPSA 2013A	12,000,000	1,200,000	13,200,000
VPSA 2014A	53,645,000	12,160,438	65,805,438
VPSA 2015A	59,100,000	12,481,797	71,581,797
VPSA 2016A	153,115,000	48,246,475	201,361,475
VPSA 2017A	66,005,000	21,389,200	87,394,200
VPSA 2018A	104,310,000	39,507,410	143,817,410
VPSA 2019A	109,155,000	40,600,325	149,755,325
VPSA 2019B	34,610,000	9,696,613	44,306,613
GOB 2020A	7,098,515	726,875	7,825,390
GOB 2020B	32,695,601	7,165,284	39,860,885
Totals	845,159,138	236,269,463	1,081,428,601

*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 2021 Debt Service Payments

Bond Issues*	Principal	Interest	Total
VPSA 2000A	1,680,000	47,040	1,727,040
VPSA 2001A	2,405,000	183,983	2,588,983
VPSA 2002A	2,630,000	335,325	2,965,325
VPSA 2003A	4,030,000	679,055	4,709,055
GOB 2004B	635,022	13,097	648,119
VPSA 2004A	2,440,000	559,725	2,999,725
VPSA 2005A	3,115,000	850,395	3,965,395
VPSA 2006A	3,080,000	940,170	4,020,170
VPSA 2007A	3,250,000	1,166,379	4,416,379
VPSA 2008A	2,295,000	982,923	3,277,923
VPSA 2009A	2,550,000	1,162,800	3,712,800
GOB 2010A	500,000	6,875	506,875
VPSA 2010B	4,035,000	2,208,930	6,243,930
VPSA 2010C	570,000	514,274	1,084,274
VPSA 2011A	2,325,000	58,125	2,383,125
VPSA 2012A	3,285,000	246,375	3,531,375
VPSA 2013A	3,000,000	525,000	3,525,000
VPSA 2014A	4,130,000	1,919,000	6,049,000
VPSA 2015A	4,925,000	2,247,031	7,172,031
VPSA 2016A	6,015,000	6,663,975	12,678,975
VPSA 2017A	3,885,000	2,650,250	6,535,250
VPSA 2018A	5,795,000	4,541,831	10,336,831
VPSA 2019A	5,460,000	4,448,450	9,908,450
VPSA 2019B	275,000	896,283	1,171,283
GOB 2020A	0	219,857	219,857
GOB 2020B	0	358,724	358,724
Bond Totals	72,310,022	34,425,871	106,735,893

*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 2020 – FY 2021 Comparison of Budgeted Payments

Bond Issues*	FY 20 Approved Principal	FY 20 Approved Interest	FY 21 Approved Principal	FY 21 Approved Interest	Increase/ (Decrease) Principal	Increase/ (Decrease) Interest	Increase/ (Decrease) Total
VPSA 1999A	595,000	15,544	0	0	(595,000)	(15,544)	(610,544)
VPSA 2000A	1,680,000	141,120	1,680,000	47,040	0	(94,080)	(94,080)
VPSA 2001A	2,405,000	306,638	2,405,000	183,983	0	(122,655)	(122,655)
VPSA 2002A	2,630,000	469,455	2,630,000	335,325	0	(134,130)	(134,130)
VPSA 2003A	4,030,000	884,585	4,030,000	679,055	0	(205,530)	(205,530)
GOB 2004B	0	26,195	635,022	13,097	635,022	(13,098)	621,924
VPSA 2004A	2,440,000	684,165	2,440,000	559,725	0	(124,440)	(124,440)
VPSA 2005A	3,115,000	993,685	3,115,000	850,395	0	(143,290)	(143,290)
VPSA 2006A	3,080,000	1,097,250	3,080,000	940,170	0	(157,080)	(157,080)
VPSA 2007A	3,250,000	1,315,879	3,250,000	1,166,379	0	(149,500)	(149,500)
VPSA 2008A	2,295,000	1,099,968	2,295,000	982,923	0	(117,045)	(117,045)
VPSA 2009A	2,550,000	1,278,825	2,550,000	1,162,800	0	(116,025)	(116,025)
GOB 2010A	500,000	53,434	500,000	6,875	0	(46,559)	(46,559)
VPSA 2010B	4,035,000	2,389,173	4,035,000	2,208,930	0	(180,243)	(180,243)
VPSA 2010C	570,000	514,274	570,000	514,274	0	0	0
VPSA 2011A	2,325,000	620,925	2,325,000	58,125	0	(562,800)	(562,800)
GOB 2012B	1,465,000	14,137	0	0	(1,465,000)	(14,137)	(1,479,137)
VPSA 2012A	3,285,000	853,425	3,285,000	246,375	0	(607,050)	(607,050)
VPSA 2013A	3,000,000	1,349,550	3,000,000	525,000	0	(824,550)	(824,550)
VPSA 2014A	4,130,000	2,414,250	4,130,000	1,919,000	0	(495,250)	(495,250)
VPSA 2015A	4,925,000	3,206,856	4,925,000	2,247,031	0	(959,825)	(959,825)
VPSA 2016A	6,015,000	6,964,725	6,015,000	6,663,975	0	(300,750)	(300,750)
VPSA 2017A	3,885,000	2,844,500	3,885,000	2,650,250	0	(194,250)	(194,250)
VPSA 2018A	5,795,000	4,831,581	5,795,000	4,541,831	0	(289,750)	(289,750)
VPSA 2019A	0	0	5,460,000	4,448,450	5,460,000	4,448,450	9,908,450
VPSA 2019B	0	0	275,000	896,283	275,000	896,283	1,171,283
GOB2020A	0	0	0	219,857	0	219,857	219,857
GOB2020B	0	0	0	358,724	0	358,724	358,724
Bond Totals	68,000,000	34,370,139	72,310,022	34,425,871	4,310,022	55,732	4,365,754

*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
				845,159,138
2021	72,310,022	34,425,871	106,735,893	772,849,116
2022	70,288,969	31,283,111	101,572,080	702,560,147
2023	67,321,955	27,911,956	95,233,911	635,238,192
2024	64,406,043	24,703,349	89,109,392	570,832,149
	60,519,529	21,662,463	82,181,992	510,312,620
2026	58,129,529	18,832,270	76,961,799	452,183,091
2027	55,059,529	16,213,816	71,273,345	397,123,562
2028	51,424,528	13,276,968	64,701,496	345,699,034
2029	48,179,529	11,043,361	59,222,890	297,519,505
	45,889,528	8,948,999	54,838,527	251,629,977
2031	43,179,479	7,203,252	50,382,731	208,450,498
2032	39,244,526	5,805,742	45,050,268	169,205,972
2033	36,621,760	4,625,430	41,247,190	132,584,212
2034	33,091,420	3,610,571	36,701,991	99,492,792
	30,203,428	2,706,776	32,910,204	69,289,364
2036	25,989,364	1,898,484	27,887,848	43,300,000
2037	21,140,000	1,185,038	22,325,038	22,160,000
2038	11,250,000	604,706	11,854,706	10,910,000
2039	5,455,000	245,475	5,700,475	5,455,000
	5,455,000	81,825	5,536,825	0
Totals	845,159,138	236,269,464	1,081,428,602	

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

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

Refunded 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	500,000
11	2021	2.75	500,000	6,875	506,875	0
	Totals		4,500,000	1,321,513	5,821,513	

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 VPSA.

Bond Amortization Schedule

Virginia Public School Authority Bonds 2010C

Original Bond Amount \$9,685,000

Qualified Construction Bonds (QSCB)

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2011		565,000	461,418	1,026,418	9,120,000
2	2012		570,000	514,274	1,084,274	8,550,000
3	2013		570,000	514,274	1,084,274	7,980,000
4	2014		570,000	514,274	1,084,274	7,410,000
5	2015		570,000	514,274	1,084,274	6,840,000
6	2016		570,000	514,274	1,084,274	6,270,000
7	2017		570,000	514,274	1,084,274	5,700,000
8	2018		570,000	514,274	1,084,274	5,130,000
9	2019		570,000	514,274	1,084,274	4,560,000
10	2020		570,000	514,274	1,084,274	3,990,000
11	2021		570,000	514,274	1,084,274	3,420,000
12	2022		570,000	514,274	1,084,274	2,850,000
13	2023		570,000	514,274	1,084,274	2,280,000
14	2024		570,000	514,274	1,084,274	1,710,000
15	2025		570,000	514,274	1,084,274	1,140,000
16	2026		570,000	514,274	1,084,274	570,000
17	2027		570,000	514,274	1,084,274	0
	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

Refunded 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	1,674,988	3,999,988	32,520,000
3	2014	3.00	2,325,000	1,581,988	3,906,988	30,195,000
4	2015	4.00	2,325,000	1,500,613	3,825,613	27,870,000
5	2016	4.00	2,325,000	1,407,613	3,732,613	25,545,000
6	2017	5.00	2,325,000	882,488	3,207,488	23,220,000
7	2018	2.25	2,325,000	798,206	3,123,206	20,895,000
8	2019	5.00	2,325,000	713,925	3,038,925	18,570,000
9	2020	3.00	2,325,000	620,925	2,945,925	2,325,000
10	2021	5.00	2,325,000	58,125	2,383,125	0
	Totals		20,925,000	10,013,955	30,938,955	

Bond Amortization Schedule

Refunded 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	246,375	3,531,375	3,285,000
10	2022	5.00	3,285,000.00	82,125	3,367,125	0
	Totals		29,565,000	14,703,412	44,268,412	

Bond Amortization Schedule

Refunded 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	525,000	3,525,000	9,000,000
9	2022	5.00	3,000,000	375,000	3,375,000	6,000,000
10	2023	5.00	3,000,000	225,000	3,225,550	3,000,000
11	2024	5.00	3,000,000	75,000	3,075,000	0
	Totals		30,000,000	14,358,969	44,358,969	

Bond Amortization Schedule

Virginia Public School Authority Bonds 2014A

Original Bond Amount \$89,792,092

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2015		0	876,447	876,447	74,295,000
2	2016	4.00	4,130,000	3,137,000	7,267,000	70,165,000
3	2017	4.00	4,130,000	2,971,800	7,101,800	66,035,000
4	2018	4.00	4,130,000	2,806,600	6,936,600	61,905,000
5	2019	5.00	4,130,000	2,620,750	6,750,750	57,775,000
6	2020	5.00	4,130,000	2,414,250	6,544,250	53,645,000
7	2021	5.00	4,130,000	1,919,000	6,049,000	49,515,000
8	2022	5.00	4,130,000	1,712,500	5,842,500	45,385,000
9	2023	5.00	4,130,000	1,506,000	5,636,000	41,255,000
10	2024	5.00	4,130,000	1,299,500	5,429,500	37,125,000
11	2025	5.00	4,125,000	1,093,125	5,218,125	33,000,000
12	2026	3.00	4,125,000	928,125	5,053,125	28,875,000
13	2027	2.50	4,125,000	814,688	4,939,688	24,750,000
14	2028	3.00	4,125,000	701,250	4,826,250	20,625,000
15	2029	3.25	4,125,000	572,344	4,697,344	16,500,000
16	2030	3.25	4,125,000	438,281	4,563,281	12,375,000
17	2031	3.50	0	371,250	371,250	12,375,000
18	2032	3.00	4,125,000	309,375	4,434,375	8,250,000
19	2033	3.50	0	247,500	247,500	8,250,000
20	2034	3.00	4,125,000	185,625	4,310,625	4,125,000
21	2035	3.00	4,125,000	61,875	4,186,875	0
	Totals		74,295,000	26,987,285	101,282,285	

Bond Amortization Schedule

Refunded 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	78,800,000
2	2017	5.00	4,925,000	3,945,606	8,870,606	73,875,000
3	2018	5.00	4,925,000	3,699,356	8,624,356	68,950,000
4	2019	5.00	4,925,000	3,453,107	8,378,107	64,025,000
5	2020	5.00	4,925,000	3,206,856	8,131,856	59,100,000
6	2021	5.00	4,925,000	2,247,031	7,172,031	54,175,000
7	2022	5.00	4,925,000	2,000,781	6,925,781	49,250,000
8	2023	5.00	4,925,000	1,754,531	6,679,531	44,325,000
9	2024	5.00	4,925,000	1,508,281	6,433,281	39,400,000
10	2025	5.00	4,925,000	1,262,031	6,187,031	34,475,000
11	2026	5.00	4,925,000	1,015,781	5,940,781	29,550,000
12	2027	3.00	4,925,000	818,781	5,743,781	24,625,000
13	2028	3.00	4,925,000	671,031	5,596,031	19,700,000
14	2029	3.00	4,925,000	523,281	5,448,281	14,775,000
15	2030	3.00	4,925,000	375,531	5,300,531	9,850,000
16	2031	3.00	4,925,000	227,781	5,152,781	4,925,000
17	2032	3.125	4,925,000	76,953	5,001,953	0
	Totals		78,800,000	28,832,390	107,632,390	

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					

Bond Amortization Schedule

Virginia Public School Authority Bonds 2019A

Original Bond Amount \$125,416,890

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1		5.00	0	1,935,868	1,935,868	109,155,000
2	2021	5.00	5,460,000	4,448,450	9,908,450	103,695,000
3	2022	5.00	5,460,000	4,175,450	9,635,450	98,235,000
4	2023	5.00	5,460,000	3,902,450	9,362,450	92,775,000
5	2024	5.00	5,460,000	3,629,450	9,089,450	87,315,000
6		5.00	5,460,000	3,356,450	8,816,450	81,855,000
7	2026	5.00	5,460,000	3,083,450	8,543,450	76,395,000
8	2027	5.00	5,460,000	2,810,450	8,270,450	70,935,000
9	2028	5.00	5,460,000	2,537,450	7,997,450	65,475,000
10	2029	5.00	5,460,000	2,264,450	7,724,450	60,015,000
11		5.00	5,460,000	1,991,450	7,451,450	54,555,000
12	2031	5.00	5,460,000	1,718,450	7,178,450	49,095,000
13	2032	5.00	5,455,000	1,445,575	6,900,575	43,640,000
14	2033	3.00	5,455,000	1,227,375	6,682,375	38,185,000
15	2034	3.000	5,455,000	1,063,725	6,518,725	32,730,000
16		3.000	5,455,000	900,075	6,355,075	27,275,000
17	2036	3.000	5,455,000	736,425	6,191,425	21,820,000
18	2037	3.000	5,455,000	572,775	6,027,775	16,365,000
19	2038	3.000	5,455,000	409,125	5,864,125	10,910,000
20	2039	3.000	5,455,000	245,475	5,700,475	5,455,000
21		3.00	5,455,000	81,825	5,536,825	0
Totals			109,155,000	42,536,193	151,691,193	

Debt Total	109,155,000					
Premium/ (Discount)	16,261,890					
Grand Total	125,416,890					

Bond Amortization Schedule

Virginia Public School Authority Bonds 2019B Refunding Bonds (Taxable)
Original Bond Amount \$34,610,000

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2020		0	189,728	189,728	34,610,000
2	2021	1.768	275,000	896,283	1,171,283	34,335,000
3	2022	1.818	280,000	891,306	1,171,306	34,055,000
4	2023	1.871	285,000	886,095	1,171,095	33,770,000
5	2024	1.922	290,000	880,642	1,170,642	33,480,000
6	2025	1.972	295,000	874,946	1,169,946	33,185,000
7	2026	2.161	305,000	868,742	1,173,742	32,880,000
8	2027	2.211	310,000	862,020	1,172,020	32,570,000
9	2028	2.300	2,625,000	828,405	3,453,405	29,945,000
10	2029	2.400	295,000	794,678	1,089,678	29,650,000
11	2030	2.500	3,270,000	750,263	4,020,263	26,380,000
12	2031	2.600	8,770,000	595,378	9,365,378	17,610,000
13	2032	2.700	8,625,000	364,930	8,989,930	8,985,000
14	2033	2.750	6,175,000	163,586	6,338,586	2,810,000
15	2034	2.800	2,810,000	39,340	2,849,340	0
	Totals		34,610,000	9,886,341	44,496,341	

Bond Amortization Schedule

General Obligation Bonds 2020A (Refunding Tax-Exempt)

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2021	5.00	0	219,857	219,857	7,098,515
2	2022	5.00	2,698,390	287,466	2,985,856	4,400,125
3	2023	5.00	2,209,138	164,778	2,373,916	2,190,987
4	2024	5.00	2,190,987	54,775	2,245,762	0
	Totals		7,098,515	726,875	7,825,390	

Bond Amortization Schedule

General Obligation Bonds 2020B (ReFunding Taxable)

Payment	Fiscal Year	Interest Rate	Principal Payment	Interest Payment	Total Payment	Outstanding Principal
1	2021		0	358,724	358,724	32,695,601
2	2022	0.628	420,579	577,785	998,364	32,275,022
3	2023	0.728	422,817	574,925	997,742	31,852,205
4	2024	0.815	425,056	571,654	996,710	31,427,149
5	2025	0.937	429,529	567,909	997,438	30,997,620
6	2026	1.087	429,529	563,563	993,092	30,568,091
7	2027	1.308	429,529	558,419	987,948	30,138,562
8	2028	1.408	429,528	552,586	982,114	29,709,034
9	2029	1.572	429,529	546,186	975,715	29,279,505
10	2030	1.622	429,528	539,326	968,854	28,849,977
11	2031	1.722	4,309,479	498,738	4,808,217	24,540,498
12	2032	1.772	429,526	457,828	887,354	24,110,972
13	2033	1.822	9,306,760	369,238	9,675,998	14,804,212
14	2034	1.872	5,016,420	237,500	5,253,920	9,787,792
15	2035	1.922	4,938,428	143,088	5,081,516	4,849,364
16	2036	1.972	4,849,364	47,815	4,897,179	0
	Totals		32,695,601	7,165,284	39,860,885	

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Construction Fund

The School Division utilizes the Construction Fund as a separate governmental fund to account for the resources used for the acquisition or construction of major capital facilities. Revenues for this fund include funds from state (Virginia Public School Authority) or local (General Obligation) bond sales, Literary Fund loans, and, to a much lesser degree, proffered monies from outside agencies or corporations.

Bonds for school construction are issued as either General Obligation Bonds or through the Virginia Public School Authority (VPSA). VPSA bonds are sold to bonding agencies through state arranged sales. General Obligation Bonds are issued through the county's appropriating body, the Prince William Board of County Supervisors (BOCS). These bonds require approval by the voting public.

Construction Fund expenditures for FY 2021 are determined by the costs of projects begun or continued in FY 2020 and by the costs of new projects to be started in FY 2021. 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 2021, the budget data for fiscal years 2017-2021, the Construction Fund Statement, and a summary of the Capital Improvements Program.

Section Contents

Budget Data

Fund Statement

Summary of the Capital Improvements Program

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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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 193,571,720	163,496,991	213,809,599	98,695,929	101,609,453	85,943,772	97,719,301	92,606,013
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	1,375,883	1,697,910	6,095,020	3,314,599	1,094,000	1,104,940	1,115,989	1,127,149
Intergovernmental:								
County:								
Proceeds from bond sale	106,899,384	133,466,288	0	125,416,890	121,975,000	130,898,300	112,339,300	110,574,300
Proffers	0	0	0	6,000,000	0	6,000,000	6,000,000	6,000,000
Miscellaneous	1,191,922	1,411,667	417,990	941,467	246,346	300,000	300,000	300,000
Total funding sources	303,038,909	300,072,856	220,322,609	234,368,885	224,924,799	224,247,012	217,474,590	210,607,462
EXPENDITURES:								
1000-Personnel Services	1,423,650	921,921	1,447,978	1,541,186	820,680	851,866	875,718	913,374
2000-Benefits & Fixed Charges	263,655	301,505	320,301	323,287	326,782	342,706	358,817	379,242
3000-Contractual Services	9,356,896	10,699,027	9,397,071	9,318,247	33,724,468	9,784,159	10,273,367	10,787,036
4000-Materials & Supplies	7,662,759	6,232,156	2,132,668	4,031,047	0	4,232,599	4,444,229	4,666,441
5000/6000-Capital Outlay	127,665,042	78,196,767	131,201,409	148,431,357	138,455,075	134,118,001	132,198,098	124,943,191
Total expenditures	146,372,002	96,351,376	144,499,427	163,645,124	173,327,005	149,329,331	148,150,229	141,689,283
Excess of revenues over expenditures	156,666,907	203,721,480	75,823,182	70,723,761	51,597,794	74,917,681	69,324,361	68,918,179
OTHER FINANCING SOURCES (USES):								
TRANSFERS IN:								
General fund	17,601,357	11,388,640	25,236,992	32,392,655	35,545,978	24,001,620	24,481,652	24,971,285
Food & nutrition services fund	700,000	330,000	500,000	0	500,000	500,000	500,000	500,000
TRANSFERS OUT:								
Debt service fund	(2,262,216)	(1,630,521)	(2,864,245)	(1,506,963)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Aquatics Center	(9,209,057)	0	0	0	0	0	0	0
Total other financing sources (uses), net	6,830,084	10,088,119	22,872,747	30,885,692	34,345,978	22,801,620	23,281,652	23,771,285
*FUND BALANCES, end of year	\$ 163,496,991	213,809,599	98,695,929	101,609,453	85,943,772	97,719,301	92,606,013	92,689,464
*GASB 54 Fund Balance								
Restricted:	143,326,496	193,540,334	58,174,473	89,284,226	75,518,792	85,865,950	81,372,903	81,446,232
Assigned:	20,170,495	20,269,265	40,521,456	12,325,227	10,424,980	11,853,351	11,233,109	11,243,232
	\$ 163,496,991	213,809,599	98,695,929	101,609,453	85,943,772	97,719,301	92,606,013	92,689,464

Construction Fund

Description

The Construction Fund (007) provides funding for the design, construction, repairs, and renewals to school, support, and administrative facilities division-wide. The fund is comprised of departments 037 (Construction), 047 (Major Maintenance), and 049 (Energy Infrastructure Improvements).

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

- New Construction – Fund the design and construction of new school buildings, as well as additions to existing buildings;
- School Renewals – Fund the renovation of existing school facilities to maintain instructional effectiveness of provided space. Prioritization of school renewals is based on the effective age of the facility (elapsed time since original construction date or latest renewal, whichever is most recent). Goal is to renovate facilities at the effective age of 25 years; and
- School Maintenance and Repairs – provide funds for substantial, non-routine maintenance at school facilities. This can include HVAC equipment and replacements, roof repairs and replacements, and portable classroom purchases and installations. These will also include “Major Maintenance” funding, the 7 & 14 Year Renewal program, and Energy Infrastructure Improvements.

Budget Changes for Fiscal Year 2021

- Provide funding based on proposed Capital Improvements Program for addressing school facility needs; and
- Significant projects include:
- Construction of “Rosemount Lewis” Elementary School;
- Renewal of Parkside Middle School;
- Renewal of Hylton High School; and
- Fenestration improvements at Osbourn Park High and Stonewall Jackson High School.

Major Accomplishments (Past Five Years)

- Built six new schools and additions to 12 existing schools, adding capacity for more than 8,100 students;
- Completed major renewals of 14 schools;
- Completed over \$10.1M in major maintenance and Title IX projects;
- 183 portable classrooms in use, a reduction from 206 in FY2019; and
- Annually relocated an average of 40 portable classrooms to support both the instructional space requirements and the CIP school renewal program.

Critical Unmet Needs

- Reduce reliance on portable classrooms Division-wide; and
- High School athletic facility improvements and enhancements.

Financial Section

Dept. Name CONSTRUCTION FUND 007
Dept. Number 037

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	130,672	96,535	147,073	113,160	1.00	162,000	1.00	48,840	0.00
1107	Admin. Coordinator	427,626	541,478	557,723	502,680	5.00	615,000	5.00	112,320	0.00
1200	Overtime	129,575	104,743	84,282	0		0		0	
1201	Straight Time	6,747	11,309	0	0		0		0	
1300	Temporary Employee	692,280	673,572	621,387	0		0		0	
2100	Social Security - FICA	104,028	107,634	105,431	47,113		59,441		12,328	
2210	Retirement - VRS	81,308	104,404	110,512	103,954		139,000		35,046	
2211	Retiree Health Care Credit	6,146	7,869	8,458	0		0		0	
2220	Retirement - PWCS	3,911	7,050	10,077	5,062		9,000		3,938	
2300	Health Insurance - HMP	48,932	54,028	64,110	74,886		95,000		20,114	
2400	Life Insurance - GLI	7,294	8,381	9,233	8,067		12,000		3,933	
3104	Engineering Services	8,077,066	9,330,463	6,943,096	19,792,854		23,507,624		3,714,770	
3109	Wcomp Admin	0	0	0	0		0		0	
3201	Telephone	8,362	6,402	9,368	0		0		0	
3505	Stormwater	0	0	250,683	0		0		0	
4003	Custodial Supplies	165,340	133,183	3,123	0		0		0	
4016	Library Books	240,981	71,353	16,940	0		0		0	
4310	Tech. Supply Equip. Addnl.	2,364,994	2,208,223	854,409	0		0		0	
4410	Software Additional	1,155,175	1,998,406	381,519	0		0		0	
4510	General Equipment - Add'l.	3,736,270	1,820,991	876,677	0		0		0	
5101	Equipment - Additional	664,047	535,579	296,604	0		0		0	
5103	DP Equipment - Add'l	18,050	0	0	0		0		0	
5104	Software - Additional	715	0	0	0		0		0	
5140	Site Acquisition	28,603,362	56,338	946,944	0		0		0	
5142	Building, New	43,953,141	23,147,456	55,908,845	880,000		34,006,000		33,126,000	
5143	Building, Additions	24,220,932	28,857,784	35,195,729	8,500,000		17,058,500		8,558,500	
5144	Building, Alteration	37,494,007	22,796,419	37,272,662	47,664,814		82,973,462		35,308,648	
5145	Asbestos Removal	640,051	905,680	664,282	0		0		0	
5146	Trailers/Modulars, New	543,743	370,480	393,310	500,000		500,000		0	
6400	Arbitrage	(124,938)	0	0	0		0		0	
8002	General Reserve	0	0	0	1,411,078		344,446		(1,066,632)	
8606	Transfer Out	2,262,216	0	0	1,712,000		1,700,000		(12,000)	
8804	Transfer to Debt Service Fund	0	1,630,521	2,864,245	0		0		0	
Totals		155,662,031	95,586,279	144,596,721	81,315,668	6.00	161,181,473	6.00	79,865,805	0.00
Positions		5.00	6.00	6.00	6.00		6.00			

Dept. Name CONSTRUCTION FUND 007
Dept. Number 047

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
3104	Engineering Services	6,150	38,760	54,452	0		0		0	
3109	Wcomp Admin	0	0	0	0		0		0	
3500	Miscellaneous Projects	556,561	556,267	915,231	842,000		859,000		17,000	
3505	Stormwater	325,911	70,287	76,050	500,000		500,000		0	
5144	Building, Alteration	715,194	905,319	523,034	3,381,655		3,917,113		535,458	
5145	Asbestos Removal	6,081	80,235	0	0		0		0	
Totals		1,609,897	1,650,868	1,568,766	4,723,655	0.00	5,276,113	0.00	552,458	0.00
Positions		0.00	0.00	0.00	0.00		0.00			

Financial Section

Dept. Name CONSTRUCTION FUND 007
Dept. Number 049

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1160	Maintenance Personnel	33,084	34,046	35,032	44,040	1.00	43,680	1.00	(360)	0.00
1200	Overtime	1,773	68	259	0		0		0	
1201	Straight Time	476	354	280	0		0		0	
1300	Temporary Employee	1,418	1,294	1,753	0		0		0	
1600	Supplemental Pay	0	0	189	0		0		0	
2100	Social Security - FICA	2,786	2,711	2,841	3,370		3,342		(28)	
2210	Retirement - VRS	1,734	1,699	1,489	2,625		2,743		118	
2211	Retiree Health Care Credit	73	75	74	0		0		0	
2220	Retirement - PWCS	0	0	0	362		359		(3)	
2221	Defined Contribution Plan	414	511	526	0		0		0	
2300	Health Insurance - HMP	6,487	6,586	6,977	5,355		5,311		(44)	
2310	Short/Long Term Disability Premium	109	112	116	0		0		0	
2400	Life Insurance - GLI	433	446	459	577		585		8	
3104	Engineering Services	70,107	260,027	730,888	0		0		0	
3109	Wcomp Admin	0	0	0	0		0		0	
3500	Miscellaneous Projects	312,740	436,822	417,303	943,671		943,979		308	
	Totals	431,633	744,750	1,198,185	1,000,000	1.00	1,000,000	1.00	0	0.00
	Positions	1.00	1.00	1.00	1.00		1.00			

Dept. Name CONSTRUCTION FUND 007
Dept. Number 990

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
3109	Wcomp Admin	0	0	0	0		0		0	
3500	Miscellaneous Projects	0	0	0	0		7,913,865		7,913,865	
	Totals	0	0	0	0	0.00	7,913,865	0.00	7,913,865	0.00
	Positions	1.00	1.00	1.00	0.00		0.00			

Capital Improvements Program Summary

Fiscal Years 2021 – 30

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Summary

Overview

The total 2019-20 enrollment is 91,526 students with permanent capacity for 90,279 students. This capacity is supplemented with 183 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. Permanent capacity is set to increase by 8,346 seats over the next ten years with completion of the school facility construction identified within this CIP.

PWCS is organized to focus on meeting the needs of its students and employees while managing 96 schools, along with administrative and support facilities. The CIP serves as a tool for planning and implementing the capital improvement projects needed to house 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, renovations 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 2021) combined with a more general planning schedule for four additional years (FY 2022-25) and then an estimate of projects needed for FY 2026-30.

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.*

Critical Functions and Strategic Programs

- Planning and Financial—Acquire property for new facilities, administer the CIP with an annual budget ranging from \$100M-\$300M, support the Energy Conservation Program, manage student enrollment forecasting, and attendance boundary functions
- New Construction—Coordinate the planning, design, and construction efforts for new facilities, additions, and renovations
- Facilities Management—Provide preventative maintenance, repairs, and major improvements to approximately 104 existing school facilities

School Board Priorities:

Provide a reasonable, feasible, and equitable facilities renovation and new construction schedule, and study site acquisition strategies.

Accomplishments

Recent Accomplishments

The new John D. Jenkins Elementary School opened in the fall of 2019, adding 662 elementary student seats in eastern Prince William County. The classroom additions at Leesylvania Elementary School (4), Antietam Elementary School (13), Lake Ridge Elementary School (13), Springwoods Elementary School (13), Minnieville Elementary School (10), and Unity Braxton Middle School (17) were completed and opened in September 2019, adding 53 elementary school classrooms and 17 middle school classrooms.

School facilities were completed for the Special Needs Transportation Center at New Dominion, as well as the new Western Transportation Center. School renovations were completed at Leesylvania Elementary School, Marshall Elementary School, Montclair Elementary School, and Old Bridge Elementary School.

Major Accomplishments (Past Five Years)

In the past five years, seven new schools and additions to 12 existing schools have been constructed, adding capacity for more than 8,100 students. The new schools include four elementary schools, one high school, the Kilby Elementary School replacement, and the Independence Nontraditional School.

Major renovations were completed at 14 schools and over \$10.1M in major maintenance and Title IX projects were completed. Also, lighting, boilers, chillers, and other infrastructure upgrades were completed at many schools. 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 PWCS, as of September 30, 2019, is 91,526 students. From 2018 to 2019, total enrollment grew by 1,323 students, or 1.5 percent growth rate. This is compared to growth from 2017 to 2018 of 342 students, or 0.4 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 the Housing-Unit Method and Grade Progression 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 PWCS will encounter in the course of the current planning period. 2020-21 enrollment is projected to be 92,048 students, an increase of 522 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 a little less than 1.0 percent. This will result in about 3,118 additional students during this period. Projected enrollments beyond 2020-21 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 education 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 2019 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. Program Capacity for middle schools will take effect for the 2021-22 school year.

Changes From The 2020-29 CIP

Enrollment Trends Impacting the FY 2021-30 CIP

- Divisionwide enrollment grew by 1,321 students, or 1.5%, from 2018-19 to 2019-20
- 10-year projections revised to reflect current conditions
 - Elementary projections have been decreased, based on downward trend in elementary enrollments
 - High school projections have been slightly increased, due to increasing grades 9-12 cohort sizes
 - Total enrollment projections have been revised slightly downward

New Construction Changes

- **2022**
 - Marsteller Middle School addition (11-classrooms) removed from the CIP
 - Bull Run Middle School addition (11-classrooms) removed from the CIP
 - Reagan Middle School addition (6-classrooms) added to the CIP
- **2024**
 - 14th High School moved from 2024 to 2025
- **2027**
 - Kelly Leadership Center addition reinstated to the CIP
- **2029**
 - Elementary School (South Route 1 Area) added to the CIP

Adjustments due to reduced demand, based on updated enrollment projection as well as site selection

Renovation Changes

- Changes to Specific Facility-Based Projects
 - Secure Vestibules
 - Woodbridge Middle School and Graham Park Middle School (FY 2021)
 - Fenestration Improvements
 - Unity Reed High School and Osbourn Park High School (September 2022)
 - Gar-Field High School and Woodbridge High School (September 2025)
- \$12M adjustment for Hylton High School renovation (core infrastructure requirements)
- Identified Graham Park Middle School renovation schedule (FY 2025-26)

Deferred Projects (due to revised School Board budget June 10, 2020)

- **2021**
 - Brentsville High School – Artificial Turf
 - Hylton High School – Artificial Turf
 - Gar-Field High School – CTE Culinary Improvements
- **2022**
 - Bennett Elementary School Renovation
- Tennis Court Lighting
 - Two High Schools per year

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.

Facilities Services funding includes costs related to the operation and maintenance of school buildings and equipment. Funds are included in the approved budget to support the CIP. Prioritizing the work within the available funding to address the most critical needs is an ever-present challenge. 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. Facilities Services funding includes costs related to the operation and maintenance of school buildings. Future enrollment projections provide the analytical basis to implement this long-term approach and are 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. Monetary contribution proffers or in-kind contributions from residential rezoning applications prior to July 2016 help the School Division to mitigate the capital costs associated with residential development.

Proffer Changes

As of July 1, 2016, the Virginia General Assembly passed SB-549, which amended the Virginia Code relating to conditional zoning for residential rezonings and proffer amendments.

The new 2016 SB-549 proffer law stated proposed proffers needed to address an impact specifically attributable to a proposed new residential development that created a need for one or more public facility improvements in excess of existing public facility capacity at the time of the rezoning. The 2016 SB-549 proffer law was revised in 2019 and now allows applicants to proffer contributions that the applicant believes are appropriate. The previous SB-549 proffer law calculated proffers on a per student basis for the proposed students that exceeded the current capacity. The 2019 proffer law allows proffer contributions per residential unit.

The School Division still collects monetary contributions on rezoning cases filed prior to July 1, 2016. After this date, the School Division will be receiving monetary contributions based on date the rezoning was filed.



New Schools and Additions

School Year to Open	School/Facility	Projected Cost
2021	Middle School (Potomac Shores)	\$64,119,000
	Gainesville High School	\$127,400,000
2022	Elementary School (Rosemount Lewis)	\$37,156,000
	Gainesville Middle School Addition (11 rooms)	\$10,337,000
	Reagan Middle School Addition (6 rooms)	\$7,057,000
2023	Elementary School (Ocoquan/Woodbridge Area)	\$38,832,000
	Elementary School (Potomac Shores Area)	\$38,832,000
2025	Ocoquan Elementary School Replacement	\$43,266,000
	14th High School (Mid-County)	\$154,800,000
2027	Kelly Leadership Center Addition	\$18,000,000
2028	Elementary School (Yorkshire Area)	\$47,331,000
2029	Elementary School (Route 1 South Area)	\$49,465,000
New Schools and Additions TOTAL		\$636,595,000

Specific Facility-Based Improvement Projects

School Year to Open	School/Facility	Projected Cost
2021	Unity Reed High School – Office/Admin Area Renovation	\$1,000,000
	Osborn Park High School – Office/Admin Area Renovation	\$1,000,000
	Woodbridge Middle School – Secure Vestibule	\$250,000
	Graham Park Middle School – Secure Vestibule	\$155,000
Projects Deferred*	Brentsville High School – Artificial Turf (incl. stadium lights, restroom)	
	Hylton High School – Artificial Turf	
	Gar-Field High School – Culinary CTE Improvements	
2022	Osborn Park High School – Fenestration Improvements	\$12,758,000
	Unity Reed High School – Fenestration Improvements	\$12,758,000
2025	Gar-Field High School – Fenestration Improvements	\$11,277,000
	Woodbridge High School – Fenestration Improvements	\$11,277,000
Projects Deferred*	Tennis Court Lighting – Two high schools per year: FY 2021 - Potomac HS and Unity Reed HS FY 2026 - Gar-Field HS and Brentsville HS FY 2027 - Woodbridge HS and Osborn Park HS	\$1,500,000
Improvement Projects TOTAL		\$51,975,000

*The deferred projects from the revised School Board budget of June 10, 2020

Site Acquisition

FY 20 Property Acquisition			
School Facility	Acres	Date Acquired	Purchase Price
Potomac Shores Elementary School #2	5.0	Final Settlement Pending	\$2,500,000
Vulcan (Rosemount ES Access)	1.551	January 2020	\$175,000
Property Acquisition TOTAL			\$2,675,000

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 if July 1, 2016 though, the Board of County

Supervisors repealed the residential portion of the Policy Guide for Monetary Contributions. However, monetary contributions on rezoning cases 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 benchmark 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 almost \$64,000,000. The School Division purchased land for construction of 15 schools and facilities since 2000, spending over \$68,500,000. Even with purchased and proffered sites, there are still four school sites needed by 2030.

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 Acquisition Needs

Year to Open	Year to Acquire	Planned School Facility	Property Status	Funds Required
2022	2019	ES (Rosemount Lewis Park)	PWC Site	N/A
2023	2020	ES (Occoquan/Woodbridge Area)	Site Needed	\$7,500,000
	2019	ES (Potomac Shores Area)	Site Pending	\$2,500,000
2025	2019	Occoquan ES Replacement (Additional Land)	Acquired	N/A
	2020-21	14th High School (Mid-County)	Site Needed	14,000,000
2028	2023	ES (Yorkshire Area)	Site Needed	\$9,568,000
2029	2023	ES (Route 1 South Area)	Site Needed	\$9,380,000
Estimated Cost of School Site Needs TOTAL				\$42,948,000

Renovations

New construction projects are only part of the CIP picture. Renovations 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 renovations 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-two of the School Division's 95 school facilities are 25 years or older. The goal of the school renovation program is to renovate schools prior to 25 years of age since the last renovation. The older buildings are well-maintained but are in constant need of repair. They must be renovated 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 renovations 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 renovation projects at older buildings, with age of each school building the first consideration. The order of renovations may be altered when major components are addressed with previous projects, accelerated deterioration conditions warrant, and with funding constraints. The Schedule of Renovations 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.

Budget – Renovations

The School Division budgets for repairs and renovations 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 renovations. The projected FY 2021 replacement value of schools is approximately \$3,137,571,000.

Prince William County Schools has established an average annual renovation and repair target of 3% of the current replacement value of facilities with 1.5% for preventive maintenance and 1.5% for repairs and renovations. 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 2021 for repairs, renovations, and maintenance is \$94,127,000 (3.0% of value), with the estimated budget for maintenance renovations, technology, and energy improvements in FY 2021 at \$81,002,292 (2.6% of value); of which \$38,563,143 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 renovation. 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	

School Renovations

School Year to Complete	School/Facility	Projected Cost
2020	Beville Middle School	\$769,047
2021	Mountain View Elementary School	\$3,308,667
Project Deferred	Bennett Elementary School	\$3,100,857
2022	Hylton High School	\$36,220,000
	Penn Elementary School	\$12,035,000
2023	Bristow Run Elementary School	\$12,578,000
	Signal Hill Elementary School	\$12,578,000
	Parkside Middle School	\$18,619,000
2024	Swans Creek Elementary School	\$13,145,000
	Brentsville High School	\$26,392,000
	Cedar Point Elementary School	\$13,145,000
2025	Benton Middle School	\$20,335,000
	Featherstone Elementary School	\$13,738,000
2026	Graham Park Middle School	\$21,252,000
	Renovation of Various Schools (based on age, condition, and availability of funds) See School Facility Renovation Prioritization List	\$275,299,000
School Renovations TOTAL		\$482,514,571

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. Over two years, the School Board approved a one-time budget expenditure of \$742,000 for Elementary School Security-related recommendations, as well as the auxiliary

gymnasiums at Woodbridge High School and Gar-Field High School and renovations of front office space at Osbourn Park High School and Unity Reed High School.

Current renovation plans include fenestration improvements at High Schools to enhance natural lighting within specific classrooms and enhance appearance of the school façade.

Proposed Completion Schedule

- o 2022: Osbourn Park HS and Unity Reed HS
- o 2025: Gar-Field HS and Woodbridge HS

Financial Section

Project Name		Project Total					
		Fund Source		CIP Funding Amount		Capacity Added	
School Year to Open	Project Category	Bonds	General Funds	10 Years	5 Years	10 Years	5 Years
New Schools and Additions							
2021	Middle School (Potomac Shores)	\$32,559,500	\$0	\$32,559,500	\$32,559,500	1,464	1,464
2021	Gainesville High School	\$62,400,000	\$0	\$62,400,000	\$62,400,000	2,557	2,557
2022	Elementary School (Rosemount Lewis)	\$37,156,000	\$0	\$37,156,000	\$37,156,000	696	696
2022	Gainesville Middle School Addition [11 rooms]	\$10,337,000	\$0	\$10,337,000	\$10,337,000	231	231
2022	Reagan Middle School Addition [6 rooms]	\$7,057,000	\$0	\$7,057,000	\$7,057,000	126	126
2023	Elementary School (Occoquan/Woodbridge Area)	\$38,832,000	\$0	\$38,832,000	\$38,832,000	657	657
2023	Elementary School (Potomac Shores Area)	\$38,832,000	\$0	\$38,832,000	\$38,832,000	750	750
2025	Occoquan Elementary School [Replacement]	\$43,266,000	\$0	\$43,266,000	\$39,149,000	357	357
2025	14th High School (Mid-County)	\$154,800,000	\$0	\$154,800,000	\$141,900,000	2,557	2,557
2027	Kelly Leadership Center Addition	\$18,000,000	\$0	\$18,000,000	\$0		
2028	Elementary School (Yorkshire Area)	\$47,331,000	\$0	\$47,331,000	\$0	758	
2029	Elementary School (Route 1 South Area)	\$49,465,000	\$0	\$49,465,000	\$0	750	
Specific Facility-Based Improvement Projects							
2021	Unity Reed High School -- Office /Admin Area Renewal	\$1,000,000	\$0	\$1,000,000	\$1,000,000		
2021	Osborn Park High School -- Office /Admin Area Renewal	\$1,000,000	\$0	\$1,000,000	\$1,000,000		
2021	Brentsville High School - Artificial Turf - Project Deferred [incl stadium lights, restroom bldg]	\$0	\$0	\$0	\$0		
2021	Hylton High School - Artificial Turf - Project Deferred	\$0	\$0	\$0	\$0		
2021	Gar-Field High School -CTE Culinary Improvements - Project Deferred	\$0	\$0	\$0	\$0		
2022	Osborn Park High School - Fenestration Improvements	\$12,758,000	\$0	\$12,758,000	\$12,758,000		
2022	Unity Reed High School - Fenestration Improvements	\$12,758,000	\$0	\$12,758,000	\$12,758,000		
2021	Woodbridge Middle School - Secure Vestibule	\$0	\$250,000	\$250,000	\$250,000		
2021	Graham Park Middle School - Secure Vestibule	\$0	\$155,000	\$155,000	\$155,000		
	Tennis Court Lighting -- Two High Schools per year - Project Deferred 1) Potomac HS; 2) Unity Reed HS; 3) Gar-Field HS; 4) Brentsville HS; 5) Woodbridge HS; 6) Osborn Park HS	\$0	\$1,500,000	\$1,500,000	\$0		
2025	Gar-Field High School - Fenestration Improvements	\$9,000,000	\$2,277,000	\$11,277,000	\$11,277,000		
2025	Woodbridge High School - Fenestration Improvements	\$9,000,000	\$2,277,000	\$11,277,000	\$11,277,000		
School Renewals							
2020	Beville Middle School	\$0	\$769,047	\$769,047	\$769,047		
2021	Mountain View Elementary School	\$0	\$3,308,667	\$3,308,667	\$3,308,667		
2022	Bennett Elementary School - Project Deferred	\$2,326,300	\$774,557	\$3,100,857	\$3,100,857		
2022	Hylton High School	\$31,429,000	\$4,791,000	\$36,220,000	\$36,220,000		
2022	Penn Elementary School	\$10,934,143	\$1,100,857	\$12,035,000	\$12,035,000		
2023	Bristow Run Elementary School	\$10,000,000	\$2,578,000	\$12,578,000	\$12,578,000		
2023	Signal Hill Elementary School	\$10,000,000	\$2,578,000	\$12,578,000	\$12,578,000		
2023	Parkside Middle School	\$15,994,000	\$2,625,000	\$18,619,000	\$18,619,000		
2024	Swans Creek Elementary School	\$8,760,300	\$4,384,700	\$13,145,000	\$13,145,000		
2024	Brentsville High School	\$17,750,300	\$8,641,700	\$26,392,000	\$26,392,000		
2024	Cedar Point Elementary School	\$10,014,000	\$3,131,000	\$13,145,000	\$13,145,000		
2025	Benton Middle School	\$16,622,000	\$3,713,000	\$20,335,000	\$20,335,000		
2025	Featherstone Elementary School	\$9,772,000	\$3,966,000	\$13,738,000	\$13,738,000		
2026	Graham Park Middle School	\$16,653,300	\$4,598,700	\$21,252,000	\$17,466,000		
	Renewal of Various Schools (based on age, condition, and availability of funds) See School Facility Renewal Prioritization List	\$245,906,500	\$29,392,500	\$275,299,000	\$0		

Financial Section

Project Name		Project Total					
		Fund Source		CIP Funding Amount		Capacity Added	
School Year to Open	Project Category	Bonds	General Funds	10 Years	5 Years	10 Years	5 Years
School Maintenance and Repair							
	Asphalt - Upgrades		\$15,000,000	\$15,000,000	\$5,000,000		
	HVAC Equipment and Controls - Upgrades	\$1,000,000	\$17,355,000	\$18,355,000	\$8,355,000		
	Kitchen - Upgrades		\$13,915,000	\$13,915,000	\$3,915,000		
	Municipal Separate Storm Sewer Systems (MS4)		\$5,000,000	\$5,000,000	\$2,500,000		
	Portable Classroom Relocation		\$5,000,000	\$5,000,000	\$2,500,000		
	Roof Replacements/Repairs (TBD)		\$45,851,000	\$45,851,000	\$15,851,000		
	Fenestration Improvements (TBD)		\$14,870,286	\$14,870,286	\$4,870,286		
	Title IX Improvements		\$3,440,000	\$3,440,000	\$1,590,000		
	Energy Infrastructure Improvements		\$10,000,000	\$10,000,000	\$5,000,000		
Technology Improvement Program							
	Technology Improvement Program - Upgrades		\$77,500,000	\$77,500,000	\$32,500,000		
FY2021 - FY2030 Capital Improvement Program Totals		\$992,713,343	\$290,743,014	\$1,283,456,357	\$744,208,357	10,903	9,395

Summary						
New Construction	\$504,641,500	\$0	\$504,641,500	\$390,828,500	10,546	9,038
Additions	\$35,394,000	\$0	\$35,394,000	\$17,394,000	357	357
Facility-Based Renovation Projects	\$45,516,000	\$6,459,000	\$51,975,000	\$50,475,000		
School Renewals	\$406,161,843	\$76,352,728	\$482,514,571	\$203,429,571		
Maintenance & Repair	\$1,000,000	\$130,431,286	\$131,431,286	\$49,581,286		
Technology Improvement Program	\$0	\$77,500,000	\$77,500,000	\$32,500,000		
Total	\$992,713,343	\$290,743,014	\$1,283,456,357	\$744,208,357	10,903	9,395

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

School Maintenance and Repair (10 year plan)	
School/Facility	Projected Cost
Asphalt - Upgrades	\$15,000,000
HVAC Equipment and Controls - Upgrades	\$18,355,000
Kitchen - Upgrades	\$13,915,000
Municipal Separate Storm Sewer Systems (MS4)	\$5,000,000
Portable Classroom Relocation	\$5,000,000
Roof Replacement/Repairs (TBD)	\$45,851,000
Fenestration Improvements (TBD)	\$14,870,286
Title IX Improvements	\$3,440,000
Energy Infrastructure Improvements	\$10,000,000

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	\$2,569,336
Middle School	\$1,400,357
Elementary School	\$921,226

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 2021	\$115,975,000	\$38,964,000
FY 2022	\$130,898,300	\$41,331,000
FY 2023	\$112,339,300	\$43,734,000
FY 2024	\$110,574,300	\$46,239,000
FY 2025	\$137,502,300	\$48,697,000
FY 2026	\$60,290,300	\$51,437,000
FY 2027	\$65,039,300	\$ 51,950,000

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 (2019-2030)	8,498
Student Enrollment (September 30, 2019)	91,526
Student Enrollment (September 30, 2029)	100,024
Current Student Capacity	90,279
Current Portable Classrooms in Use	183

Proposed Capital Improvements Plan	
New School Facilities	9
New Elementary Schools	5
New Middle Schools	1
New High Schools	2
Replacement Elementary School	1
School Additions (Classrooms)	17
Elementary School Additions	—
Middle School Additions (2 Schools)	17
High School Additions	—
Support Facilities	1
Kelly Leadership Center	1
Proposed Capacity to be Constructed	8,346
Proposed Costs	
New Construction	\$504,641,500
Additions	\$35,394,000
Facility-Based Renovation Projects	\$51,975,000
School Renovations	\$482,514,571
Maintenance & Repair	\$131,431,786
Technology Improvement Program	\$77,500,000

Key Highlights of Fiscal Year 2021 Budget - Capital Projects Funded

- Construction of “Rosemount Lewis” Elementary School
- Renovation of Hylton High School
- Fenestration improvements at Osbourn Park High and Unity Reed 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 2017 through 2020.

Projections for fiscal year 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 27,874,184	29,064,037	31,904,620	37,083,040	35,419,421	35,419,421	35,458,251	35,671,964
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	(93,756)	64,079	1,325,428	1,035,878	0	1,046,237	1,056,699	1,067,266
Charges for services	18,926,777	18,410,101	17,951,785	12,374,292	19,525,000	20,110,750	20,714,073	21,335,495
Intergovernmental:								
Federal	26,974,844	28,416,537	29,000,934	24,003,383	28,640,000	29,785,600	30,977,024	32,216,105
State	938,005	1,074,050	1,097,931	1,054,183	1,035,000	1,108,910	1,119,999	1,131,199
Miscellaneous	1,015,417	775,973	1,074,226	756,418	800,000	1,127,937	794,239	840,000
Total funding sources	<u>75,635,471</u>	<u>77,804,777</u>	<u>82,354,924</u>	<u>76,307,194</u>	<u>85,419,421</u>	<u>88,598,855</u>	<u>90,120,285</u>	<u>92,262,030</u>
EXPENDITURES:								
1000-Personnel Services	15,800,273	16,237,502	15,716,757	16,271,474	19,288,082	20,021,029	20,581,618	21,466,628
2000-Benefits & Fixed Charges	4,287,790	4,561,725	4,581,520	4,688,506	6,009,835	8,054,460	8,433,112	9,477,967
3000-Contractual Services	369,871	406,667	437,838	406,945	629,000	638,435	648,012	657,732
4000-Materials & Supplies	24,169,770	24,151,828	23,708,116	19,108,788	23,128,083	23,475,004	23,827,129	24,184,536
5000/6000-Capital Outlay	214,096	212,435	327,653	412,060	445,000	451,675	458,450	465,327
Total expenditures	<u>44,841,799</u>	<u>45,570,157</u>	<u>44,771,884</u>	<u>40,887,773</u>	<u>49,500,000</u>	<u>52,640,603</u>	<u>53,948,321</u>	<u>56,252,189</u>
Excess of revenues over expenditures	<u>30,793,672</u>	<u>32,234,620</u>	<u>37,583,040</u>	<u>35,419,421</u>	<u>35,919,421</u>	<u>35,958,251</u>	<u>36,171,964</u>	<u>36,009,840</u>
OTHER FINANCING (USES):								
TRANSFERS OUT:								
General fund	(1,029,635)	0	0	0	0	0	0	0
Construction fund	(700,000)	(330,000)	(500,000)	0	(500,000)	(500,000)	(500,000)	(500,000)
Total other financing (uses), net	<u>(1,729,635)</u>	<u>(330,000)</u>	<u>(500,000)</u>	<u>0</u>	<u>(500,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>
*FUND BALANCES, end of year	<u>\$ 29,064,037</u>	<u>31,904,620</u>	<u>37,083,040</u>	<u>35,419,421</u>	<u>35,419,421</u>	<u>35,458,251</u>	<u>35,671,964</u>	<u>35,509,840</u>
*GASB 54 Fund Balance								
Nonspendable:	1,454,854	1,696,151	1,529,254	1,582,778	1,638,175	1,695,511	1,754,854	1,816,274
Restricted:	27,609,183	30,208,469	35,553,786	33,836,643	33,781,246	33,762,740	33,917,110	33,693,566
	<u>\$ 29,064,037</u>	<u>31,904,620</u>	<u>37,083,040</u>	<u>35,419,421</u>	<u>35,419,421</u>	<u>35,458,251</u>	<u>35,671,964</u>	<u>35,509,840</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. The PWCS division does not allocate local tax dollars 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 2021

- 2.8 percent step increase;
- Addition of 2.0 FTE Cafeteria Manager(s) positions;
- Addition of 1.0 FTE Clerical position;
- Reduction of 1.0 FTE HR Specialist;
- Addition of 2.0 FTE Nutrition Specialists; and
- A decrease in food costs to align with prior years actual expenditures.

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

Dept. Name **SCHOOL FOOD & NUTRITION FUND 010**
 Dept. Number **058**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	162,290	124,383	128,114	147,720	1.00	150,006	1.00	2,286	0.00
1106	Supervisor	0	76,956	95,729	115,200	1.00	115,200	1.00	0	0.00
1107	Admin. Coordinator	375,992	365,986	388,770	400,200	4.00	400,200	4.00	0	0.00
1148	Specialist	61,608	51,112	23,296	144,720	2.00	230,040	3.00	85,320	1.00
1150	Secretarial/Bookkeeper	433,154	445,713	427,240	464,760	10.00	535,136	11.00	70,376	1.00
1191	Warehouse Personnel	89,616	178,518	182,353	229,440	8.00	233,280	8.00	3,840	0.00
1192	Cafeteria Manager	3,692,007	3,726,430	3,786,191	4,305,600	104.00	4,653,097	106.00	347,497	2.00
1193	Cafeteria Staff	9,041,346	9,292,924	9,180,487	10,888,062	525.86	11,207,664	525.86	319,602	0.00
1200	Overtime	304,732	220,100	60,376	325,057		321,958		(3,099)	
1201	Straight Time	961,315	970,314	704,878	1,640,000		644,700		(995,300)	
1300	Temporary Employee	55,167	40,393	42,920	56,100		786,801		730,701	
1502	Substitute, Other	623,044	744,673	696,402	703,800		10,000		(693,800)	
2100	Social Security - FICA	1,140,539	1,173,401	1,130,494	1,485,680		1,475,538		(10,142)	
2210	Retirement - VRS	900,944	994,438	922,621	1,604,202		1,777,995		173,792	
2211	Retiree Health Care Credit	59,392	66,041	63,989	69,900		88,600		18,700	
2220	Retirement - PWCS	90,957	92,042	93,018	137,237		143,458		6,221	
2221	Defined Contribution Plan	21,469	33,651	39,355	0		58,550		58,550	
2300	Health Insurance - HMP	1,955,708	2,069,907	2,207,155	2,030,199		2,211,262		181,063	
2310	Short/Long Term Disability Premium	5,167	8,379	9,687	0		14,650		14,650	
2400	Life Insurance - GLI	110,536	115,901	114,684	218,715		231,783		13,069	
2830	Admin. Assoc. Fees	3,077	7,961	518	8,000		8,000		0	
3107	Data Processing	0	0	150	4,000		4,000		0	
3109	Wcomp Admin	0	0	0	0		0		0	
3401	Travel Reimbursement	31,355	29,319	19,196	61,000		45,000		(16,000)	
3402	Conference Expenses	8,265	28,391	24,173	30,000		30,000		0	
3501	Repair/Maint. - Building	107,937	134,705	3,913	50,000		50,000		0	
3502	Repair/Maint. - Equipment	0	0	72,881	130,000		130,000		0	
3504	Maint. Service Contract	87,551	77,621	77,521	50,000		75,000		25,000	
3700	In-Service Expenses	15,103	13,974	24,059	25,000		25,000		0	
3902	Printing Services	47,613	34,343	23,933	40,000		35,000		(5,000)	
3904	Freight/Shipping	72,047	85,139	124,399	100,000		125,000		25,000	
3960	Armored Car Service	0	3,176	67,613	90,000		110,000		20,000	
4001	Office Supplies	66,597	171,949	142,199	150,000		150,000		0	
4007	Wearing Apparel	112,732	82,925	90,367	300,000		200,000		(100,000)	
4014	Food, Cafeteria	20,047,138	20,211,646	19,351,014	22,477,369		20,915,492		(1,561,877)	
4015	Food Service Supplies	1,573,573	1,395,501	1,418,145	1,843,039		1,502,591		(340,448)	
4019	Food	19,182	9,613	5,929	15,000		15,000		0	
4024	Promotional Supplies	0	0	17,540	0		25,000		25,000	
4310	Tech. Supply Equip. Add.	139,854	82,088	94,789	80,000		80,000		0	
4350	Techn Supply/Equip Repl.	168,878	84,099	57,460	120,000		120,000		0	
4410	Software Additional	123,419	0	840	10,000		10,000		0	
4510	General Equipment - Add'l.	56,127	43,241	27,151	50,000		50,000		0	
4550	General Equipment - Repl.	31,706	60,703	49,748	50,000		60,000		10,000	
5101	Equipment - Additional	113,539	66,430	0	20,000		20,000		0	
5110	Vehicle, Additional	0	41,855	0	125,000		125,000		0	
5501	Equipment - Replacement	235,700	104,150	327,653	300,000		300,000		0	
6900	Reimbursement Account	(135,143)	0	0	0		0		0	
8606	Transfer Out	1,729,635	0	0	500,000		500,000		0	
8807	Transfer to Construction Fund	0	330,000	500,000	0		0		0	
Totals		44,740,869	43,890,089	42,818,952	51,595,000	655.86	50,000,000	659.86	(1,595,000)	4.00
Positions		591.80	596.60	567.26	655.86		659.86			

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 2017 through 2020.

Projections for fiscal years 2022 through 2024 are displayed to provide the School Division and the community anticipated revenues and expenditures for these years.

FUND STATEMENT Distribution Center Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 458,494	438,661	439,270	663,548	614,414	614,414	588,914	562,904
OPERATING REVENUES:								
Charges for services	4,964,977	4,812,006	4,429,451	3,878,494	5,000,000	5,074,500	5,175,990	5,279,510
Total operating revenues	5,423,471	5,250,667	4,868,721	4,542,042	5,614,414	5,688,914	5,764,904	5,842,414
EXPENSES:								
5000/6000-Capital Outlay	4,984,810	4,811,397	4,205,173	3,927,628	5,000,000	5,100,000	5,202,000	5,306,040
Total expenses	4,984,810	4,811,397	4,205,173	3,927,628	5,000,000	5,100,000	5,202,000	5,306,040
Excess of revenues over expenses	438,661	439,270	663,548	614,414	614,414	588,914	562,904	536,374
NET POSITION, end of year	\$ 438,661	439,270	663,548	614,414	614,414	588,914	562,904	536,374

Distribution Center

Description

The Distribution Center performs the following functions for PWCS: central receiving; discounted supply sales to all schools and offices from the general, art, custodial, and maintenance sections of the distribution center; delivery, transfer, surplus pick-up services; daily courier services between schools and offices; centralized accountable property control; furniture and equipment redistribution, including electronic auction.

Strategic Goals

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

Critical Functions and Strategic Programs

- Operation of distribution and redistribution centers including storage and delivery of critical and mandated supplies to schools and offices; and
- Monitoring purchase-to-disposal cycle of all PWCS accountable property.

Budget Changes for Fiscal Year 2021

- None.

Major Accomplishments (Past Five Years)

- Continued promotion and expansion of the surplus furniture redistribution effort to the benefit of an ever-increasing number of schools. This effort is also supportive of “green” initiatives;
 - Surplus furniture redistributed to schools:
 - 2017 - \$223K
 - 2018 - \$384K
 - 2019 - \$288K
 - Electronic auction sales:
 - 2017 - \$345K
 - 2018 - \$217K
 - 2019 - \$196K
- Continuous growth of employee cross training program as well as external professional growth training; and
- Development of more efficient driver routing schemes, resulting in significant labor and vehicle maintenance/fuel cost avoidance.

Critical Unmet Needs

- None.

Dept. Name **DISTRIBUTION CENTER FUND 015**
 Dept. Number **056**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
3109	Wcomp Admin	0	0	0	0		0		0	
6800	Breakage	2,128	687	381	0		0		0	
6805	Initial System	(1,676)	0	0	0		0		0	
6810	Obsolete/Excess	28,539	15,782	(240,713)	0		0		0	
6815	Price change	756	(1,165)	523	0		0		0	
6820	Shrinkage/Overage	14,110	9,390	3,300	0		0		0	
6825	Unit of Issue	(12)	20	98	0		0		0	
6835	Physical Inventory	(4,925)	780	(1,784)	0		0		0	
6840	Issue of Back order	1,117	2,109	1,326	0		0		0	
6845	Add to Stock	(20,837)	(13,420)	(7,683)	0		0		0	
COGS	Cost of Goods Sold	4,964,743	4,795,153	4,429,768	5,000,000		5,000,000		0	
	Totals	4,983,943	4,809,337	4,185,215	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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 3,204,781	3,301,046	3,350,060	3,550,288	3,630,823	3,630,823	3,386,698	3,102,672
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	(9,954)	11,305	166,005	119,362	0	36,308	36,308	33,867
Use of property	1,254,764	1,122,710	1,106,897	612,704	1,239,438	1,245,635	1,251,863	1,258,122
Total funding sources	<u>4,449,591</u>	<u>4,435,061</u>	<u>4,622,962</u>	<u>4,282,354</u>	<u>4,870,261</u>	<u>4,912,766</u>	<u>4,674,869</u>	<u>4,394,661</u>
EXPENDITURES:								
1000-Personnel Services	768,425	794,337	743,751	447,711	865,112	897,986	923,130	962,824
2000-Benefits & Fixed Charges	71,615	73,343	69,642	53,094	83,861	361,260	378,243	399,774
3000-Contractual Services	23,664	861	11,832	13,015	15,000	15,225	15,453	15,685
4000-Materials & Supplies	53,498	64,281	71,318	6,015	75,465	76,597	77,746	78,912
5000/6000-Capital Outlay	232,161	156,354	176,131	131,696	200,000	175,000	177,625	180,289
Total expenditures	<u>1,149,363</u>	<u>1,089,176</u>	<u>1,072,674</u>	<u>651,531</u>	<u>1,239,438</u>	<u>1,526,068</u>	<u>1,572,197</u>	<u>1,637,485</u>
Excess of revenues over expenditures	<u>3,300,228</u>	<u>3,345,885</u>	<u>3,550,288</u>	<u>3,630,823</u>	<u>3,630,823</u>	<u>3,386,698</u>	<u>3,102,672</u>	<u>2,757,175</u>
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	818	4,175	0	0	0	0	0	0
Total other financing sources	<u>818</u>	<u>4,175</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
FUND BALANCES, end of year	<u>\$ 3,301,046</u>	<u>3,350,060</u>	<u>3,550,288</u>	<u>3,630,823</u>	<u>3,630,823</u>	<u>3,386,698</u>	<u>3,102,672</u>	<u>2,757,175</u>

Facilities Use

Description

The Community Use of School Facilities program allows the public to rent school facilities during non-instructional times. Generated revenue is used to fund projects meant to benefit and improve the whole of PWCS.

Strategic Goals

- Goal 3: Family, Community, and Employee Engagement.

Critical Functions and Strategic Programs

- Oversees and approves use of schools for community activities;
- Ensures stipulations for use have been met and organizations adhere to policies/procedures;
- Pays staff for working community use events;
- Resolves conflicts arising from use of the facilities;
- Collects revenue from schools;
- Funds playground renovations/additions and security equipment; and
- Works collaboratively with the PWC Department of Parks and Recreation (DPR) to ensure the scheduling terms outlined in the Cooperative Agreement between PWC and PWCS are met.

Budget Changes for Fiscal Year 2021

- Step Increase 2.8%.

Major Accomplishments (Past Five Years)

- Decrease in Facilities Use Accounts Receivables;
- Consistent updates to R930-1 and creation of R930-2, granting high schools the ability to manage their athletic areas;
- Updated Cooperative Agreement between PWCS and PWC DPR; and
- Quarterly cooperative meetings to promote collaboration with PWC DPR and proactively combat and resolve conflicts.

Critical Unmet Needs

- Increase in rental rates to cover rising operational costs associated with program;
- Timely training for new bookkeepers; and
- Identify part-time administrative support to single individual overseeing Community Use of School Facilities program so additional training can be provided to staff managing community use program at school level.

Dept. Name **FACILITIES USE FUND 018**
Dept. Number **062**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1148	Specialist	48,501	49,908	51,353	53,847	1.00	56,432	1.00	2,585	0.00
1190	Custodian	556,254	594,737	559,705	590,000	0.00	615,000	0.00	25,000	0.00
1200	Overtime	514	210	575	1,000		1,000		0	
1201	Straight Time	660	818	1,020	2,000		2,000		0	
1300	Temporary Employee	9,788	16,383	10,154	22,000		23,000		1,000	
1900	Other Salary / Wages	152,708	132,280	120,943	160,000		167,680		7,680	
2100	Social Security - FICA	56,844	57,345	53,324	63,407		66,181		2,774	
2210	Retirement - VRS	7,110	8,145	8,052	9,596		10,062		466	
2211	Retiree Health Care Credit	538	614	616	0		0		0	
2300	Health Insurance - HMP	6,487	6,586	6,977	6,810		6,862		52	
2400	Life Insurance - GLI	635	654	673	745		756		11	
3109	Wcomp Admin	0	0	0	0		0		0	
3402	Conference Expenses	0	861	0	2,000		2,000		0	
3999	Other Contract Expenses	23,664	0	11,832	13,000		13,000		0	
4001	Office Supplies	0	0	0	595		465		(130)	
4310	Tech. Supply Equip. Addnl.	53,498	64,282	71,318	75,000		75,000		0	
5501	Equipment - Replacement	232,161	156,354	176,131	200,000		200,000		0	
	Totals	1,149,363	1,089,176	1,072,674	1,200,000	1.00	1,239,438	1.00	39,438	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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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.
- Two percent adjustment for inflation cost.

FUND STATEMENT Administration Building Cafeteria Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 57,069	64,876	69,792	82,712	46,525	46,525	38,361	38,959
FUNDING SOURCES:								
Charges for services	299,338	429,622	405,188	269,564	555,200	577,408	600,504	624,524
Total funding sources	356,407	494,498	474,980	352,276	601,725	623,933	638,865	663,483
EXPENDITURES:								
1000-Personnel Services	215,081	194,169	143,108	119,568	206,626	214,478	220,483	229,964
2000-Benefits & Fixed Charges	42,468	43,204	39,557	32,830	67,973	86,284	90,341	95,483
3000-Contractual Services	83	183	0	0	0	0	0	0
4000-Materials & Supplies	201,273	187,150	209,603	153,353	280,601	284,810	289,082	293,418
5000/6000-Capital Outlay	(167,374)	0	0	0	0	0	0	0
Total expenditures	291,531	424,706	392,268	305,751	555,200	585,572	599,906	618,866
Excess of revenues over expenditures	64,876	69,792	82,712	46,525	46,525	38,361	38,959	44,617
FUND BALANCES, end of year	\$ 64,876	69,792	82,712	46,525	46,525	38,361	38,959	44,617

Administration Building Cafeteria

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 safe, caring, 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 2021

- 2.8 percent step increase; and
- A decrease in food costs and overtime.

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.

Dept. Name ADMINISTRATION BUILDING CAFETERIA FUND 18
Dept. Number 060

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1192	Cafeteria Manager	59,710	61,442	63,225	66,260	1.00	68,115	1.00	1,855	0.00
1193	Cafeterial Staff	90,505	84,912	64,003	125,400	4.00	128,911	4.00	3,511	0.00
1200	Overtime	22,176	13,697	10,533	10,000		3,500		(6,500)	
1201	Straight Time	39,800	31,487	5,288	25,000		6,000		(19,000)	
1502	Substitute, Other	2,891	2,633	59	500		100		(400)	
2100	Social Security - FICA	16,317	14,600	10,873	17,378		15,807		(1,571)	
2210	Retirement - VRS	15,707	17,816	17,494	21,126		21,126		0	
2211	Retiree Health Care Credit	1,126	1,278	1,282	0		1,445		1,445	
2220	Retirement - PWCS	1,257	1,305	1,265	1,696		1,700		4	
2300	Health Insurance - HMP	6,487	6,586	6,977	20,649		25,126		4,477	
2400	Life Insurance - GLI	1,574	1,620	1,667	1,637		2,769		1,131	
3109	Wcomp Admin	0	0	0	0		0		0	
3401	Travel Reimbursement	83	183	0	0		0		0	
4007	Wearing Apparel	0	0	0	1,250		1,250		0	
4014	Food, Cafeteria	170,143	151,620	177,644	224,104		224,151		47	
4015	Food Service Supplies	16,905	19,358	18,891	25,000		35,000		10,000	
4550	General Equipment - Repl.	0	2,499	0	0		5,000		5,000	
4998	Sales Tax	14,225	13,673	13,068	15,200		15,200		0	
6900	Reimbursement Account	(167,374)	0	0	0		0		0	
	Totals	291,531	424,706	392,268	555,200	5.00	555,200	5.00	0	0.00
	Positions	4.00	4.00	2.67	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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 544,863	1,732,609	1,293,422	2,455,901	2,691,236	2,691,236	2,727,711	2,796,380
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	18,205	406,163	289,856	100,000	101,000	102,010	103,030
Charges for services	4,617,280	4,720,291	4,757,356	4,763,439	5,668,836	5,782,213	5,897,857	6,015,814
Total funding sources	5,162,143	6,471,105	6,456,941	7,509,196	8,460,072	8,574,449	8,727,578	8,915,224
EXPENSES:								
1000-Personnel Services	493,350	726,529	1,207,933	1,115,679	858,400	891,019	915,967	955,354
2000-Benefits & Fixed Charges	113,709	121,752	120,486	120,192	180,409	358,457	375,308	396,672
3000-Contractual Services	2,785,927	4,329,402	2,670,226	3,581,540	4,168,027	4,209,707	4,251,804	4,294,322
4000-Materials & Supplies	0	0	2,395	549	25,000	25,375	25,756	26,142
5000/6000-Capital Outlay	42,788	0	0	0	12,000	12,180	12,363	12,548
8000-Reserves	0	0	0	0	525,000	350,000	350,000	350,000
Total expenses	3,435,774	5,177,683	4,001,040	4,817,960	5,768,836	5,846,738	5,931,198	6,035,039
Excess of revenues over expenses	1,726,369	1,293,422	2,455,901	2,691,236	2,691,236	2,727,711	2,796,380	2,880,185
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	6,240	0	0	0	0	0	0	0
Total other financing sources	6,240	0	0	0	0	0	0	0
NET POSITION, end of year	<u>\$ 1,732,609</u>	<u>1,293,422</u>	<u>2,455,901</u>	<u>2,691,236</u>	<u>2,691,236</u>	<u>2,727,711</u>	<u>2,796,380</u>	<u>2,880,185</u>

Self-Insurance

Description

The Office of Risk Management & Security Services manages PWCS' self-insurance program. The program protects the physical and financial assets of the School Division through risk transfer via purchased insurance coverage and managed self-insurance. The self-insurance staff manages the strategic and day-to-day aspects of the program by working in concert with professional brokers, actuaries, third-party claims administrators and attorneys.

Strategic Goals

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

Critical Functions and Strategic Programs

- Insurance placement and renewal;
- Workers' compensation self-insured administration;
- Claims and litigation management; and
- Return to work and cost containment programs.

Budget Changes for Fiscal Year 2021

- Additional Secretary III position to provide support for workers compensation processing and administrative duties; and
- Step Increase 2.8%.

Major Accomplishments (Past Five Years)

- Engagement of an insurance broker to review lines of coverage and assess operations;
- Engagement of an actuary to conduct a loss experience analysis which determined PWCS' experience modification rating (EMR) to be .63. The EMR is a metric commonly used to measure the effectiveness of an organization's workers compensation program. It is expressed as a ratio of actual to expected losses with the goal being less than 1.0; and
- Aon actuarial services annual incurred but not reported (IBNR) analysis revealed a reduction in total retained outstanding liability of \$797,707 in 2019 vs 2018.

Critical Unmet Needs

- Identifying full-time administrative support for workers' compensation processing to move forward with programs supporting continuous improvement.



Financial Section

Dept. Name SELF-INSURANCE FUND 022
Dept. Number 064, 065

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	93,474	96,280	90,043	135,672	1.00	142,184	1.00	6,512	0.00
1148	Specialist	75,261	77,440	79,685	83,555	1.00	87,566	1.00	4,011	0.00
1150	Secretarial/Bookkeeper	156,289	151,217	154,837	167,034	3.00	232,650	4.00	65,616	1.00
1200	Overtime	30	376	252	1,500		1,500		0	
1201	Straight Time	249	356	675	1,500		1,500		0	
1901	Worker's Compensation	168,047	400,859	882,440	375,000		393,000		18,000	
2100	Social Security - FICA	23,603	23,213	23,474	29,778		35,603		5,825	
2210	Retirement - VRS	46,708	51,469	49,055	65,707		82,446		16,739	
2211	Retiree Health Care Credit	3,608	4,047	3,968	0		0		0	
2220	Retirement - PWCS	3,549	3,308	3,237	0		0		0	
2221	Defined Contribution Plan	941	2,232	2,791	0		0		0	
2300	Health Insurance - HMP	30,109	31,873	32,815	46,633		55,211		8,578	
2310	Short/Long Term Disability Premium	248	393	430	0		0		0	
2400	Life Insurance - GLI	4,258	4,310	4,332	5,099		6,150		1,051	
2830	Admin. Assoc. Fees	685	905	385	1,000		1,000		0	
3100	Professional Services	77,680	109,422	61,319	100,000		10,000		(90,000)	
3102	Health Services	1,447,563	1,675,492	1,403,613	1,600,000		1,700,000		100,000	
3103	Legal Services	148,502	201,584	137,240	140,000		160,000		20,000	
3105	Consultant	0	6,000	12,000	20,000		20,000		0	
3109	Wcomp Admin	0	0	44,956	55,000		145,000		90,000	
3301	Insurance, General	105,677	106,515	99,136	145,000		145,000		0	
3302	Liability Insurance	140,256	164,704	155,910	265,000		169,000		(96,000)	
3303	Liability, Transportation	249,770	256,880	271,196	300,000		300,000		0	
3304	Fire Insurance	671,336	705,599	765,486	775,000		890,000		115,000	
3305	Worker's Compensation	433,225	455,701	424,543	500,000		500,000		0	
3306	Unemployment Comp.	46,508	70,126	78,459	215,000		100,000		(115,000)	
3308	Safety Patrol Insurance	2,700	2,700	0	4,000		0		(4,000)	
3309	IBNR	(546,872)	0	0	0		0		0	
3401	Travel Reimbursement	0	0	0	1,000		1,000		0	
3402	Conference Expenses	4,532	2,486	9,470	2,500		2,500		0	
3503	Rep/Maint. - Vehicles	4,251	0	2,127	25,000		20,027		(4,973)	
3700	In-Service Expenses	801	0	0	3,000		3,000		0	
3903	Postage	0	24	0	0		0		0	
3999	Other Contract Expenses	0	0	2,477	2,500		2,500		0	
4500	Self Insurance Replacement	(150)	0	2,395	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		3,392,836	4,605,514	4,798,748	5,627,478	5.00	5,768,836	6.00	141,358	1.00
Positions		1.00	5.00	5.00	5.00		6.00			

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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 14,222,339	20,412,780	24,617,785	37,544,572	43,043,554	43,043,554	41,726,944	37,863,237
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	115,591	2,281,191	1,865,087	100,000	101,000	102,010	103,030
Charges for services	96,270,340	99,342,561	107,184,002	105,189,559	106,195,019	110,442,820	113,756,105	116,031,227
Total funding sources	110,492,679	119,870,932	134,082,978	144,599,218	149,338,573	153,587,374	155,585,059	153,997,494
EXPENSES:								
1000-Personnel Services	413,585	434,631	416,701	451,205	464,798	482,460	495,969	517,296
2000-Benefits & Fixed Charges	92,947,957	94,287,358	96,006,541	100,738,866	105,481,471	110,755,545	116,293,322	122,107,988
3000-Contractual Services	623,420	1,236,548	1,746,177	1,960,447	1,977,000	2,214,240	2,479,949	2,777,543
4000-Materials & Supplies	15,314	291,194	165,259	201,404	164,250	200,385	244,470	298,253
5000/6000-Capital Outlay	79,623	3,416	3,728	3,742	7,500	7,800	8,112	8,436
Total expenses	94,079,899	96,253,147	98,338,406	103,355,665	108,095,019	113,660,430	119,521,821	125,709,516
Excess of revenues over expenses	16,412,780	23,617,785	35,744,572	41,243,554	41,243,554	39,926,944	36,063,237	28,287,978
NON-OPERATING REVENUES:								
TRANSFERS IN:								
General fund	4,000,000	1,000,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total non-operating revenue	4,000,000	1,000,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
FUND BALANCES, end of year	\$ 20,412,780	24,617,785	37,544,572	43,043,554	43,043,554	41,726,944	37,863,237	30,087,978

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; the Hybrid Plan 401(a) and 457(b) and Plan I & Plan II Defined Benefit Plan; and
- Administration of the Retirement Opportunity Program (ROP) and retiree medical plans.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase;
- Delta Dental High Plan increase of 9 percent; and
- Decrease in overall budget is due to a drop in Anthem Claims by \$7M and Prescription Drug cost by \$873,000. These drops were due to a decrease overall claims and the adding of Kaiser as an option for health benefits. This decrease is offset by \$4.8M in Kaiser Insurance Payments.

Major Accomplishments (Past Five Years)

- Implementation of online 24/7 Benefit Consultant called Alex by Jelly Vision in 2017;
- 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; resulting in significant plan savings;
- Moved Delta Dental plans from fully insured to self-insured plans in 2015; Implemented two new dental plans for FY19;
- Compliance with the Affordable Care Act, which became effective for PWCS July 1, 2015; 1095 B/C forms have been mailed out annually, on time, as required by Federal legislation;
- Health and dental costs are lower than the national average increase of six percent. In FY 20, the increase was zero percent for PWCS;
- Partnered with Kaiser for implementation of more Wellness programs;
- Implementation of KRONOS time keeping system and subsequent processing of all bookkeeping functions for long term leave cases and intermittent FMLA cases; and
- Implemented Kaiser Permanente HMO for FY20. This option includes coverage for Infertility and Gastric Bypass treatment meeting a need for an often-requested benefit option.

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;
- 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;
- Automating more of the benefit processes through CGI/AMS. The software will need to be updated to 4.0 version;
- IT personnel to integrate programs for ACA, ADA and FMLA compliance, programs, return to work initiatives and a leave tracking system; and
- Supervisor of Benefits for ADA, Leave and FMLA to provide oversight to the ADA, FMLA, and Leave Administration processes and to ensure fidelity of compliance and equity to all employees.

Financial Section

Dept. Name **HEALTH INSURANCE FUND 023**
 Dept. Number **066, 068**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1104	Director	157,987	162,727	128,636	175,654	1.00	160,834	1.00	(14,820)	0.00
1148	Specialist	202,368	213,376	219,561	230,100	4.00	237,553	4.00	7,453	0.00
1150	Secretarial/Bookkeeper	44,216	43,145	44,394	46,525	1.00	41,411	1.00	(5,114)	0.00
1200	Overtime	1,662	3,622	7,729	5,000		5,000		0	
1201	Straight Time	3,085	6,616	10,466	5,000		5,000		0	
1300	Temporary Employee	4,267	5,145	5,915	15,000		15,000		0	
2100	Social Security - FICA	27,115	28,258	26,893	36,511		35,558		(953)	
2210	Retirement - VRS	57,457	66,776	54,782	76,345		78,416		2,071	
2211	Retiree Health Care Credit	4,483	5,157	4,322	0		0		0	
2220	Retirement - PWCS	4,376	5,723	4,921	3,754		3,650		(104)	
2221	Defined Contribution Plan	3,957	1,706	1,693	0		0		0	
2222	ER Pay for Missed ICMA EE Contribution	0	4,130	0	0		0		0	
2300	Health Insurance - HMP	60,555	68,869	67,717	54,183		52,688		(1,495)	
2310	Short/Long Term Disability Premium	200	155	160	0		0		0	
2350	Health Insurance Claims	63,619,533	64,290,572	64,304,596	71,002,837		63,884,748		(7,118,089)	
2352	Health Ins Admin Expense	4,755,065	4,224,742	4,209,084	7,444,627		8,014,542		569,915	
2353	Patient Ctrd Outcomes Research Fee	25,860	27,748	30,174	0		0		0	
2354	Transitional Reinsurance Fee	389,614	64,827	0	0		0		0	
2356	Flexible Admin Exp	42,619	44,036	39,904	40,000		40,000		0	
2357	Dental Claims Payments	4,911,571	5,876,130	5,626,425	5,887,408		6,468,537		581,129	
2358	Dental Administrative Fees	351,010	366,877	379,346	311,738		306,245		(5,493)	
2359	Prescription Drug Claims Payments	18,419,525	19,008,913	21,041,947	22,519,078		21,645,875		(873,203)	
2360	Prescription Drug Administrative Fees	269,729	197,245	209,861	137,756		137,756		0	
2361	Kaiser Insurance Payments	0	0	0	0		4,806,945		4,806,945	
2400	Life Insurance - GLI	5,290	5,492	4,718	5,925		5,761		(164)	
2830	Admin. Assoc. Fees	0	0	0	750		750		0	
3100	Professional Services	0	0	111,435	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	(554,286)	0	0	0		0		0	
3310	OPEB Trust	1,000,000	1,000,000	1,800,000	1,800,000		1,800,000		0	
3401	Travel Reimbursement	0	0	0	2,000		2,000		0	
3402	Conference Expenses	11,275	4,132	2,730	7,500		7,500		0	
3502	Repair/Maint. - Equipment	160,691	112,377	1,180	6,180		0		(6,180)	
3700	In-Service Expenses	0	0	0	1,500		1,500		0	
3902	Printing Services	5,739	7,040	4,757	15,000		15,000		0	
3916	Personnel - Recruiting	0	0	75	0		0		0	
4001	Office Supplies	14,368	9,818	11,164	15,000		15,000		0	
4008	Reference Materials	0	0	0	9,000		9,000		0	
4019	Food	545	553	833	1,750		1,750		0	
4410	Software Additional	0	280,020	150,050	136,500		136,500		0	
4510	General Equipment - Add'l.	400	803	0	500		500		0	
4550	General Equipment - Repl.	0	0	3,212	1,500		1,500		0	
5101	Equipment - Additional	0	3,417	3,727	7,500		7,500		0	
Totals		94,000,275	96,140,147	98,512,406	110,153,121	6.00	108,095,019	6.00	(2,058,102)	0.00
Positions		6.00	6.00	6.00	6.00		6.00			

Description of Fund Statement

School Age Child Care Program Fund

This fund provides adult supervised, high quality, affordable, before and after school care at participating schools as well as vacation camps for students K-5. The fund is supported by application and slot fees.

The fund statement for the School Age Child Care Program Fund details the funding sources, expenditures, transfers, and balances for prior fiscal years 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 339,841	219,116	138,617	114,305	(134,811)	(134,811)	75,984	272,828
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	993	1,766	0	0	0	0	0
Charges for services	512,797	537,500	550,000	297,917	550,000	700,000	700,000	550,000
Total funding sources	852,638	757,609	690,383	412,222	415,189	565,189	775,984	822,828
EXPENSES:								
1000-Personnel Services	334,721	337,322	187,635	214,201	219,643	227,840	234,219	244,291
2000-Benefits & Fixed Charges	117,020	123,477	71,264	70,581	92,955	91,660	95,969	101,432
3000-Contractual Services	153,422	142,638	157,652	180,786	147,000	149,205	151,443	153,715
4000-Materials & Supplies	27,543	15,555	159,527	52,326	85,402	20,500	21,525	22,601
5000/6000-Capital Outlay	816	0	0	29,139	0	0	0	0
8000-Reserves	0	0	0	0	5,000	0	0	0
Total expenses	633,522	618,992	576,078	547,032	550,000	489,205	503,157	522,039
Excess of revenues over (under) expenses	219,116	138,617	114,305	(134,811)	(134,811)	75,984	272,828	300,789
NET POSITION, end of year	<u>\$ 219,116</u>	<u>138,617</u>	<u>114,305</u>	<u>(134,811)</u>	<u>(134,811)</u>	<u>75,984</u>	<u>272,828</u>	<u>300,789</u>

School Age Child Care Program

Description

The School Age Child Care (SACC) program is conducted at 59 elementary schools with approximately 3,600 students for the 2019-20 school year. The Next Generation (NG) after-school only program is located in seven middle schools with approximately 100 students.

The SACC program provides affordable, high quality, developmentally appropriate before and after-school and vacation care for PWCS elementary school children and after-school care for middle schoolers. The SACC/NG activities include character building, arts and crafts, music, dance, cooperative learning, team building, fitness, and STEM.

Each program is designed around activities which children find engaging over a sustained period of time. Each site has a weekly plan related to research based curriculum that offers a consistent predictable structure to each program day. The choices offered should allow for the children's needs interest and skill level.

The program includes homework supervision to students of the after-school care program. Homework-supervising teachers are employed by the before and after-school care contractor for a minimum of one hour per day.

Strategic Goals

- Goal 1: Student Achievement;
- Goal 2: Climate;
- Goal 3: Family Community and Employee Engagement; and
- Goal 5: Organizational Alignment.

Critical Functions and Strategic Programs

- Support the development and implementation of contractors' programs, and services that remove barriers to learning and promote student academic success;

- Support the accommodation process to offer specialized services for students and families in need of additional support;
- Provide 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
- Support implementation of Divisionwide policies and procedures for identification of, and intervention with, students who pose a threat of violence or need mental health support.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase.

Major Accomplishments (Past Five Years)

- Conducted regular visits to all SACC and NG sites to monitor consistency with PWCS procedures/regulations;
- Collaborated with AlphaBEST staff to provide high-quality services to all students and families enrolled in the SACC and NG programs;
- Developed SACC/NG protocol and procedure manual to align PWCS regulation with contract components;
- Developed protocol and procedures for the implementation of accommodation plans to meet the needs of students identified with a disability; and
- Provided opportunities for the contractors to participate in PWCS staff development aligned to their professional development needs.

Critical Unmet Needs

- SACC Program Support Specialist.

Financial Section

Dept. Name SCHOOL AGE CHILD CARE PROGRAM FUND 024
Dept. Number 059

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	128,652	132,512	136,488	149,412	1.00	149,492	1.00	80	0.00
1107	Admin. Coordinator	113,095	116,489	0	0	0.00	0	0.00	0	0.00
1130	Social Worker	43,517	44,821	0	0	0.00	0	0.00	0	0.00
1148	Specialist	42,085	43,277	50,667	58,059	1.00	69,651	1.00	11,592	0.00
1200	Overtime	6,628	0	301	1,000		0		(1,000)	
1201	Straight Time	720	224	179	1,000		500		(500)	
1300	Temporary Employee	25	0	0	0		0		0	
2100	Social Security - FICA	24,257	24,745	13,841	16,025		16,803		778	
2210	Retirement - VRS	48,000	55,032	29,422	35,021		39,074		4,053	
2211	Retiree Health Care Credit	3,634	4,148	2,252	2,515		0		(2,515)	
2220	Retirement - PWCS	4,515	6,651	3,743	4,000		1,797		(2,203)	
2300	Health Insurance - HMP	25,114	25,640	11,419	17,900		26,166		8,266	
2400	Life Insurance - GLI	4,289	4,417	2,458	2,718		2,915		197	
2830	Admin. Assoc. Fees	79	0	156	200		1,200		1,000	
2840	Conf. Expenses-Admin	7,130	2,844	7,973	10,000		5,000		(5,000)	
3100	Professional Services	9,430	3,000	1,000	6,000		5,000		(1,000)	
3109	Wcomp Admin	0	0	0	0		0		0	
3201	Telephone	880	807	1,772	2,000		2,000		0	
3401	Travel Reimbursement	3,076	2,510	652	2,000		2,000		0	
3402	Conference Expenses	2,567	0	7,878	5,000		0		(5,000)	
3504	Maint. Service Contract	4,300	3,345	3,300	4,000		4,000		0	
3902	Printing Services	3,169	2,977	13,051	6,000		4,000		(2,000)	
3912	Rental Space	130,000	130,000	130,000	130,000		130,000		0	
4001	Office Supplies	3,008	3,435	13,863	7,000		8,000		1,000	
4002	Medical Supplies	0	0	7,395	0		0		0	
4003	Custodial Supplies	1,098	893	1,416	5,000		5,000		0	
4008	Reference Materials	0	0	8,788	0		0		0	
4009	Extra Curricular Supplies	0	0	14,212	5,000		0		(5,000)	
4010	Instructional Supplies	2,108	955	5,591	2,000		2,200		200	
4012	Emp. Training Supplies	90	417	1,926	3,000		40,000		37,000	
4016	Library Books	0	0	6,300	10,000		0		(10,000)	
4019	Food	2,429	2,086	5,655	10,000		5,000		(5,000)	
4310	Tech. Supply Equip. Addnl.	0	0	56,404	6,000		11,388		5,388	
4510	General Equipment - Add'l.	18,810	7,768	37,978	44,150		13,814		(30,336)	
8002	General Reserve	0	0	0	5,000		5,000		0	
Totals		632,706	618,993	576,079	550,000	2.00	550,000	2.00	0	0.00
Positions		3.30	3.30	2.00	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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 3,746,201	3,937,409	3,951,291	4,006,964	3,986,779	3,986,779	3,943,330	3,844,152
FUNDING SOURCES:								
Intergovernmental:								
State	26,000	26,000	26,000	0	26,000	52,000	26,000	26,000
Charges for services	47,695,712	38,191,140	25,415,275	13,312,658	26,020,907	12,513,899	12,138,482	11,774,328
Total funding sources	51,467,913	42,154,549	29,392,566	17,319,622	30,033,686	16,552,678	16,107,812	15,644,480
EXPENDITURES:								
1000-Personnel Services	297,558	305,630	317,466	332,796	340,856	353,809	363,715	379,355
2000-Benefits & Fixed Charges	112,201	121,243	130,235	134,492	135,668	142,337	149,014	157,512
3000-Contractual Services	47,085,659	37,748,811	24,908,787	12,859,789	25,517,854	12,088,202	11,725,556	11,373,789
4000-Materials & Supplies	35,086	27,574	29,114	5,766	52,529	25,000	25,375	25,756
Total expenditures	47,530,504	38,203,258	25,385,602	13,332,843	26,046,907	12,609,348	12,263,660	11,936,411
Excess of revenues over expenditures	3,937,409	3,951,291	4,006,964	3,986,779	3,986,779	3,943,330	3,844,152	3,708,069
FUND BALANCES, end of year	\$ 3,937,409	3,951,291	4,006,964	3,986,779	3,986,779	3,943,330	3,844,152	3,708,069

Financial Section

Dept. Name REGIONAL SCHOOL PROGRAM FUND 025
Dept. Number 055

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1106	Supervisor	126,670	130,469	134,383	140,833	1.00	145,136	1.00	4,303	0.00
1150	Secretarial/Bookkeeper	170,888	174,437	181,016	187,727	3.50	195,720	3.50	7,993	0.00
1200	Overtime	0	344	742	0		0		0	
1201	Straight Time	0	381	1,325	0		0		0	
2100	Social Security - FICA	21,168	22,000	22,615	25,135		26,076		941	
2210	Retirement - VRS	43,309	49,600	49,040	55,461		60,775		5,314	
2211	Retiree Health Care Credit	3,306	3,771	3,788	0		0		0	
2220	Retirement - PWCS	2,761	2,861	3,005	2,694		2,802		108	
2221	Defined Contribution Plan	357	440	453	0		0		0	
2300	Health Insurance - HMP	37,304	38,456	47,099	39,953		41,448		1,495	
2310	Short/Long Term Disability Premium	94	97	100	0		0		0	
2400	Life Insurance - GLI	3,902	4,017	4,135	4,304		4,567		263	
3109	Wcomp Admin	0	0	0	0		0		0	
3401	Travel Reimbursement	0	104	0	500		500		0	
3502	Repair/Maint. - Equipment	2,257	0	0	12,354		12,354		0	
3903	Postage	10	25	0	50		0		(50)	
3999	Other Contract Expenses	47,083,392	37,748,683	24,908,787	46,300,000		25,505,000		(20,795,000)	
4001	Office Supplies	7,945	1,573	2,449	9,015		17,529		8,514	
4310	Tech. Supply Equip. Addnl.	26,268	26,000	26,068	30,000		30,000		0	
4350	Techn Supply/Equip Repl.	873	0	597	4,000		4,000		0	
4510	General Equipment - Add'l.	0	0	0	1,000		1,000		0	
	Totals	47,530,503	38,203,258	25,385,602	46,813,026	4.50	26,046,907	4.50	(20,766,119)	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 2017 through 2020.

Projections for fiscal years 2022 through 2024 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 1.5% each year.

FUND STATEMENT Governor's School @ Innovation Park Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$ 79,796	166,447	239,158	218,176	219,649	219,649	187,155	141,003
FUNDING SOURCES:								
Intergovernmental:								
State	303,156	350,255	317,459	311,835	355,664	362,777	370,033	377,433
Charges for services	622,593	617,481	632,806	597,469	802,351	818,398	834,766	851,461
Miscellaneous	2,688	6,386	2,843	4,834	0	0	0	0
Total funding sources	1,008,233	1,140,569	1,192,266	1,132,314	1,377,664	1,400,824	1,391,954	1,369,898
EXPENDITURES:								
1000-Personnel Services	544,976	561,567	571,257	601,371	711,284	738,313	758,986	791,622
2000-Benefits & Fixed Charges	162,379	171,402	184,073	193,472	271,033	297,023	310,956	328,689
3000-Contractual Services	21,660	19,502	29,265	29,942	38,875	39,458	40,050	40,651
4000-Materials & Supplies	112,770	148,940	189,495	87,880	136,823	138,875	140,958	143,073
Total expenditures	841,786	901,411	974,090	912,665	1,158,015	1,213,669	1,250,950	1,304,035
Excess of revenues over expenditures	166,447	239,158	218,176	219,649	219,649	187,155	141,003	65,863
*FUND BALANCES, end of year	<u>\$ 166,447</u>	<u>239,158</u>	<u>218,176</u>	<u>219,649</u>	<u>219,649</u>	<u>187,155</u>	<u>141,003</u>	<u>65,863</u>

The Governor's School @ Innovation Park

Description

The Governor's School at Innovation Park (GS@IP) is a specialized regional center for the advanced study of science, technology, engineering and mathematics, serving 118 students in grades 11 and 12 from the Manassas Park City Public School, Manassas City Public School, and Prince William County Public School Divisions. The vision shared by GS@IP faculty and participating school divisions is to allow students to encounter a range of opportunities encouraging intellectual and academic excellence. GS@IP is a member of the National Consortium of Secondary STEM Schools (NCSSS).

Strategic Goals

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

Critical Functions and Strategic Programs

- Established in 2010 as Virginia's 19th Academic-Year Governor's School, GS@IP is governed by a Joint Board comprised of representatives from Manassas City Public Schools (MCPS), Manassas Park City Public Schools (MPCS), Prince William County Public Schools and George Mason University (GMU);
- GS@IP is housed on George Mason University's SciTech Campus, located in the western portion of Prince William County, Virginia. Most courses are offered for college credit through dual enrollment with GMU;
- GS@IP provides a two-year shared-day program to 118 gifted and academically motivated students from three participating school divisions, including 14 high schools; and
- Students attend morning classes at The Governor's School, then return to their home school for their other required courses, electives, and extracurricular activities. This allows students to remain active at their base high schools while our program provides them with like-minded colleagues and rigorous academic courses.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase; and
- Addition of 1.0 FTE School Counselor.

Major Accomplishments (Past Five Years)

- Solidified pipeline of students interested in and qualified for GS@IP;
- Engaged 14 HS (PWCS, MCPS, MPCS) Directors of School Counseling to explicitly address underrepresented minority and female applications and participation;
- Maintained 100% college acceptance for graduating seniors;
- Multiple teams participating in the International Science and Engineering Fair;
- Earned numerous local, state, and national awards for student work;
- Faculty member awarded national teaching award;
- Started breakfast initiative for students; and
- Engaged GMU in expansion discussion.

Critical Unmet Needs

- Additional support for teachers of advanced learners; and
- Increase number of students in grades 5 – 8 pipeline meeting GS@IP qualifications.

Financial Section

Dept. Name **GOVERNOR'S SCHOOL@INNOVATION PARK FUND 027**
 Dept. Number **202**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1111	Principal	112,543	115,919	119,398	126,422	1.00	129,203	1.00	2,781	0.00
1120	Teacher, Classroom	387,017	399,937	408,637	431,246	6.00	439,328	6.00	8,082	0.00
1122	Counselor	0	0	0	0	0.00	88,518	1.00	88,518	1.00
1150	Secretarial/Bookkeeper	31,335	32,242	33,176	35,097	1.00	35,835	1.00	738	0.00
1201	Straight Time	2,500	2,500	2,574	0		0		0	
1500	Substitute Teacher	4,302	3,408	1,736	7,500		9,100		1,600	
1600	Supplemental Pay	7,280	7,560	5,735	9,693		9,300		(393)	
2100	Social Security - FICA	40,285	41,315	42,102	46,662		54,414		7,752	
2210	Retirement - VRS	66,331	75,639	78,438	100,059		116,959		16,900	
2211	Retiree Health Care Credit	5,220	5,978	6,400	0		0		0	
2220	Retirement - PWCS	2,881	1,117	3,474	4,860		5,841		981	
2221	Defined Contribution Plan	2,606	3,670	5,195	0		0		0	
2300	Health Insurance - HMP	38,238	36,650	40,670	70,658		84,255		13,597	
2310	Short/Long Term Disability Premium	659	668	805	572		400		(172)	
2400	Life Insurance - GLI	6,160	6,366	6,987	7,765		9,164		1,399	
3109	Wcomp Admin	0	0	0	0		0		0	
3201	Telephone	648	470	666	600		600		0	
3401	Travel Reimbursement	6,000	7,972	2,926	8,500		8,500		0	
3402	Conference Expenses	4,711	9,902	10,858	10,000		10,000		0	
3450	Field Trips	2,345	1,019	1,737	3,200		4,500		1,300	
3902	Printing Services	424	138	742	600		750		150	
3999	Other Contract Expenses	7,532	8,279	12,335	9,700		14,525		4,825	
4001	Office Supplies	18,420	23,509	27,750	27,806		21,623		(6,183)	
4009	Extra Curricular Supplies	28,609	19,605	26,979	37,000		33,000		(4,000)	
4010	Instructional Supplies	28,290	35,948	61,892	37,400		50,500		13,100	
4011	Textbooks	11,451	33,275	64,590	3,000		0		(3,000)	
4019	Food	0	0	0	0		5,700		5,700	
4310	Tech. Supply Equip. Addnl.	26,000	28,323	8,284	26,000		26,000		0	
	Totals	841,786	901,411	974,090	1,004,340	8.00	1,158,015	9.00	153,675	1.00
	Positions	8.00	8.00	8.00	8.00		9.00			

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 2020.

Projections for fiscal years 2022 through 2024 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$0	9,113,066	8,785,127	8,571,248	8,384,087	8,384,087	8,400,374	8,446,939
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	0	2,823	0	0	0	0	0
Charges for services	309,555	510,038	756,584	486,411	1,055,279	1,118,596	1,185,711	1,256,854
Total operating revenues	309,555	9,623,104	9,544,534	9,057,659	9,439,366	9,502,683	9,586,085	9,703,793
EXPENSES:								
1000-Personnel Services	418,044	614,596	680,290	608,879	876,002	909,290	934,750	974,944
2000-Benefits & Fixed Charges	97,990	136,674	150,132	135,347	180,151	190,951	196,298	204,738
3000-Contractual Services	16,034	238,959	248,241	229,729	312,976	317,671	322,436	327,272
4000-Materials & Supplies	218,932	64,485	109,272	74,906	83,150	84,397	85,663	86,948
5000/6000-Capital Outlay	154,546	183,263	185,351	24,711	3,000	0	0	0
Total expenses	905,546	1,237,977	1,373,286	1,073,572	1,455,279	1,502,309	1,539,147	1,593,903
Excess of revenues (under) over expenses	(595,991)	8,385,127	8,171,248	7,984,087	7,984,087	8,000,374	8,046,939	8,109,890
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	500,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Construction in Progress	9,209,057	0	0	0	0	0	0	0
Total other financing sources	9,709,057	400,000	400,000	400,000	400,000	400,000	400,000	400,000
*NET POSITION, end of year	\$9,113,066	8,785,127	8,571,248	8,384,087	8,384,087	8,400,374	8,446,939	8,509,890
*Net Position								
Net investment in capital assets	9,057,723	8,875,822	8,693,922	8,511,770	8,329,618	8,147,466	7,965,314	7,783,162
Unrestricted (deficit)	55,343	(90,695)	(122,674)	(127,683)	54,469	252,908	481,625	726,728
	\$9,113,066	8,785,127	8,571,248	8,384,087	8,384,087	8,400,374	8,446,939	8,509,890

Aquatics Center

Description

Under the supervision of the Office of Student Learning, the PWCS Aquatics Center provides the students of Prince William County Public Schools and members of the community with increased access to aquatic activities, swim lessons, and special events.

Strategic Goals

- Goal 1: Student Achievement; and
- Goal 3: Family, Community, and Employee Engagement.

Critical Functions and Strategic Programs

- Water Safety School;
- High School Swim and Dive;
- Community Learn-to-Swim;
- Open Lap and Recreation Swim;
- Private Swim Team Rentals;
- Birthday Party Rentals;
- First Aid/CPR/AED Training for PWCS Staff;
- Water Safety and Lifeguard Instructor Training; and
- Lifeguard Training.

Budget Changes for Fiscal Year 2021

- Funds for increased lifeguard coverage during school and community programs; and
- Funds for Ellis & Associates lifeguarding program certifications and implementation.

Major Accomplishments (Past Five Years)

Water Safety School

- Provided instruction in swimming and water safety to over 10,000 PWCS second-grade students at no cost to the students or schools; and
- Provided swimsuits to students not able to afford them through donations.

High School Swim and Dive

- Hosted over 100 dual meets for PWCS high school swim teams; and
- Hosted more than 10 invitational meets at the district and regional level.

Community Learn-to-Swim

- Over 4,000 swim lesson enrollments.

First Aid/CPR/AED Training for PWCS Staff:

- Provided hands-on training for over 300 PWCS staff members.

Lifeguard Training

- Provided lifeguard training to over 150 individuals

Critical Unmet Needs

- Pay scale for front desk, lifeguards, and aquatics instructors.

Financial Section

Dept. Name **AQUATICS CENTER FUND 028**
 Dept. Number **190**

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1107	Admin. Coordinator	151,790	229,230	239,929	251,826	3.00	258,877	3.00	7,051	0.00
1150	Secretarial/Bookkeeper	47,654	51,080	52,562	55,085	1.00	56,499	1.00	1,414	0.00
1190	Custodian	13,865	38,732	40,715	56,471	2.00	60,054	2.00	3,583	0.00
1200	Overtime	1,295	6,374	10,968	6,826		12,302		5,476	
1201	Straight Time	185	1,049	1,719	500		1,000		500	
1300	Temporary Employee	203,255	288,131	334,397	339,484		487,270		147,786	
2100	Social Security - FICA	30,998	45,736	50,827	54,329		67,014		12,685	
2210	Retirement - VRS	25,979	43,575	43,944	59,772		60,232		460	
2211	Retiree Health Care Credit	2,194	3,473	3,567	0		0		0	
2220	Retirement - PWCS	475	540	685	2,945		3,086		141	
2221	Defined Contribution Plan	2,994	3,309	3,429	0		0		0	
2300	Health Insurance - HMP	32,479	35,733	43,130	43,558		44,826		1,268	
2310	Short/Long Term Disability Premium	282	368	383	0		0		0	
2400	Life Insurance - GLI	2,589	3,941	4,168	4,762		4,993		231	
3100	Professional Services	1,365	4,872	5,650	17,577		17,500		(77)	
3201	Telephone	1,237	2,214	2,279	2,400		1,200		(1,200)	
3202	Electric Service	58,591	116,913	107,516	150,000		125,000		(25,000)	
3203	Fuel	12,941	20,840	19,236	20,000		20,000		0	
3204	Water Service	5,157	8,367	8,222	15,000		10,000		(5,000)	
3205	Sewer Service	11,477	16,168	15,889	22,000		17,500		(4,500)	
3401	Travel Reimbursement	300	139	2,776	2,000		3,000		1,000	
3402	Conference Expenses	13	2,872	6,206	4,500		4,500		0	
3450	Field Trips	13,798	23,344	26,948	30,000		30,000		0	
3501	Repair/Maint. - Building	118	5,016	2,242	5,000		5,000		0	
3502	Repair/Maint. - Equipment	0	18,970	27,143	45,472		54,226		8,754	
3504	Maint. Service Contract	1,298	0	0	0		0		0	
3902	Printing Services	696	178	378	600		1,500		900	
3903	Postage	69	20	12	100		50		(50)	
3906	Advertising	905	942	1,263	5,000		2,500		(2,500)	
3918	Permits and Fees	1,255	627	1,000	500		1,000		500	
3932	Processing Fees	11,093	17,498	19,868	20,000		20,000		0	
4001	Office Supplies	8,924	3,400	4,239	5,000		2,500		(2,500)	
4002	Medical Supplies	2,302	788	1,295	2,000		1,500		(500)	
4003	Custodial Supplies	7,901	8,950	8,695	20,000		15,000		(5,000)	
4004	Repair/Maint. Supplies	27,750	22,438	21,659	35,000		25,000		(10,000)	
4007	Wearing Apparel	6,444	6,343	5,698	5,000		7,700		2,700	
4008	Reference Materials	680	0	0	1,000		500		(500)	
4010	Instructional Supplies	28,882	8,245	11,310	7,000		12,500		5,500	
4011	Textbooks	708	0	0	0		0		0	
4012	Emp. Training Supplies	3,675	5,905	8,904	5,000		5,000		0	
4013	Testing Materials	21	0	270	0		0		0	
4019	Food	456	331	461	1,000		750		(250)	
4023	Concession Food Purchased	2,675	846	665	1,000		1,000		0	
4150	Lease/Purchase Agree.	1,083	1,624	1,624	2,500		3,000		500	
4310	Tech. Supply Equip. Addnl.	3,930	3,451	1,758	1,000		1,000		0	
4450	Software - Replacement	468	1,303	28,988	2,000		2,000		0	
4510	General Equipment - Add'l.	18,755	1,215	3,008	500		500		0	
4550	General Equipment - Repl.	0	0	2,862	5,000		2,000		(3,000)	
4998	Sales Tax	0	22	183	200		200		0	
4999	Other Materials/Supplies	0	0	0	3,000		3,000		0	
5101	Equipment - Additional	0	0	10,113	0		0		0	
6842	Merchandise for Resale	0	517	2,603	3,000		3,000		0	
Totals		751,000	1,055,628	1,191,386	1,314,906	6.00	1,455,279	6.00	140,373	0.00
Positions		3.50	5.50	5.50	6.00		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 years 2019 and 2020.

Projections for fiscal years 2022 through 2024 are displayed to provide the school division and the community anticipated revenues and expenditures for these years.

FUND STATEMENT Imaging Center

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated Actual	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	\$0	0	0	(17,232)	(89,718)	(89,718)	1,789	(4,194)
FUNDING SOURCES:								
Use of money and property:								
Use of money - interest	0	0	0	0	0	0	0	0
Charges for services	0	0	539,595	537,214	668,041	618,041	630,402	643,010
Total operating revenues	0	0	539,595	519,982	578,323	528,323	632,191	638,816
EXPENSES:								
1000-Personnel Services	0	0	316,545	314,342	340,468	238,097	287,204	299,553
2000-Benefits & Fixed Charges	0	0	99,633	98,714	103,701	95,787	117,679	124,378
3000-Contractual Services	0	0	39,544	16,162	20,000	20,400	20,808	21,224
4000-Materials & Supplies	0	0	132,671	153,386	168,872	172,249	175,694	179,208
5000/6000-Capital Outlay	0	0	0	27,096	35,000	0	35,000	10,000
Total expenses	0	0	588,393	609,700	668,041	526,534	636,385	634,363
Excess of revenues (under) over expenses	0	0	(48,798)	(89,718)	(89,718)	1,789	(4,194)	4,453
OTHER FINANCING SOURCES:								
TRANSFERS IN:								
General fund	0	0	31,566	0	0	0	0	0
Total other financing sources	0	0	31,566	0	0	0	0	0
NET POSITION, end of year	\$0	0	(17,232)	(89,718)	(89,718)	1,789	(4,194)	4,453

Note: Imaging Center fund did not begin until fiscal year 2019

Imaging Center (Print Shop)

Description

The Imaging Center, also known as the Print Shop, is the central resource providing affordable printing and copying support Division-wide. The Print Shop also services outside organizations. The Print Shop completes about 3,250 customer orders and prints more than 11 million copies annually. This includes key items such as W-2s, Code of Conduct, report cards, and the PWCS Budget Books. They also provide Division and school programs, teacher instructional materials, signs, banners and other academic resources. The Print Shop operates as a fee-for-service with costs that are competitive and affordable.

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

- Provides affordable printing/copying support to schools and departments;
- Develops affordable signs and banners; and,
- Protects the Division brand through quality control.

Budget Changes for Fiscal Year 2021

- 2.8 percent step increase.

Major Accomplishments (Past Five Years)

- Developed internal and external awareness campaign to expand business base;
- Launched a website to promote services;
- Improved copying/printing equipment to provide better quality products; and,
- Purchased equipment to provide banners and signs.

Dept. Name IMAGING CENTER FUND 020 (Imaging Center was transferred from Operating Fund 001 to Fund 020 in FY 19.)
Dept. Number 045

Object Code	Object Code Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2020 Approved Positions	FY 2021 Approved Budget	FY 2021 Approved Positions	Increase/ (Decrease) Budget	Increase/ (Decrease) Positions
1148	Specialist	0	0	297,130	311,086	4.00	325,768	4.00	14,682	0.00
1200	Overtime	0	0	166	0		200		200	
1201	Straight Time	0	0	1,998	0		2,500		2,500	
1300	Temporary Employee	0	0	17,251	20,000		12,000		(8,000)	
2100	Social Security - FICA	0	0	23,075	25,328		26,046		718	
2210	Retirement - VRS	0	0	17,085	16,791		17,874		1,083	
2211	Retiree Health Care Credit	0	0	624	0		653		653	
2220	Retirement - PWCS	0	0	3,148	1,750		3,284		1,534	
2300	Health Insurance - HMP	0	0	51,810	37,269		51,771		14,502	
2400	Life Insurance - GLI	0	0	3,892	4,076		4,073		(3)	
3504	Maint. Service Contract	0	0	16,747	95,000		20,000		(75,000)	
4020	Printing Supplies	0	0	105,109	124,216		128,872		4,656	
4150	Lease/Purchase Agree.	0	0	22,797	0		40,000		40,000	
5101	Equipment - Additional	0	0	27,562	0		35,000		35,000	
	Totals	0	0	588,394	635,516	4.00	668,041	4.00	32,525	0.00
	Positions	0.00	0.00	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.



Loree Y. Williams, Vice Chairwoman, Woodbridge District

The Prince William County School Board elected Loree Y. Williams, Woodbridge District, to a one-year term as the vice chairwoman of the board, effective January 22, 2020. Ms. Williams was re-elected in November of 2019 to represent the Woodbridge Magisterial District. In addition, Ms. Williams serves as Chair of the board for the Governor's School @ Innovation Park. She also served 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 has two sons; one a graduate of PWCS and another attends school in the Division. 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.



Adele E. Jackson, Brentsville District

Adele Jackson was born and raised in Northern Virginia and is a product of public schools. Mrs. Jackson graduated with a degree in Sociology with a minor in Fine Arts from St. Joseph's University in Philadelphia. She stayed in Philadelphia working as a social worker, where she was awarded for outstanding service. Mrs. Jackson switched careers to become an educator and has taught math, reading, and history during her career. She has co-taught as a special educator in a general education setting and as a teacher in a special education setting. During her time as an educator she has been an assistant coach, teacher mentor, student mentor, team leader, and advocate.

During her 14-year career as a special education teacher, Mrs. Jackson has taught in Baton Rouge, Louisiana, and locally in Fairfax and Prince William counties. She earned her master's degree in Special Education with a certificate in Special Education Leadership from George Mason University. While teaching in PWCS, Mrs. Jackson was a member of Prince William Teachers Association. In June 2019, she resigned from her position as a special education teacher with Prince William County Schools (PWCS) to run for School Board.

Mrs. Jackson moved to the Brentsville District in 2014 with her husband and twin boys, who are proud PWCS students.



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.



Jennifer T. Wall, Gainesville District

Jennifer Wall graduated summa cum laude from Brigham Young University with a degree in Humanities-English in 1992. She earned a Juris Doctor in 1997 from the J. Reuben Clark Law School. Her focus in law school and in practice was state and local government and constitutional law. Mrs. Wall and her husband moved to Northern Virginia in 1999 to pursue professional opportunities after graduating from law school and doing post-graduate work in England. Before leaving practice to raise her family, Mrs. Wall worked in the field of legislative research.

Mrs. Wall has been a long-time volunteer in the community. She has served in middle and high school band and orchestra programs, as a chaperone for school events and field trips, with PTO activities and as a parent tutor in the classroom. Since 2017, through a structured grant-funded project, and in association with Children's National Hospital's First Steps

Project, Mrs. Wall has provided emotional and instrumental peer support to parents of children newly diagnosed with chronic illness. Before that, she assisted in establishing and administering the J. Reuben Clark Law Society's Religious Liberty Student Writing Competition, now in its tenth year.

Mrs. Wall and her husband have three children. Their oldest earned an advanced diploma from Battlefield High School in 2018. Their second and third children currently attend Battlefield High School. Mrs. Wall and her family are active in community affairs and in their local church congregation.



Justin David Wilk, Potomac District

Justin Wilk is a graduate of the University of Virginia's Curry School of Education, earning a master's degree in public education leadership. He received his B.A. in political theory and constitutional democracy from Michigan State University in 2006. He 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.



Lisa A. Zargapur, Coles District

Lisa Zargapur is a graduate of Prince William County schools. She earned her Bachelor of Music and Master of Arts degrees from George Mason University and a master's degree in Education from the University of Mary Washington where she was awarded the honor, Teacher of Promise. Mrs. Zargapur is an elementary general music and chorus teacher in Fairfax County Public Schools. She has served as Secretary on the Fairfax General Music Educators Association board and is a member of the Fairfax Education Association. She has been an Equity Lead in her school for the past two years, has presented workshops at the American Orff Schulwerk Association's National Conference, and has been part of cultural competency symposiums for PWCS staff. In 2019, she was nominated for an Outstanding Co-Curricular Educator Award from the FCPS SEPTA. Mrs. Zargapur and her husband, Yaqub, a local community and business leader, have three children: two graduated from PWCS and the youngest is in high school.

2020 – 2021 School Year Calendar

2020			Teaching Days	Workday/ InService	Total Days
August	12,14	New Teacher Induction Program			
	17	All Teachers Report			
	17-31	Teacher Professional Development/Workday			
		August Totals	0	13	13
September	4-7	Labor Day Holiday (All schools and offices closed)			
	8	School Begins			
	1-3	Teacher Professional Development/Workday			
		September Totals	17	3	20
October	12	Divisionwide Professional Learning Day – ES/MS/HS Closed			
		October Totals	21	1	22
November	2	Teacher Professional Development/Workday/Conference Day – MS/HS Closed			
	2	Elementary Parent/Teacher Conference Day – ES Closed			
	3	Election Day - Schools Closed - Virtual Workday for Teachers			
	11	Veteran's Day Holiday (Observed)			
	25-27	Thanksgiving Break			
		November Totals	15	2	17
December	21-31	Winter Break for Students/Teachers			
		December Totals	14	0	14
2021					
January	1	Winter Break for Students/Teachers			
	4	School Reopens			
	18	Martin L. King Holiday			
	22	Elementary Parent/Teacher Conference Day (1/2 day)			
	25	Teacher Workday – ES/MS/HS Closed			
		January Totals	18	1	19
February	15	President's Day Holiday			
		February Totals	19	0	19
March	29-31	Spring Break for Students/Teachers			
		March Totals	20	0	20
April	1-2	Spring Break for Students/Teachers			
	5	Teacher Professional Development/Workday – ES/MS/HS Closed			
		April Totals	19	1	20
May	31	Memorial Day Holiday			
		May Totals	20	0	20
June	11	Last Day of School			
	14	Teacher Professional Development/Workday– ES/MS/HS			
		June Totals	9	2	11
		Year Totals	180	15	195

Enrollment Statistics

School	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
Elementary Schools								
Alvey Elementary	685	688	660	596	528	485	453	410
Antietam Elementary	650	660	643	795	791	785	779	772
Ashland Elementary	800	780	820	857	873	885	896	908
Bel Air Elementary	540	400	393	392	392	389	386	391
Belmont Elementary	432	447	462	525	532	555	578	596
Bennett Elementary	685	668	668	728	743	750	765	764
Bristow Run Elementary	676	663	657	622	599	596	558	558
Buckland Mills Elementary	667	651	670	700	686	685	693	706
Cedar Point Elementary	562	569	541	575	563	564	573	573
Chris Yung Elementary	697	650	661	727	740	763	766	790
Coles Elementary	456	419	408	412	429	433	451	464
Covington-Harper Elementary	0	543	632	685	815	936	1,058	1,186
Dale City Elementary	452	446	430	414	412	411	410	404
Dumfries Elementary	513	439	420	443	450	459	469	495
Ellis Elementary	588	565	523	507	488	483	470	471
Enterprise Elementary	401	422	377	359	352	345	332	318
Featherstone Elementary	592	505	489	485	485	485	466	452
Fitzgerald Elementary	872	810	814	828	838	834	854	849
Glenkirk Elementary	760	760	764	736	675	642	609	581
Gravely Elementary	759	779	795	877	888	899	895	892
Haymarket Elementary	770	825	887	840	828	811	803	817
Henderson Elementary	628	813	821	797	796	768	768	751
Jenkins Elementary	0	0	0	546	534	508	499	505
Kerrydale Elementary	511	469	452	345	346	342	333	336
Kilby Elementary	436	709	757	590	612	635	690	731
King Elementary	410	400	423	442	431	414	402	392
Lake Ridge Elementary	589	588	573	667	673	693	706	703
Leesylvania Elementary	771	779	745	710	700	731	723	738
Loch Lomond Elementary	556	544	507	550	551	575	587	604
Marshall Elementary	652	648	665	704	695	671	647	618
Marumsco Hills Elementary	828	636	645	577	588	608	628	643
McAuliffe Elementary	448	443	422	440	429	429	423	422
Minnieville Elementary	516	509	530	557	563	601	622	645
Montclair Elementary	581	589	629	670	686	699	704	701
Mountain View Elementary	578	584	541	525	504	470	440	417
Mullen Elementary	730	754	738	725	754	767	775	800
Neabsco Elementary	590	808	695	678	670	666	652	637

Informational Section

Enrollment Statistics

School	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
The Nokesville School	560	619	624	670	700	718	740	735
Occoquan Elementary	612	631	640	634	646	657	656	651
Old Bridge Elementary	720	735	728	513	506	489	479	459
Parks Elementary	748	717	697	679	648	642	634	657
Pattie Elementary	698	705	697	711	691	666	642	601
Penn Elementary	823	854	866	657	671	679	698	707
Pennington School	408	408	405	405	405	405	405	405
Piney Branch Elementary	809	810	806	777	778	769	746	739
Porter School	418	419	419	420	420	420	420	420
Potomac View Elementary	843	693	649	539	573	613	642	657
River Oaks Elementary	737	686	651	648	661	650	665	642
Rockledge Elementary	625	630	626	531	516	517	523	514
Signal Hill Elementary	717	744	720	687	673	654	645	630
Sinclair Elementary	757	728	735	792	796	816	837	860
Springwoods Elementary	732	709	664	796	800	794	795	793
Sudley Elementary	698	687	672	678	660	665	679	681
T. Clay Wood Elementary	931	900	915	912	887	853	841	818
Swans Creek Elementary	783	673	672	629	645	640	659	659
Triangle Elementary	775	779	777	772	809	819	820	815
Tyler Elementary	518	502	461	482	479	498	507	540
Vaughan Elementary	801	627	606	594	604	609	605	617
Victory Elementary	656	686	647	660	688	699	732	718
West Gate Elementary	534	522	489	535	561	581	612	623
Westridge Elementary	760	746	711	697	705	700	714	696
Williams Elementary	1,069	747	726	726	686	664	644	629
Wilson Elementary	640	742	880	898	885	874	887	887
Yorkshire Elementary	816	821	770	754	781	811	818	813
Total Elementary	40,569	40,482	40,110	40,422	40,513	40,703	40,933	41,034

Middle Schools								
Benton Middle School	1,381	1,425	1,433	1,434	1,321	1,315	1,279	1,296
Beville Middle School	1,088	1,121	1,061	1,068	1,051	1,076	1,092	1,079
Bull Run Middle School	1,194	1,166	1,194	1,206	1,194	1,140	1,142	1,126
Gainesville Middle School	1,385	1,436	1,422	1,427	1,443	1,398	1,444	1,395
Graham Park Middle School	1,042	1,034	1,019	986	1,030	1,074	1,092	1,133
Hampton Middle School	1,050	1,087	1,046	1,052	1,066	1,018	1,033	1,007
Lake Ridge Middle School	1,220	1,275	1,381	1,484	1,478	1,436	1,413	1,428
Lynn Middle School	1,043	1,080	1,195	1,339	1,341	1,352	1,354	1,421
Marsteller Middle School	1,334	1,344	1,303	1,286	1,266	1,215	1,173	1,176
The Nokesville School	341	368	380	379	380	368	382	411
Parkside Middle School	1,212	1,313	1,411	1,485	1,528	1,551	1,578	1,579

Informational Section

Enrollment Statistics

School	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
Pennington School	235	235	246	246	243	243	243	243
Porter School	266	264	262	265	252	252	252	252
Potomac Middle School	1,185	1,253	1,249	1,262	1,303	1,365	1,393	1,464
Reagan Middle School	1,256	1,383	1,389	1,460	1,421	1,408	1,402	1,364
Rippon Middle School	1,246	1,289	1,303	1,348	1,342	1,402	1,429	1,482
Saunders Middle School	1,159	1,168	1,201	1,217	1,250	1,165	1,138	1,108
Unity Braxton Middle School	1,097	1,112	1,167	1,150	1,202	1,209	1,256	1,239
Woodbridge Middle School	1,360	1,360	1,335	1,263	1,261	1,286	1,272	1,269
Total Middle	20,095	20,713	20,997	21,357	21,372	21,292	21,383	21,485

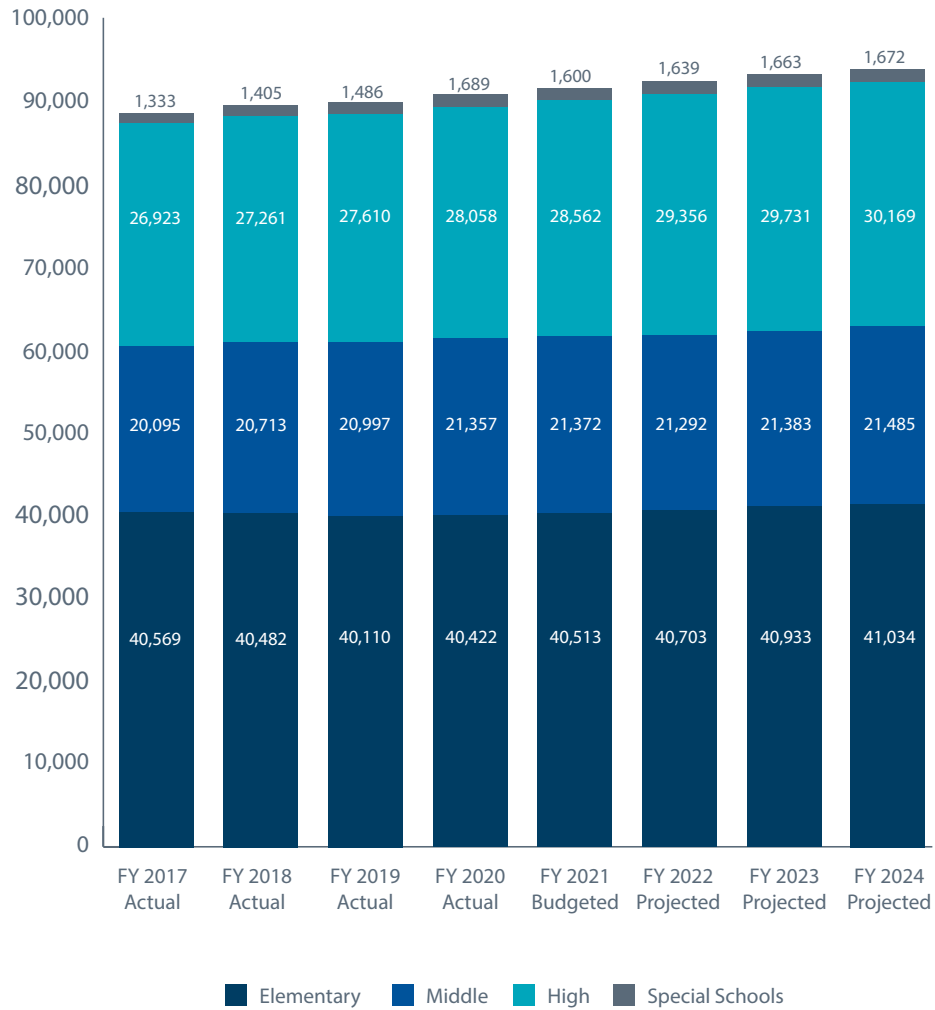
High Schools								
Battlefield High School	2,899	2,941	3,006	2,949	2,985	2,421	2,170	2,053
Brentsville High School	1,050	1,023	1,001	979	1,009	1,049	1,048	1,068
Colgan High School	1,541	2,250	2,542	2,786	2,809	2,738	2,711	2,678
Forest Park High School	2,163	2,165	2,197	2,229	2,196	2,221	2,253	2,208
Freedom High School	2,228	2,258	2,159	2,131	2,204	2,260	2,396	2,441
Gar-Field High School	2,515	2,403	2,311	2,319	2,350	2,474	2,472	2,474
Hylton High School	2,298	2,263	2,269	2,193	2,152	2,186	2,109	2,156
Osborn Park High School	2,278	2,173	2,357	2,578	2,634	2,927	3,074	3,176
Patriot High School	2,747	2,688	2,678	2,721	2,750	2,181	1,944	1,871
Potomac High School	1,995	1,961	1,913	1,867	1,938	2,029	2,156	2,248
Unity Reed High School	2,560	2,554	2,475	2,593	2,702	2,258	2,096	2,029
Woodbridge High School	2,651	2,583	2,703	2,712	2,833	2,963	3,032	3,123
13th High School	0	0	0	0	0	1,650	2,270	2,646
Total High	26,923	27,261	27,610	28,058	28,562	29,356	29,731	30,169

Special Schools								
Child-Find	95	92	110	115	110	114	116	116
PACE (East)	87	88	0	0	0	0	0	0
New Directions Alternative	471	457	0	0	0	0	0	0
New Dominion Alternative	52	47	0	0	0	0	0	0
Independence Nontraditional School	0	0	586	662	662	672	675	677
PACE (West)	88	82	78	80	80	83	83	83
Special Education Private Facility	0	94	142	193	107	112	117	117
School-based Preschool	410	412	444	495	478	489	500	505
TJHS Regional Magnet	69	75	75	75	75	75	75	75
Washington-Reid Preschool	0	0	0	67	89	94	97	99
Woodbine Preschool	61	58	51	0	0	0	0	0
Total Special	1,333	1,405	1,486	1,689	1,600	1,639	1,663	1,672

Division Total	88,920	89,861	90,203	91,526	92,048	92,989	93,709	94,360
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Note: Totals may not add due to rounding

Enrollment Statistics by Grade Level



Student Enrollment Forecasting

Most forecasts share common features. They tend to be an extrapolation of the past, involve some level of judgment, and are inherently not perfect predictors of the future. These features contribute to why it's indispensable to continually evaluate the forecasting methods used and the accuracy of their projections. The primary goal in the enrollment forecasting process is to reduce statistical error so that the projections can become better predictors of future student enrollments, resulting in the ability to place greater confidence in them when planning future capital improvements. The forecasts rely on spatial and aspatial data that are manipulated and processed by Geographic Information System (GIS) software and statistical software packages, respectively.

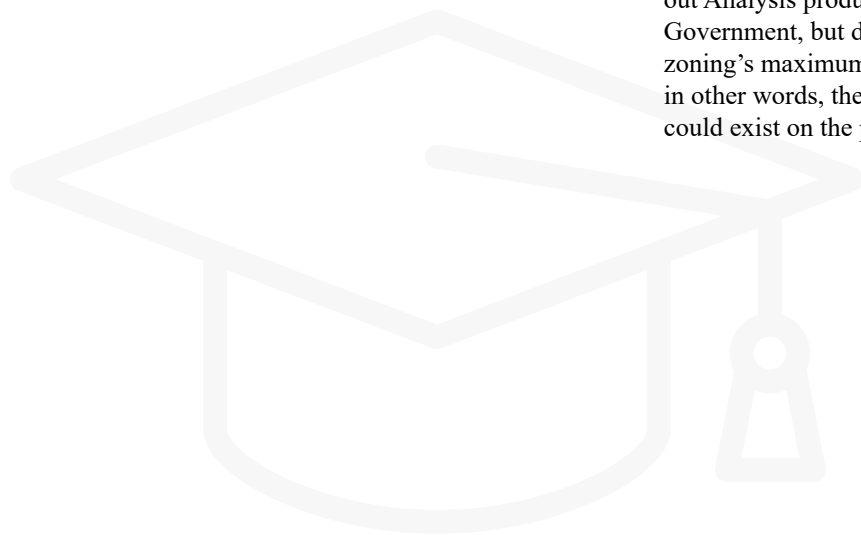
Methodology

The student enrollment forecasts are calculated combining two widely-used techniques in projecting student enrollment that are commonly referred to as the Housing-unit Method and the Grade Progression Method. One caveat is that judgmental adjustments, which are common in forecasting, are often used to fine-tune the enrollment forecasts. The combination of statistical methods was chosen for two primary reasons. First, the model produced by them is supported by industry best practices and scholarly literature. Second, it is 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 =

$$(7^{\text{th}}_{\text{Year}(-2)} + 7^{\text{th}}_{\text{Year}(-1)} + 7^{\text{th}}_{\text{Year}(0)}) / (6^{\text{th}}_{\text{Year}(-3)} + 6^{\text{th}}_{\text{Year}(-2)} + 6^{\text{th}}_{\text{Year}(-1)})$$

7th 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 7th 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	876,371,016	87,947,261	59,927,006	65,344,512	1,800,000	49,587,470	50,053,301		1,191,030,566
004								109,437,539	109,437,539
007						175,371,451			175,371,451
010					50,000,000				50,000,000
015					5,000,000				5,000,000
018					1,794,638				1,794,638
019					15,200,00				15,200,000
020		668,041							668,041
022					5,768,836				5,768,836
023					108,095,019				108,095,019
024					550,000				550,000
025	26,046,907								26,046,907
027	1,158,015								1,158,015
028						1,455,279			1,455,279
Total	903,575,938	88,615,302	59,927,006	65,344,512	188,208,493	226,414,200	50,053,301	109,437,539	1,691,576,291

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

The total budget amount as shown above of \$1,691,576,291 includes interfund transfers of \$39,945,978. Interfund transfers include budgeted amounts that appear in more than one fund for the same purpose.

Budget by State Category	FY 2021	FY 2020	FY 2019
Instruction	53.4%	56.5%	56.4%
Admin/Health/Attend.	5.2%	5.4%	5.1%
Pupil Transportation	3.5%	4.0%	4.1%
Operations/Maintenance	3.9%	4.2%	4.1%
Food Serv/Non-Instr.	11.1%	11.2%	11.6%
Facilities	13.4%	8.8%	8.8%
Technology	3.0%	3.1%	2.8%
Debt Service	6.5%	6.8%	7.1%
Totals	100.0%	100.0%	100.0%

	Budget by Fund Total	FY 2021	FY 2020	FY 2019
001	Operating Fund	70.4%	73.1%	71.9%
004	Debt Service Fund	6.5%	6.9%	7.1%
007	Construction Fund	10.4%	5.6%	5.8%
010	Food Services Fund	3.0%	3.3%	3.5%
015	Distribution Center Fund	0.3%	0.3%	0.3%
018	Facilities Use Fund	0.1%	0.1%	0.1%
019	Student Activity Fund	0.9%	0.0%	0.0%
020	Imaging Center Fund	0.0%	0.0%	0.0%
022	Self-Insurance Fund	0.3%	0.4%	0.4%
023	Health Insurance Fund	6.4%	7.1%	7.3%
024	SACC Program Fund	0.0%	0.0%	0.0%
025	Special Education Regional Fund	1.5%	3.0%	3.4%
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: BODDYE May 19, 2020
SECOND: BAILEY Regular Meeting
Res. No. 20-388
RE: APPROVE ADJUSTMENTS TO THE FISCAL YEAR 2021 SCHOOL BUDGET WITHIN
SPECIFIC FUNDING CATEGORIES OUTLINED BY THE COMMONWEALTH
ACTION: APPROVED

WHEREAS, the Prince William County Board of County Supervisors is committed to support quality education and workforce development in the County; and

WHEREAS, the Prince William Board of County Supervisors remains committed to sharing general revenue with the Prince William County Schools ("Schools") at 57.23% for the Schools and 42.77% for the County in accordance with the County-School Revenue Sharing Agreement; and

WHEREAS, the Prince William Board of County Supervisors approved the Fiscal Year 2021 (FY2021) School Budget on April 28, 2020; and

WHEREAS, the total FY2021 approved total County transfer to the school division is \$629,639,700; and

WHEREAS, revised revenue forecasts from the Commonwealth were received after adoption of the FY 2021 School Budget and adjustments between amounts budgeted within specific funding categories outlined by the Commonwealth are required;

NOW, THEREFORE, BE IT RESOLVED that the Prince William Board of County Supervisors hereby approves the following adjustments to the Fiscal Year 2021 School Division budget by state category as follows based on updated revenue forecasts from the Commonwealth:

School Budget by State Category	Approved Schools Budget April 28, 2020	Reconciled Schools Budget May 12, 2020	Adjustment
Instruction	\$906,192,052	\$903,575,938	(\$2,616,114)
Administration, Health & Attendance	90,511,520	88,615,302	(1,896,218)
Pupil Transportation	65,851,470	59,927,006	(5,924,464)
Operations and Maintenance	65,344,512	65,344,512	0
Food Services and Non-Instructional	188,208,493	188,208,493	0
Facilities	226,556,886	226,414,200	(142,686)
Technology	50,053,301	50,053,301	0
Debt Service	109,437,539	109,437,539	0
Total State Categories	\$1,702,155,773	\$1,691,576,291	(\$10,579,482)

Informational Section

May 19, 2020
Regular Meeting
Res. No. 20-388
Page Two

BE IT FURTHER RESOLVED that the Prince William Board of County Supervisors hereby approves the following adjustment to Fiscal Year 2021 School Division budget by fund (lump sum) total as follows:

School Budget by Fund	Approved Schools Budget April 28, 2020	Reconciled Schools Budget May 12, 2020	Adjustment
Operating Fund	\$1,201,610,048	\$1,191,030,566	(\$10,579,482)
Debt Service Fund	109,437,539	109,437,539	0
Construction Fund	175,371,451	175,371,451	0
Food Services Fund	50,000,000	50,000,000	0
Distribution Center Fund	5,000,000	5,000,000	0
Facilities Use Fund	1,794,638	1,794,638	0
Imaging Center Fund	668,041	668,041	0
Self Insurance Fund	5,768,836	5,768,836	0
Health Insurance Fund	108,095,019	108,095,019	0
Regional School Fund	26,046,907	26,046,907	0
Governor's School @ Innovation Park	1,158,015	1,158,015	0
Aquatics Center	1,455,279	1,455,279	0
School Age Child Care Program	550,000	550,000	0
Student Activity Fund	15,200,000	15,200,000	0
Total All Funds	\$1,702,155,773	\$1,691,576,291	(\$10,579,482)

ATTACHMENT: May 12, 2020, Memorandum from Prince William County Schools recommending a decrease to Fiscal Year 2021 Budget

Votes:

Ayes: Angry, Bailey, Boddye, Candland, Franklin, Lawson, Vega, Wheeler

Nays: None

Absent from Vote: None

Absent from Meeting: None

For Information:

Superintendent of Schools

Associate Superintendent of Schools for Finance and Risk Management

Schools Director of Financial Services

ATTEST:



Clerk to the Board

Tuition Rates for the 2020-21 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	\$6,621*	\$12,939

* 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		\$24,802
Intellectual Disability		\$19,251
Orthopedically Impaired		\$19,251
Intellectual Disability-Severe		\$18,859
Learning Disabled		\$18,859
Regular Education (85%) (county funding)		\$5,628
Transportation Costs		
Regular		\$410
Special		\$13,700
Additional (Resource) Programs		
Emotional Disabilities		\$11,967
Learning Disabled		\$8,924
Visually Impaired		\$20,654
Speech		\$3,918
Occupational Therapy		\$7,232
Physical Therapy		\$6,911
Attendant Required		\$8,530
Adapted Physical Education		\$1,549

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 \$6,318 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 2016-2021 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 to 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

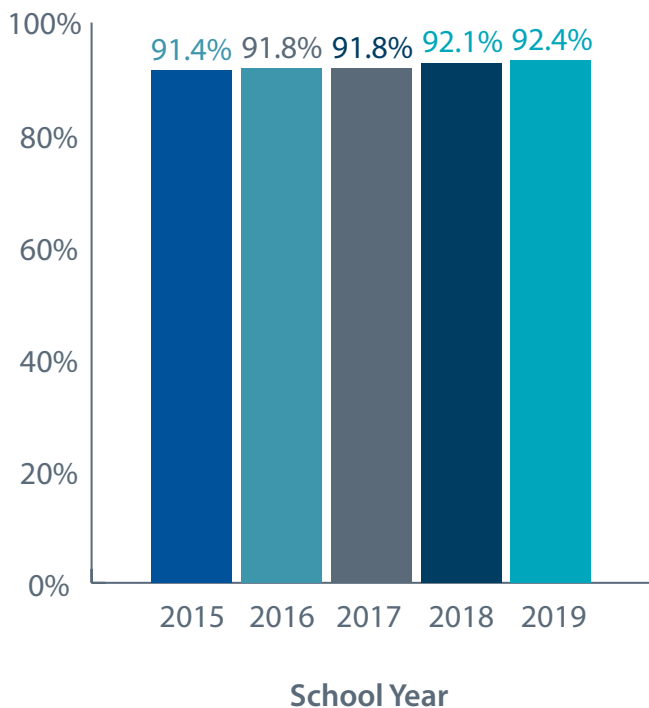
School and central office department plans and budgets and the School Division's budget shall reflect the Strategic Plan. Divisionwide goals, objectives and performance measures are included in the Strategic Plan. Associate superintendents review plans and budgets to ensure alignment and compliance with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

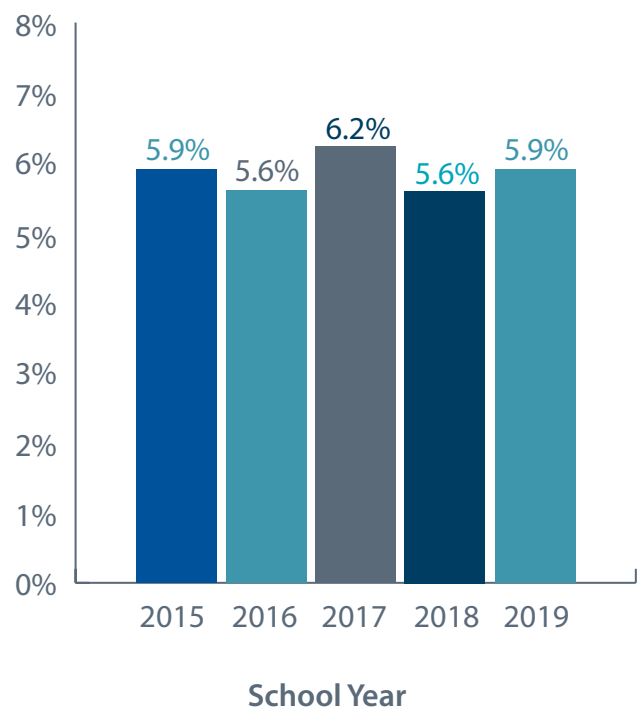
Conclusion

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	2017-2018		2018-2019		2019-2020	
		Target	Actual*	Target	Actual*	Target	Actual*
1.1.02a.01	All student reading scores will meet or exceed all VDOE ESSA targets.	73	79	78			
1.1.02a.02	All asian student reading scores will meet or exceed all VDOE ESSA targets.	87	87	84			
1.1.02a.03	All black student reading scores will meet or exceed all VDOE ESSA targets.	60	76	76			
1.1.02a.04	All hispanic student reading scores will meet or exceed all VDOE ESSA targets.	63	69	71			
1.1.02a.05	All white student reading scores will meet or exceed all VDOE ESSA targets.	81	89	86			
1.1.02a.06	All special education student reading scores will meet or exceed all VDOE ESSA targets.	39	51	54			
1.1.02a.07	All economically disadvantaged student reading scores will meet or exceed all VDOE ESSA targets.	62	67	70			
1.1.02a.08	All English learner student reading scores will meet or exceed all VDOE ESSA targets.	53	62	42			
1.1.02a.09	All student math scores will meet or exceed all VDOE ESSA targets.	73	78	83			
1.1.02a.10	All asian student math scores will meet or exceed all VDOE ESSA targets.	87	90	91			
1.1.02a.11	All black student math scores will meet or exceed all VDOE ESSA targets.	60	72	79			
1.1.02a.12	All hispanic student math scores will meet or exceed all VDOE ESSA targets.	63	69	79			
1.1.02a.13	All white student math scores will meet or exceed all VDOE ESSA targets.	81	88	89			
1.1.02a.14	All special education student math scores will meet or exceed all VDOE ESSA targets.	39	49	59			
1.1.02a.15	All economically disadvantaged student math scores will meet or exceed all VDOE ESSA targets.	62	67	77			
1.1.02a.16	All English learner student math scores will meet or exceed all VDOE ESSA targets.	53	66	65			
1.1.02b.01	Each year, pass rates on state assessment reading tests for all students will increase over the previous year.	81	79	80	78	79	
1.1.02b.02	Each year, pass rates on state assessment reading tests for asian students will increase over the previous year.	90	87	88	84	85	
1.1.02b.03	Each year, pass rates on state assessment reading tests for black students will increase over the previous year.	76	76	77	76	77	
1.1.02b.04	Each year, pass rates on state assessment reading tests for hispanic students will increase over the previous year.	72	69	70	71	72	
1.1.02b.05	Each year, pass rates on state assessment reading tests for white students will increase over the previous year.	91	89	90	86	87	
1.1.02b.06	Each year, pass rates on state assessment reading tests for special education students will increase over the previous year.	53	51	52	54	55	
1.1.02b.07	Each year, pass rates on state assessment reading tests for economically disadvantaged students will increase over the previous year.	70	67	68	70	71	
1.1.02b.08	Each year, pass rates on state assessment reading tests for English learner students will increase over the previous year.	66	62	63	42	43	
1.1.02b.09	Each year, pass rates on state assessment math tests for all students will increase over the previous year.	80	78	79	83	84	
1.1.02b.10	Each year, pass rates on state assessment math tests for asian students will increase over the previous year.	92	90	91	91	92	
1.1.02b.11	Each year, pass rates on state assessment math tests for black students will increase over the previous year.	72	72	73	79	80	
1.1.02b.12	Each year, pass rates on state assessment math tests for hispanic students will increase over the previous year.	72	69	70	79	80	
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	89	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	49	50	59	60	
1.1.02b.15	Each year, pass rates on state assessment math tests for economically disadvantaged students will increase over the previous year.	69	67	68	77	78	
1.1.02b.16	Each year, pass rates on state assessment math tests for English learner students will increase over the previous year.	68	66	67	65	66	
1.1.03a	Percent of students taking the Virginia SOL Reading tests scoring at the advanced level.	20	17	18	16	17	
1.1.03b	Percent of students taking the Virginia SOL Math tests scoring at the advanced level.	18	16	17	16	17	
1.1.03c	Percent of students taking the Virginia SOL History tests scoring at the advanced level.	29	26	27	25	26	
1.1.03d	Percent of students taking the Virginia SOL Science tests scoring at the advanced level.	16	14	15	17	18	

*Results are preliminary.

SCHOOL-BASED PERFORMANCE RESULTS*

Indicator	2019-2020				
	Target	Actual*	Target	Actual*	Target
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	34	35	35	36
1.1.05a SAT composite scores will meet or exceed national average.	1,049	1,100	1,039	1,105	1,095
1.1.05b ACT composite scores will meet or exceed state average.	21	23	21	23	23
1.1.05c ACT composite scores will meet or exceed national average.	24	23	24	23	23
1.1.05d ACT composite scores will meet or exceed state average.	95	95	95	95	95
1.1.06a The Average Daily Attendance (ADA) for individual schools and the Division will be at least 95%.	90	92	90	92	90
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.	12	17	18	20	21
1.1.08a The percentage of graduates receiving dual enrollment credit in one or more classes will increase.	53	50	51	50	51
1.1.10a The percentage of all graduates earning an Advanced Studies Diploma will increase over the prior year.	44	42	43	40	41
1.1.10b The percentage of black graduates earning an Advanced Studies Diploma will increase over the prior year.	37	37	38	35	36
1.1.10c The percentage of hispanic graduates earning an Advanced Studies Diploma will increase over the prior year.	66	62	63	63	64
1.1.10d The percentage of white graduates earning an Advanced Studies Diploma will increase over the prior year.	35	34	35	34	35
1.1.10e The percentage of economically disadvantaged graduates earning an Advanced Studies Diploma will increase over the prior year.	22	18	19	17	18
1.1.10f The percentage of English learner graduates earning an Advanced Studies Diploma will increase over the prior year.	7	7	8	7	8
1.1.10g The percentage of special education graduates earning an Advanced Studies Diploma will increase over the prior year.	10	9	10	10	11
1.2.01a.1. The participation of economically disadvantaged grades 4-5 students in gifted programs will increase.	16	15	16	15	16
1.2.01a.2. The participation of minority grades 4-5 students in gifted programs will increase.	6	4	5	4	5
1.2.01a.3. The participation of students in grades 4-5 with disabilities in gifted programs will increase.	11	9	10	10	11
1.2.01a.4. The participation of English learner students grades 4-5 in gifted programs will increase.	10	10	11	10	11
1.2.01b.1. The participation of economically disadvantaged students grades 6-8 in gifted programs will increase.	15	15	16	16	17
1.2.01b.2. The participation of minority students grades 6-8 in gifted programs will increase.	5	4	5	4	5
1.2.01b.3. The participation of students in grades 6-8 with disabilities in gifted programs will increase.	6	6	7	6	7
1.2.01b.4. The participation of English learner students grades 6-8 in gifted programs will increase.	71	71	72	71	72
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.	72	72	73	72	73
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.	67	66	67	66	67
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.	67	66	67	66	67
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.	11	12	11	12	11
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
1.2.02b. The over-classification of English learner students as students with disabilities as a result of inappropriate identification will decrease.	12	13	12	13	12
1.2.02c. The over-classification of black students as students with disabilities as a result of inappropriate identification will decrease.	9	10	9	11	10
1.2.02d. The over-classification of hispanic students as students with disabilities as a result of inappropriate identification will decrease.	9	10	9	11	10
1.2.02e. The over-classification of white students as students with disabilities as a result of inappropriate identification will decrease.	17	16	15	16	15
2.2.01a. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for economically disadvantaged students will decrease Divisionwide.	12	12	11	11	10
2.2.01b. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for English learner students will decrease Divisionwide.	21	21	20	19	18
2.2.01c. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for students with disabilities will decrease Divisionwide.					

*Results are preliminary.

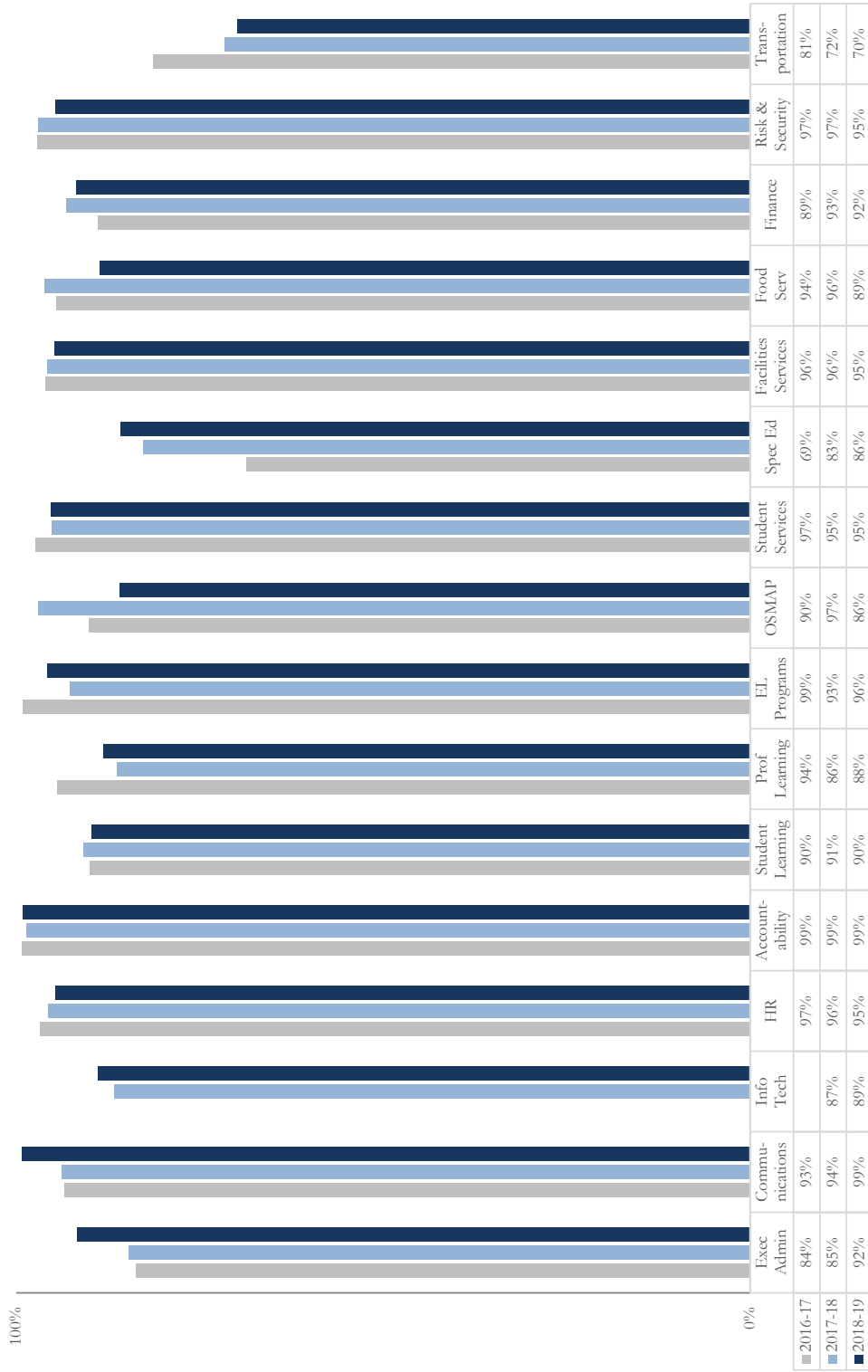
SCHOOL-BASED PERFORMANCE RESULTS*

School_Year Indicator	2017-2018			2018-2019			2019-2020		
	Target	Actual*		Target	Actual*		Target	Actual*	
2.2.01d. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for black students will decrease Divisionwide.	21	20		19	19		18	18	
2.2.01e. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for hispanic students will decrease Divisionwide.	14	14		13	13		12	12	
2.2.01f. Increase positive behavior supports such that the disproportionate numbers of discipline referrals for white students will decrease Divisionwide.	8	9		8	8		7	7	
2.2.02b. The percentage of students who are chronically absent (miss more than 10 days in a given school year) will decrease.	30	29		28	27		26	26	
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.	81	78		79	77		78	78	
2.2.03b. The percentage of students meeting benchmarks on the Virginia Wellness Tests will meet or exceed state averages for the physical education requirement of upper body strength, with a goal of increasing annually.	86	85		86	85		86	86	
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.	94	93		94	93		94	94	
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.	88	87		88	87		88	88	
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					82
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	96		97	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.	90	90		91	91		92	92	
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	75		76					76
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.	91	89		90	86		87	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	92		93	93		94	94	
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	84		85	81		82	85	
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	90		91					89
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	89		90	91	
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	92		93	93		94	93	

*Results are preliminary.



Overall Satisfaction 3 Year Comparison (Excellent & Good percentage)



August 2019

Office of Accountability, Program Evaluation

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	2016	2017	2018	2019	2020
Outcome	93%	94%	94%	96%	94%

Direction and Leadership – Strategic Plan Goal 5	
Objective:	To provide clear direction, leadership, and strategic management necessary to accomplish school division goals and deliver services efficiently and effectively by achieving at least 80 percent of performance targets.
Output:	Performance targets established for departments.
Efficiency:	Determine the number of performance targets successfully met.
Quality:	Overall satisfaction with the school division will improve.
Outcome:	Report the percentage achieved with standard set in the objective.

Fiscal Year	2016	2017	2018	2019	2020
Outcome	82%	83%	83%	75%	84%

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	2016	2017	2018	2019	2020
Outcome*	99%	99%	92%	97%	99%
*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	2016	2017	2018	2019	2020
Outcome	99%	98%	99%	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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
Outcome	100%	100%	100%	100%	99%

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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
Outcome	99.9%	99.69%	99.7%	99.9%	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	2016	2017	2018	2019	2020
Outcome	86.00%	86.27%	86.77%	86.70%	91.00%

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	2016	2017	2018	2020	2021
Outcome	99.9%	100%	100%	99.9%	99.7%

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	2016	2017	2018	2019	2020
Outcome	96.72% ¹	96.74% ²	96.71%	96.64%	99.07%

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	2016	2017	2018	2019	2020
Outcome					
Percentage Minority Employees	32.9% ¹	33.9% ³	34.3% ⁵	35.6% ⁷	36.2% ⁹
Percentage Minority in Community	58.5% ²	59.6% ⁴	60.7% ⁶	61.6% ⁸	62.1% ¹⁰
Percentage Compliance	56.2%	56.9%	56.5%	57.7%	58.0%

¹Data reported by Office of Accountability, July 2016 (Data as of June 30, 2016).

²U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 6, 2016. (Data updated as of July 1, 2015).

³Data reported by Office of Accountability, July 2017 (Data as of June 30, 2017).

⁴U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 5, 2017. (Data updated as of July 1, 2016).

⁵Data reported by Office of Accountability, July 2018 (Data as of June 30, 2018).

⁶U. S. Census Bureau: Quick Facts "Prince William County, Virginia." Accessed July 13, 2018. (Data updated as of July 1, 2017).

⁷Data reported by Office of Accountability, July 2018 (Data as of June 30, 2019).

⁸U. S. Census Bureau: QuickFacts "Prince William County, Virginia." Accessed July 25, 2019. (Data updated as of July 1, 2018).

⁹Data reported by Office of Accountability, July 2020 (Data as of June 30, 2020).

¹⁰U.S. Census Bureau: QuickFacts "Prince William County, Virginia." Accessed July 15, 2020. (Data updated as of July 1, 2019).

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	2016	2017	2018	2019	2020
Outcome	99.921%	99.927%	99.930%	99.837%	99.868%

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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
Outcome	99%	99%	100%	99%	100%

Supply Services – Strategic Plan Goal 5	
Objective:	To fill 75% of customer requisitions immediately upon receipt.
Output:	Staff pulls customer requisition from warehouse stock.
Efficiency:	Determine reasons for warehouse denials or backorder status.
Quality:	Increase customer satisfaction.
Outcome:	Report percentage achieved for standard set in objective.

Fiscal Year	2016	2017	2018	2019	2020
Outcome	92%	92%	90%	88%	83%

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	2016	2017	2018	2019	2020
Outcome	.58%	.66%	.71%	.79%	.77%

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	2016	2017	2018	2019	2020
Outcome:					
Number of Tests Administered	209,225	209,244	214,323	199,087	21,000*
Number of Irregularities	563	687	789	591	62*
Irregularity Rate	0.3%	0.3%	0.4%	0.3%	0.3%

*Most spring SOL testing did not occur due to the school closure (only writing occurred). The number includes fall SOL testing and spring writing SOL testing.

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.
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	2016	2017	2018	2019	2020
Outcome:					
Number of Reports:	98	103	132	132	132
Completed:	98	103	132	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	2016	2017	2018	2019	2020
Outcome:					
Claim Frequency:	976	793	770	889	711
Claims Cost:	\$2,193,759	\$1,629,805	\$1,905,707	\$1,706,617	\$1,574,168
% Compliance:	Frequency: 100% Cost: 91%	Frequency: 100% Cost: 100%	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	2016	2017	2018	2019	2020
Outcome:					
Claim Frequency:	34	35	29	32	24
Claims Cost:	\$102,470	\$120,815	\$75,858	\$136,500	\$72,365
% 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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
Outcome	73%	76%	76%	75%	74%

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	2016	2017	2018	2019	2020
Outcome	78.4%	88.0%	85.0%	88.0%	84.0%

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	2016	2017	2018	2019	2020
Outcome	89.0%	87.8%	85.1%	83.7%	85.0%

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	2016	2017	2018	2019	2020
Outcome:					
Technical:	27.5%	21.8%	38.7%	71.6%	16.5%
Management:	63.6%	24.2%	100.0%	10.4%	7.0%
Safety:	98.0%	96.8%	96.8%	100.0%	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	2016	2017	2018	2019	2020
Outcome	100%	100%	100%	85.7%	97.4%

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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020*
Outcome:					
Breakfast:	67%	68%	78%	37%	N/A
A la Carte:	47%	26%	32%	28%	N/A
Lunch:	24%	43%	56%	26%	N/A
Adult:	44%	41%	32%	90%	N/A

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	2016	2017	2018	2019	2020*
Outcome	80%	69%	71%	72%	N/A

*Data is not available due to early school closure caused by COVID-19 pandemic.

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	2016	2017	2018	2019	2020*
Outcome	95%	93%	94%	95%	N/A

*Data is not available due to early school closure caused by COVID-19 pandemic.

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	2016	2017	2018	2019	2020
Number of Course Offerings	317	254	230	278	217
Outcome	89.7%	90.2%	92.1%	95.7%	92.3%

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	2016	2017	2018	2019	2020
Outcome	99.0%	89.1%	98%	95%	97.8%

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	2016	2017	2018	2019	2020
Outcome	N/A	23.0%	37.8%	24.6%	25.2%

Special Education

Dispute Resolution – Strategic Plan Goal 3	
Objective:	To achieve 90% resolution of disputes between schools and parents through the Central Office Review (COR) 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	2016	2017	2018	2019	2020
Outcome:					
Referred:	29	28	28	31	20
Reviewed:	29	28	28	28 ¹	18 ³
Resolution:	100%	100%	100%	97% ²	88% ⁴

¹One parent moved and reviewed concerns via phone with cluster supervisor, one scheduled, parent did not attend or reschedule, one issue resolved, parent withdrew COR request

²PWCS requested the parent to participate in mediation following a COR

³Two resolved at IEP Meeting and parent(s) withdrew COR request

⁴Referred to Mediation with two resolved and two unresolved

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	2016	2017	2018	2019	2020*
Outcome:					
1.2.1c:					
3 rd Grade Reading:	56.58%	60.14%	54.53%	49.10%	N/A
5 th Grade Reading:	55.09%	57.53%	55.18%	56.70%	N/A
3 rd Grade Math:	52.19%	55.13%	52.47%	63.80%	N/A
5 th Grade Math:	55.94%	54.64%	49.79%	57.30%	N/A

*Due to the COVID-19 pandemic, SOL testing was not required for the 2019-20 school year.

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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
Outcome	99%	100%	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	2016	2017	2018	2019	2020
Outcome	91%	94%	86%	TBD*	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	2016	2017	2018	2019	2020
Outcome:					
CRI Session Attendees:	129	7,028*	495	TBD	TBD*
Attendees identify Cognitive Coaching has positive impact on work performance:	99%	98%	98%	97%	TBD*
Mentors Assigned to Mentees:	529	476	496	392	TBD*
Schools with Lead Mentor:	100%	100%	100%	100%	TBD*
AI Academy Attendance:	100%	100%	100%	100%	TBD*
AP Leadership Academy Attendance Y1-Y3:	100%	100%	100%	100%	TBD*
EL Induction Attendance:	100%	100%	100%	100%	TBD*
New EL Mentor Program Assigned Mentors:	89%	100%	100%	100%	TBD*
Adaptive Schools Seminar Training:	100%	100%	100%	100%	TBD*

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

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	2016	2017	2018	2019	2020
Outcome:					
ERO Registrants	36,000	47,515	56,399*	52,637	TBD**
Lynda.com/LinkedIn Learning Registrants	185	632	N/A*	N/A*	TBD**

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

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

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	2016	2017	2018	2019	2020
Outcome:					
Student Leadership Conference Attendance:	1,075	1,344	1,252	541*	TBD**
EEE Leadership Conference Attendance:	950	953	1,147	1,145	TBD**
AP/AI Summer Conference Day Attendance:	130/100%	149/100%	80/100%	72/100%	TBD**
Middle School Conference Attendance:	298	405	165	184	TBD**
PWCS Connect Attendance/ Satisfaction:	769/98%	805/98%	704/96%	800/95%	TBD**

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

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

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	2016	2017	2018	2019	2020
Outcome:					
PWCS Teacher Retention Rate*:	91.2%	89.7%	91.4%	91.4%	TBD**
Instructional Coaches:	7	8	9	9	TBD**

*Retention rate excludes retired/deceased teachers.

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

Prince William County Public Schools
Fiscal Year 2021 Approved Budget Salary Scale
250-Day Contract Length (Except Tchr=195-Day)

Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Grade
1			\$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	1
2			\$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	2
3			\$27,479	\$28,281	\$29,100	\$29,942	\$30,810	\$31,704	\$32,622	\$33,568	\$34,542	\$35,544	\$36,575	\$37,635	\$38,726	\$39,851	3
4			\$30,022	\$30,893	\$31,792	\$32,711	\$33,658	\$34,639	\$35,640	\$36,674	\$37,740	\$38,833	\$39,959	\$41,115	\$42,309	\$43,535	4
5			\$32,796	\$33,746	\$34,727	\$35,733	\$36,770	\$37,836	\$38,932	\$40,062	\$41,225	\$42,421	\$43,650	\$44,915	\$46,219	\$47,560	5
6			\$35,832	\$36,869	\$37,942	\$39,041	\$40,174	\$41,338	\$42,537	\$43,770	\$45,040	\$46,345	\$47,690	\$49,074	\$50,494	\$51,960	6
7			\$39,148	\$40,283	\$41,450	\$42,653	\$43,890	\$45,162	\$46,474	\$47,821	\$49,206	\$50,633	\$52,102	\$53,613	\$55,169	\$56,769	7
8			\$42,768	\$44,008	\$45,282	\$46,597	\$47,946	\$49,335	\$50,766	\$52,239	\$53,754	\$55,313	\$56,917	\$58,566	\$60,265	\$62,014	8
9			\$46,723	\$48,076	\$49,471	\$50,906	\$52,380	\$53,902	\$55,466	\$57,077	\$58,729	\$60,432	\$62,184	\$63,989	\$65,843	\$67,754	9
10			\$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	10
11			\$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	11
12			\$56,065		\$57,762	\$59,495	\$61,279	\$63,119	\$65,014	\$66,962	\$68,971	\$71,041	\$73,171	\$75,367	\$77,627		12
13					\$65,785	\$67,760	\$69,794	\$71,887	\$74,045	\$76,265	\$78,552	\$80,910	\$83,336	\$85,837	\$88,413	\$91,063	13
14					\$71,872	\$74,025	\$76,247	\$78,535	\$80,891	\$83,318	\$85,818	\$88,391	\$91,041	\$93,773	\$96,585	\$99,483	14
15				\$82,244	\$84,710	\$87,253	\$89,871	\$92,567	\$95,343	\$98,206	\$101,149	\$104,184	\$107,309	\$110,528	\$113,844	\$117,259	15
16		\$85,549	\$88,117	\$90,761	\$93,482	\$96,286	\$99,176	\$102,151	\$105,216	\$108,373	\$111,625	\$114,972	\$118,422	\$121,975	\$125,633	\$129,404	16
17		\$89,358	\$92,040	\$94,801	\$97,644	\$100,574	\$103,591	\$106,698	\$109,899	\$113,197	\$116,593	\$120,089	\$123,692	\$127,403	\$131,225	\$135,162	17
18		\$93,336	\$96,137	\$99,023	\$101,993	\$105,053	\$108,204	\$111,450	\$114,794	\$118,237	\$121,786	\$125,439	\$129,203	\$133,078	\$137,071	\$141,183	18
19		\$97,496	\$100,421	\$103,434	\$106,537	\$109,734	\$113,025	\$116,416	\$119,906	\$123,504	\$127,210	\$131,025	\$134,956	\$139,006	\$143,175	\$147,472	19
20		\$106,253	\$109,440	\$112,721	\$116,106	\$119,587	\$123,176	\$126,871	\$130,676	\$134,599	\$138,635	\$142,794	\$147,079	\$151,492	\$156,036	\$160,717	20
21		\$119,206	\$122,781	\$126,466	\$130,260	\$134,167	\$138,192	\$142,338	\$146,609	\$151,005	\$155,536	\$160,203	\$165,007	\$169,958	\$175,058	\$180,308	21
22		\$178,635	\$183,993	\$189,514	\$195,198	\$201,054	\$207,087	\$213,299	\$219,699	\$226,290	\$233,079	\$240,072					22
23		\$196,497	\$202,392	\$208,466	\$214,720	\$221,162	\$227,798	\$234,633	\$241,673	\$248,924	\$256,393						23
24		\$315,603															24
BA				\$50,324	\$51,166	\$52,020	\$53,753	\$55,537	\$57,377	\$59,272	\$61,220	\$63,230	\$65,299	\$67,429	\$69,625	\$71,886	BA
BA+15				\$51,674	\$52,517	\$53,370	\$55,103	\$56,887	\$58,728	\$60,623	\$62,571	\$64,580	\$66,650	\$68,780	\$70,976	\$73,236	BA+15
MA				\$56,065	\$56,908	\$57,762	\$59,495	\$61,279	\$63,119	\$65,014	\$66,962	\$68,971	\$71,041	\$73,171	\$75,367	\$77,627	MA
MA+30				\$58,010	\$58,853	\$59,707	\$61,440	\$63,224	\$65,064	\$66,959	\$68,907	\$70,916	\$72,986	\$75,116	\$77,312	\$79,572	MA+30
Doctorate				\$59,438	\$60,281	\$61,135	\$62,868	\$64,652	\$66,492	\$68,387	\$70,335	\$72,345	\$74,414	\$76,544	\$78,740	\$81,000	Doctorate
Board				\$26,540													Board
Chairperson				\$28,540													Chairperson

Informational Section

Prince William County Public Schools
Fiscal Year 2021 Approved Budget Salary Scale
250-Day Contract Length (Except Tchr=195-Day)

Grade	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	Grade
1	\$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	\$54,280	1
2	\$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	\$59,310	2
3	\$41,007	\$42,194	\$43,417	\$44,677	\$45,974	\$47,308	\$48,678	\$50,091	\$51,543	\$53,038	\$54,577	\$56,160	\$57,789	\$59,465	\$61,190	\$62,965	\$64,791	3
4	\$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	\$70,781	4
5	\$48,938	\$50,357	\$51,815	\$53,319	\$54,863	\$56,457	\$58,091	\$59,775	\$61,510	\$63,293	\$65,130	\$67,018	\$68,962	\$70,962	\$73,021	\$75,139	\$77,318	5
6	\$53,466	\$55,019	\$56,614	\$58,254	\$59,942	\$61,681	\$63,472	\$65,313	\$67,208	\$69,158	\$71,162	\$73,227	\$75,351	\$77,538	\$79,788	\$82,103	\$84,485	6
7	\$58,416	\$60,109	\$61,853	\$63,647	\$65,492	\$67,391	\$69,346	\$71,358	\$73,428	\$75,558	\$77,750	\$80,006	\$82,328	\$84,719	\$87,176	\$89,704	\$92,305	7
8	\$63,811	\$65,661	\$67,566	\$69,525	\$71,542	\$73,617	\$75,751	\$77,950	\$80,210	\$82,535	\$84,928	\$87,392	\$89,926	\$92,534	\$95,218	\$97,980	\$100,822	8
9	\$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	\$110,156	9
10	\$76,559	\$78,777	\$81,063	\$83,412	\$85,830	\$88,320	\$90,884	\$93,520	\$96,233	\$99,023	\$101,893	\$104,848	\$107,889	\$111,020	\$114,241	\$117,555	\$120,965	10
11	\$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	\$128,424	\$132,149	11
12	\$93,954	\$96,608	\$99,507	\$102,494	\$105,569	\$108,736	\$111,997	\$115,357	\$118,819	\$122,385	\$126,058	\$129,840	\$133,735	\$137,741	\$141,842	\$146,098		12
13	\$102,466	\$105,540	\$108,708	\$111,966	\$115,326	\$118,786	\$122,350	\$126,021	\$129,802	\$133,698	\$137,710							13
14	\$120,777	\$124,401	\$128,132	\$131,977	\$135,936	\$140,015	\$144,217	\$148,544										14
15	\$133,285	\$137,284	\$141,403	\$145,645	\$150,014	\$154,516	\$159,153											15
16	\$139,218	\$143,394	\$147,696	\$152,127	\$156,690	\$161,392	\$166,235											16
17	\$145,420	\$149,783	\$154,277	\$158,907	\$163,675	\$168,586	\$173,644											17
18	\$151,896	\$156,453	\$161,147	\$165,982	\$170,961	\$176,091	\$181,375											18
19	\$165,536	\$170,503	\$175,620	\$180,889	\$186,316	\$191,906	\$197,664											19
20	\$185,719	\$191,290	\$197,028	\$202,939	\$209,028	\$215,299	\$221,758											20
21																		21
22																		22
23																		23
24																		24
BA	\$74,212	\$76,611	\$79,083	\$81,629	\$84,248	\$86,947	\$89,727	\$92,592	\$95,540	\$98,580	\$101,711	\$104,935	\$108,256	\$111,677	\$115,201	\$118,830	\$122,573	BA
BA+15	\$75,563	\$77,962	\$80,433	\$82,979	\$85,598	\$88,297	\$91,078	\$93,942	\$96,891	\$99,930	\$103,062	\$106,285	\$109,606	\$113,027	\$116,551	\$120,180	\$123,922	BA+15
MA	\$79,954	\$82,353	\$84,824	\$87,370	\$89,990	\$92,688	\$95,469	\$98,333	\$101,282	\$104,322	\$107,453	\$110,676	\$113,997	\$117,418	\$120,942	\$124,572	\$128,311	MA
MA+30	\$81,899	\$84,298	\$86,769	\$89,315	\$91,935	\$94,633	\$97,414	\$100,278	\$103,227	\$106,267	\$109,398	\$112,621	\$115,942	\$119,363	\$122,887	\$126,517	\$130,254	MA+30
Doctorate	\$83,327	\$85,726	\$88,197	\$90,743	\$93,363	\$96,062	\$98,842	\$101,706	\$104,655	\$107,695	\$110,826	\$114,049	\$117,370	\$120,791	\$124,316	\$127,945	\$131,680	Doctorate
Board Chairperson																		Board Chairperson

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
High Schools				
Academic Club, Level 1	3	859	66	2,775
Academic Club, Level 2	4	1,293	99	5,568
Academic Club, Level 3	4	1,723	132	7,420
Activity Supervision	1	5,951	455	6,406
Athletic Trainer	1	7,491	573	8,064
Band	1	2,495	191	2,686
Band Assistant	1	1,460	112	1,572
Baseball, Head	1	3,730	285	4,015
Baseball, J.V.	1	2,438	187	2,625
Basketball, Head	2	5,033	385	10,836
Basketball, Assistant	6	3,275	251	21,156
Cheerleader	3	4,162	318	13,440
Choral Director	1	2,495	191	2,686
Choral Assistant	1	1,460	112	1,572
Crew, Head	2	3,440	263	7,406
Crew, Assistant	6	2,239	171	14,460
Cross Country	2	3,437	263	7,400
Debate	1	2,080	159	2,239
Dramatics	1	2,498	191	2,689
Drill Team	1	2,498	191	2,689
Educator Rising	1	524	40	564
Field Hockey, Head	1	3,730	285	4,015
Field Hockey, Assistant	1	2,424	185	2,609
Football, Head	1	7,396	566	7,962
Football, Assistant	6	5,257	402	33,954
Forensics	1	2,080	159	2,239
Golf	1	2,344	179	2,523
Gymnastics	1	3,346	256	3,602
Indoor Track	2	3,443	263	7,412
Lacrosse, Head	2	3,730	285	8,030
Lacrosse, Assistant	2	2,424	185	5,218
Literary Magazine	1	2,080	159	2,239
Marching Band	1	3,120	239	3,359

Informational Section

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
Marching Band, Assistant	1	1,665	127	1,792
Newspaper	1	4,162	318	4,480
Orchestra	1	2,495	191	2,686
Robotics	1	1,249	96	1,345
SCA	1	4,162	318	4,480
Soccer, Head	2	3,730	285	8,030
Soccer, Assistant	2	2,424	185	5,218
Softball, Head	1	3,730	285	4,015
Softball, Assistant	1	2,438	187	2,625
Swimming, Head	1	4,153	318	4,471
Swimming, Assistant	1	2,706	207	2,913
Tennis	2	3,076	235	6,622
Track, Head	2	3,443	263	7,412
Track, Assistant	2	2,238	171	4,818
Volleyball, Head	1	3,709	284	3,993
Volleyball, Assistant	2	2,495	191	5,372
Wrestling, Head	1	4,153	318	4,471
Wrestling, Assistant	1	2,705	207	2,912
Yearbook	1	4,162	318	4,480
To Be Assigned	2	1,249	96	2,690

Middle Schools				
Academic Club, Level 1	9	748	57	7,245
Academic Club, Level 2	6	996	76	6,432
Athletic Coordinator	1	4,993	382	5,375
Baseball, Head	1	2,083	159	2,242
Basketball, Head	2	2,083	159	4,484
Basketball, Assistant	2	2,083	159	4,484
Cheerleader	1	2,083	159	2,242
Football, Head	1	2,375	182	2,557
Football, Assistant	1	1,665	127	1,792
Intramurals	3	953	73	3,078
Robotics	1	953	73	1,026
Soccer, Head	2	2,083	159	4,484
Softball	1	2,083	159	2,242
Track, Head	2	2,083	159	4,484

Informational Section

Supplemental Pay Positions

School	Positions	Supplemental	FICA	Total
Track, Assistant	2	1,665	127	3,584
Volleyball	1	2,083	159	2,242
Wrestling	1	2,083	159	2,242
Yearbook	1	1,249	96	1,345
To Be Assigned	3	953	73	3,078

Elementary Schools				
SCA	1	834	64	898
Robotics	1	834	64	898
To Be Assigned	2	834	64	1,796

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): 2018-19* 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	3,720	561	54,293	564	1,859,215	524
Math		544		548		515
Total		1105		1113		1039

Prince William, Virginia & National Summary by Ethnicity									
Subgroup	Evidence-Based Reading/Writing			Mathematics			Total		
	PWCS	Virginia	Nation	PWCS	Virginia	Nation	PWCS	Virginia	Nation
Asian	592	612	584	599	637	613	1191	1249	1197
Black	518	494	470	496	473	451	1014	967	921
Hispanic	536	540	489	518	524	477	1054	1064	967
White	593	588	557	572	568	547	1165	1156	1104

Prince William Summary by School				
School	No. Tested	Evidence - Based Reading /Writing	Math	Total
Battlefield High School	570	595	578	1172
Brentsville High School	148	580	569	1149
Colgan High School	359	583	542	1125
Forest Park High School	328	564	555	1119
Freedom High School	174	492	480	972
Gar-Field High School	214	532	523	1055
Hylton High School	307	534	519	1053
Osborn Park High School	293	586	564	1150
Patriot High School	505	577	562	1139
Potomac High School	295	514	499	1013
Stonewall Jackson High School	199	536	522	1058
Woodbridge High School	325	564	544	1109
Division	3,720	561	544	1105

Data reflect 2019 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.

**Scores provided by College Board*

Operating Fund Personnel Position History

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
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	12.0	12.0
1104	Director	14.0	15.0	15.0	16.0	17.0	16.5
1106	Supervisor	62.0	61.0	62.0	66.0	68.9	73.0
1107	Administrative Coordinator	102.0	103.5	107.0	110.0	124.0	126.0
1108	Legal Counsel	1.0	1.0	1.0	2.0	2.0	2.0
1111	Principal	95.0	96.0	95.0	95.0	96.1	98.0
1112	Assistant Principal	154.0	155.4	163.0	165.0	182.0	187.4
1115	Teacher on Special Assignment	61.1	73.4	75.9	78.4	78.5	98.0
1120	Teacher, Classroom	5,700.7	5,902.7	6,117.4	6,189.1	6,278.3	6,391.2
1121	Librarian	113.0	117.0	118.0	119.0	120.0	120.0
1122	Counselor	221.7	227.1	233.6	238.6	290.4	295.4
1130	Social Worker	49.6	49.6	51.1	64.6	67.6	72.4
1131	Licensed School Nurse	0.0	0.0	95.0	95.0	90.3	100.8
1133	Psychologist	48.6	50.6	50.6	52.6	57.6	57.6
1134	School Nurse	86.0	88.5	0.0	0.0	7.7	0.0
1136	Diagnostician	14.0	15.0	15.0	15.0	15.0	15.0
1138	Support Professional	28.0	32.8	33.0	35.0	35.0	35.0
1140	Teacher Assistant	640.8	645.4	706.2	736.8	745.8	751.2
1142	Cafeteria Aide	43.0	45.2	45.8	47.4	47.0	49.0
1143	Aide, Bus	153.9	156.4	163.5	171.0	165.2	169.2
1144	Attendance Personnel	11.0	12.0	12.0	12.0	16.0	17.5
1145	Technician	55.0	55.0	55.0	52.0	52.0	54.0
1146	Home-School Coordinator	9.6	9.7	12.7	12.7	12.7	13.0
1147	Coordinator	1.0	1.0	1.0	1.0	1.0	2.0
1148	Specialist	247.4	259.4	273.9	283.1	297.0	298.4
1150	Secretarial/Clerical	653.6	668.5	686.3	691.4	709.5	717.5
1160	Maintenance Personnel	171.0	171.0	172.0	170.0	174.0	176.0
1170	Bus Drivers	720.1	693.9	702.4	711.9	695.5	695.5
1171	Garage Employees	48.0	48.0	48.0	48.0	53.0	54.0
1172	Bus Service Attendant	11.0	11.0	11.0	11.0	13.0	13.0
1190	Custodian	476.7	489.4	500.6	501.2	517.5	517.0
1191	Warehousemen	29.0	29.0	29.0	29.0	29.0	29.0
	Total	10,040.8	10,302.5	10,671.0	10,838.8	11,079.6	11,265.6

Authorized FTEs by Position Type

The chart below 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 teacher scale positions 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.

	FY 2020	FY 2021	Change
School-Based Positions			
Teacher Scale Positions	6,654.77	6,792.61	137.84
Administrators	344.80	354.40	9.60
Educational Specialists	206.20	209.00	2.80
Instructional Assistants	745.76	751.22	5.46
Office Support	539.00	558.00	19.00
Custodial Staff	492.50	493.0	0.50
Noninstructional Specialists	99.00	101.80	2.80
Other	104.50	103.90	(0.60)
Total School-Based Positions	9,186.53	9,363.93	177.40
Nonschool-Based Positions			
School Board Members	8.00	8.00	0.00
Leadership	15.00	15.00	0.00
Technical Support	199.50	199.50	0.00
Management	236.37	241.50	5.13
Educational Specialists	129.00	126.50	(2.50)
Office Support	127.50	126.50	(1.00)
Custodial/Maintenance Staff	248.00	250.00	2.00
Other	1.00	0.00	(1.00)
Total Nonschool-Based Positions	964.37	967.00	2.63
Bus Drivers, Bus Drivers' Aides, and Cafeteria Staff	928.68	934.69	6.01
Total Authorized FTEs	11,079.58	11,265.62	186.04
Percent School-Based	90.50%	90.64%	
Percent Nonschool-Based	9.50%	9.36%	
Total Pupil Enrollment	91,095	92,048	953

Local Tax Information

Analysis of Average Tax Bill

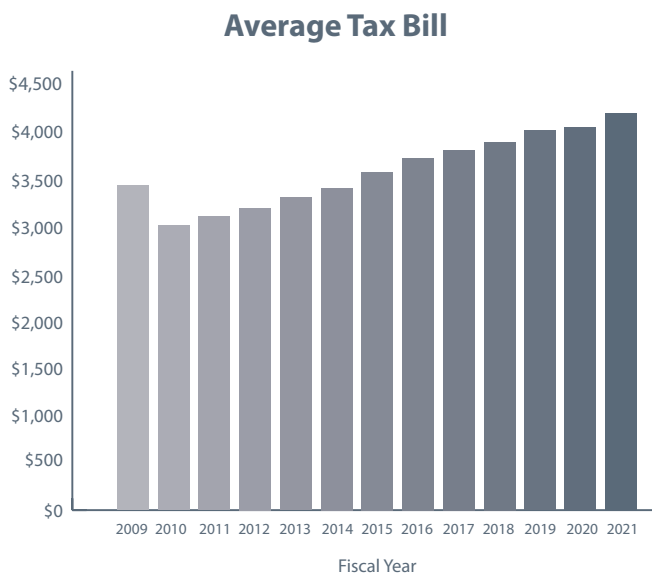
Tax Year	Fiscal Year	Average Tax Bill	Real Estate Tax Rate	Average Assessed Value of a Residence	Percentage Increase or Decrease for		
					Tax Bill	Tax Rate	Assessed Value
2008	2009	\$3,437	\$0.970	\$354,333	5.53%	23.25%	-14.39%
2009	2010	\$3,017	\$1.212	\$248,946	-12.22%	24.95%	-29.74%
2010	2011	\$3,110	\$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	\$4,190	\$1.125	\$372,400	3.72%	0.00%	3.70%
2020	2021	\$4,355	\$1.125	\$387,073	3.94%	0.00%	3.94%

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 2021 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 2021, 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)

	Fiscal 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	
	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	
	2019	\$1.125	\$3.70	\$662,835	\$197,558	\$860,393	
(1)	2020	\$1.125	\$3.70	\$699,356	\$212,518	\$911,874	Pre-Audit
(2)	2021	\$1.125	\$3.70	\$723,258	\$220,440	\$943,698	Estimate

(1) Fiscal Year 2020, Fourth Quarter General Revenue Update (Pre-Audit).

(2) Source: Prince William County Adopted FY 2021 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 2020 (tax year 2019) is equal to 45.0% 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
	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
	2018	2019	61,600,535,743	66,877,307,800
(1)	2019	2020	64,131,918,733	68,882,957,400
(1)	2020	2021	67,497,066,080	
	2021	2022	70,194,541,930	
	2022	2023	73,177,988,482	
	2023	2024	76,116,332,741	
	2024	2025	79,412,892,636	

(1) Ratios are from the Department of Taxation Sales Ratio Study. Since the ratios for the two most current years (2019 and 2020) 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 2020 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 2019 Annual Report, Real Estate Assessment Office, Table 7.
Prince William County Adopted Fiscal Year 2021 Estimate of General County Revenue.

Statistical Information

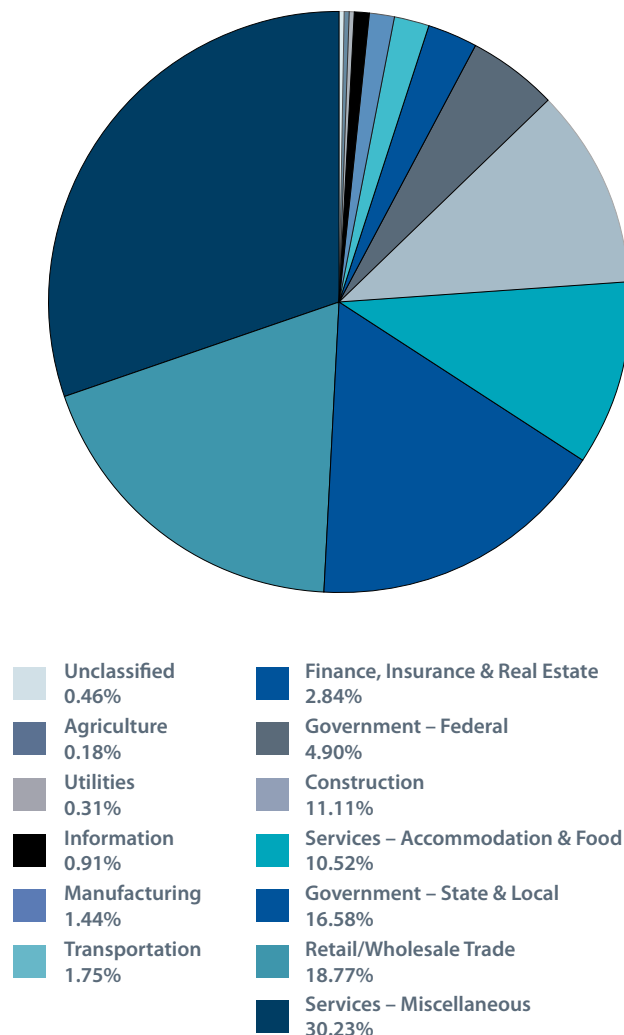
Employment

PWC April 2020 unemployment rate was 11.3%. The unemployment rate continues to remain below national and state averages. The average annual unemployment rate in Virginia, as of April 2020, was 10.8%. In the United States, the April 2020 unemployment rate was 14.4%.

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

Source: [Virginia Employment Commission](#)

Employment by Industry



Unemployment Rates

Year	Prince William	Virginia	United States
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%
2019	2.5%	2.8%	3.5%

Source: [PWC Geographic Information System - Average Annual Unemployment Rates](#); [U.S. Bureau of Labor Statistics - Labor Force Statistics from Current Population](#)

Informational Section

Employment by Industry

Industries	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Agriculture	0.18%	0.20%	0.17%	0.14%	0.13%	0.12%	0.13%	0.14%	0.12%	0.12%	0.12%
Construction	11.11%	10.90%	10.76%	10.56%	11.08%	10.59%	10.66%	10.23%	9.81%	9.81%	9.62%
Finance, Insurance & Real Estate	2.84%	2.90%	3.00%	3.03%	3.10%	2.98%	2.99%	3.03%	3.00%	3.00%	2.95%
Government – Federal	4.90%	4.97%	4.95%	5.01%	5.34%	5.73%	5.99%	21.62%	23.53%	23.71%	23.45%
Government – State & Local	16.58%	16.60%	16.55%	16.34%	16.92%	16.68%	15.69%	—	—	—	—
Information	0.91%	0.91%	0.96%	0.85%	1.18%	1.16%	1.17%	1.16%	1.10%	1.21%	1.28%
Manufacturing	1.44%	1.46%	1.57%	1.59%	1.53%	1.58%	1.64%	1.89%	1.94%	1.67%	1.68%
Retail/Wholesale Trade	18.77%	19.27%	19.81%	20.52%	21.64%	21.07%	20.68%	20.64%	21.23%	21.43%	21.70%
Services – Miscellaneous	30.23%	29.68%	29.26%	28.85%	25.89%	27.62%	27.83%	39.19%	37.19%	36.61%	36.81%
Services – Accommodation & Food	10.52%	10.87%	10.80%	10.92%	11.02%	10.53%	11.17%	—	—	—	—
Transportation	1.75%	1.70%	1.60%	1.65%	1.73%	1.65%	1.72%	1.77%	1.87%	2.06%	2.00%
Unclassified	0.46%	0.25%	0.27%	0.26%	0.15%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Utilities	0.31%	0.29%	0.31%	0.28%	0.29%	0.30%	0.32%	0.33%	0.36%	0.38%	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: 2019 Virginia Employment Commission, Virginia's Career and Workforce-Labor Market Information, PWC Community Profile - Employment by Industry Chart, page 24

Note: In year 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	Target Corporation	Private	500 to 999
9	Northern Virginia Community College	State Government	500 to 999
10	M J Morgan Group	Private	500 to 999

Source: PWC 2019 CAFR - Table 17 - Principal Employers

Real Estate Tax Base

- Total real estate assessments – \$63.6 billion in tax year 2019, an increase of 4.2% from the prior year.
- In 2019, the top ten principal real property tax payers constituted 4.40% of the total County taxable assessed value.
- The FY21 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 FY20.
- Each penny on the rate generates approximately \$6.407 million in real estate revenue in FY21.

Source: [PWC Real Estate Assessments Office 2019 Annual Report; 2019 CAFR - Table 7, Table 9](#)

2015 – 2019 Tax Year Comparisons

	2015	2016	2017	2018	2019
	FY2016	FY2017	FY2018	FY2019	FY2020
Commercial Property as a % of Total Real Estate Tax Base	13.33%	13.28%	14.14%	15.12%	14.96%
Average Assessed Value of All Residential Property	\$332,600	\$340,200	\$346,700	\$359,100	\$372,400
Tax Rate per \$100 of assessed value	\$1.122	\$1.122	\$1.125	\$1.125	\$1.125
Change in Residential Property Value	6.18%	1.79%	1.78%	3.28%	3.40%
Change in Commercial Property Value	4.74%	1.47%	7.93%	3.89%	1.83%
Tax Exempt Property as Percentage of Total Assessed Value	6.47%	6.49%	6.58%	6.55%	6.48%

Source: [PWC Real Estate Assessments Office 2019 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	\$874,742,000	1.43%
2	Mall at Potomac Mills, LLC	\$500,598,000	0.82%
3	Northern Virginia Electric Co-op	\$341,940,000	0.56%
4	Abteen Ventures, LLC	\$165,800,000	0.27%
5	Verizon South, Inc.	\$156,252,000	0.26%
6	Powerloft @ Innovation I, LLC	\$148,349,000	0.24%
7	Washington Gas Light Company	\$144,972,000	0.24%
8	JBG/Woodbridge Retail, LLC	\$133,776,000	0.22%
9	Rolling Brook Windsor, LLC	\$114,125,000	0.19%
10	Chatsworth Park Investors, LLC	\$104,920,000	0.17%

Source: [Prince William County CAFR, 2019 Table 9 Principal Real Property Tax Payers](#)

Population and Housing

The annual population total estimates for the County are snapshots in time derived from each year's 2nd quarter population estimate. The estimated population total for 2019 was 467,917, an 1.70% increase from 2018. The total number of housing units at the end of 2019 was 155,506. The following chart breaks down population and housing statistics in the County.

Population and Housing						
District	Square Miles	Population Estimate 12/31/2019	Housing Unit Types			Total Housing Units
			Single-Family Detached	Single-Family Attached	Multi-Family	
Brentsville	85.19	71,077	63.7%	24.0%	12.3%	22,712
Coles	50.36	70,437	79.8%	12.6%	7.5%	21,115
Gainesville	71.2	71,858	48.8%	23.9%	27.4%	24,706
Neabsco	12.32	55,831	59.2%	26.1%	14.6%	18,342
Occoquan	27.1	65,644	44.0%	36.6%	19.4%	22,055
Potomac	81.52	65,588	61.0%	26.5%	12.5%	20,711
Woodbridge	19.64	67,482	31.5%	25.7%	42.8%	25,865

Source: [PWC Geographic Information Systems – Annual Population Estimates](#)

- Demographic facts about the population in Prince William County:
 - Population distribution, 49.9% male and 50.1% female
 - 27.6% of population is under 18 years of age
 - 56.3% of population is Hispanic, Black or other race
- Education of County residents 25 years or older:
 - 40.1% hold a Bachelor's degree or higher
 - 88.5% have a high school diploma or higher
- Students registered in Prince William County Schools:
 - 92,048 students are projected to be enrolled in the 2020-21 school year
- Median value of owner occupied housing units:
 - Prince William County, \$369,300
 - Virginia, \$264,900
 - United States, \$204,900

Sources: [PWC Geographic Information Systems - Fast Facts](#)

Median Income

The County median household income has increased 56.8% from 2000-2018:

- Prince William County, \$103,445
- Virginia, \$71,564

Median Household Income

Year	Housing Unit	Growth Over Past Decade
1990	\$49,370	—
2000	\$65,960	33.6%
2010	\$91,098	38.1%
2018	\$103,445	13.6%

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 – 1193 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 and Light Custodial Equipment: All materials, supplies, and light equipment 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 Site Acquisition

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 \$14.3 billion over the 2020-2022 biennium, which equals approximately 30 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.

