# LCAP: Moving Compliant to Strategic

CSBA Annual Education Conference December 1, 2016 San Francisco



# Introduction

- Dr. Mary Suzuki, Superintendent, Bear Valley USD: "Strategic Organizational Alignment from Board to Site Level"
- Dr. Lisa Waner, Executive Director of Educational Services, Bear Valley USD: "Maximizing Stakeholder Engagement While Avoiding Stakeholder Fatigue"
- Linda Rosado, Executive Director of Business Services, Bear Valley USD: "Transparent & Measurable District Accountability Via Dollars Spent & Outcomes Achieved"
- Randall Putz, Former Bear Valley USD Board Member / Partner, Gobo LLC: "Avoiding Common LCAP Pitfalls Learned from In-Depth Analysis of Over 100 LCAPs"
- Q&A



# **But First...**

- Housekeeping
- Why We Are Here
- Compliance, Hoop or Hope?
- Why Some Tools Work



Strategic Organizational Alignment from Board to Site Level

Dr. Mary Suzuki

# Steps to Alignment

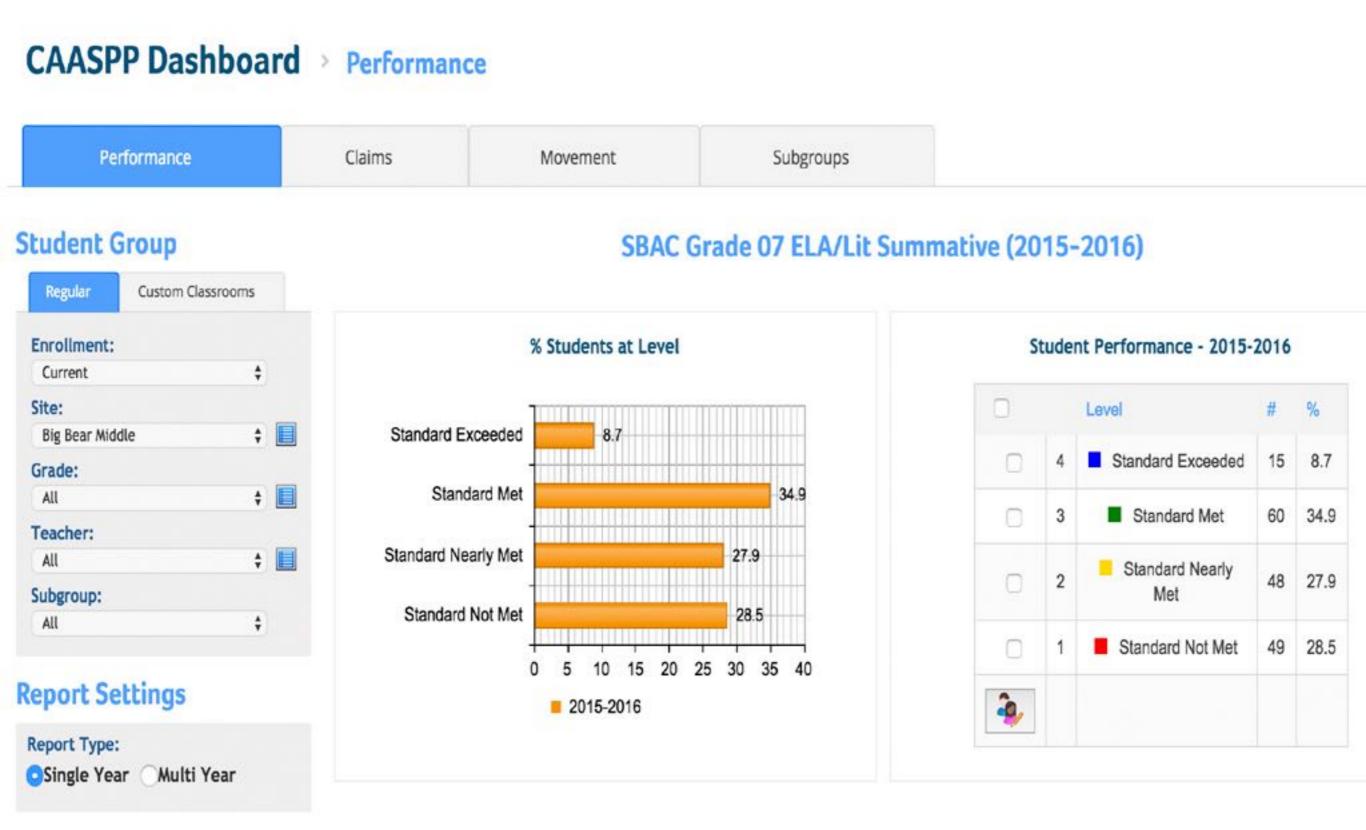
- Align LCAP Goals with the Mission, Vision, Priorities, and Strategic Plan of the District
- Ensure the Mission, Vision, Priorities and Strategic Plan are reviewed and updated to reflect the Stakeholders' input and relevant data indicators
- Review the data to identify areas that require additional focus to achieve the overarching LCAP goals (District level, site level, classroom level, student level)
- Use a District and Individual Site Dashboards to see the "Big Picture"
- Monitor with a cycle of continuous improvement



English Language Arts††	CST 2012-13 District/State	2013-14	SA 2014-15 District/State	SA 2015-16
3rd Grade ELA Proficiency	42%/45%*		34%/38%0	38%/43%
4th Grade ELA Proficiency	59%/65%*	ar	34%/40%0	31%/44%
5 <sup>th</sup> Grade ELA Proficiency	55%/60%*	Ycar	42%/44%0	36%/49%
6 <sup>th</sup> Grade ELA Proficiency	68%/60%*	Transitional	35%/42 %0	44%/48%
7 <sup>th</sup> Grade ELA Proficiency	63%/60%*	itio	26%/44%0	45%/48%
8 <sup>th</sup> Grade ELA Proficiency	62%/57%*	ans	43%/45%0	42%/48%
11 <sup>th</sup> Grade ELA Proficiency	46%/48%*	Ta	27%/56%0	41%/59%
Mathematics††	CST 2012-13 District/State	2013-14	SA 2014-15 District/State	SA 2015-16
3rd Grade Math Proficiency	62%/66%*		31%/40%0	31%/46%
4th Grade Math Proficiency	63%/72%*	ear	20%/35%0	14%/38%
5th Grade Math Proficiency	60%/65%*	× II	15%/30%0	17%/33%
6th Grade Math Proficiency	63%/55%*	Transitional Year	26%/33%0	29%/35%
7th Grade Math Proficiency	55%/52%*	Isiti	28%/34%0	36%/36%
8 <sup>th</sup> Grade Math Proficiency	49%/50%*	Liar	17%/33%0	32%/36%
11 <sup>th</sup> Grade Math Proficiency	29%/49%*	21	17%/29%0	21%/33%
English Learners (ELs)	2012-13 District/State	2013-14 District/State	2014-15 District/State	2015-2016 District /State
% ELs Making Progress Towards English Proficiency	66%/57% <sup>†</sup>	64%/58%†	70%/58%†	65%/62%
% English Learner Students Reclassified	3%/12%†	6%/12%†	7%/11%†	11%/11%
Career Technical Education (CTE)	2012-13 District/State	2013-14 District/State	2014-15 District/State	2015-2016
% of 4-year Cohort Completing at Least 1 CTE Pathway	0%/15%**	0%/17%**	NA	0%
Suspension/Expulsion	2012-13 District/State	2013-14 District/State	2014-15 District/State	2015-2016
Suspension Rate	2.6%/5.1%†	3.1%/4.4%†	4.3%/3.8%†	2.7%
Expulsion Rate	0%/.13%†	.04%/.01%†	0%/.09%†	0%
College Bound	2012-13 District/State	2013-14 District/State	2014-15 District/State	2015-2016
Graduation Rate (AYP)	91%/80%†	93%/81%†	89%/82%	94%
% A-G Completion Rates for UC/CSU	29%/34%†	28%/36%†	33%	28%
% AP exams passed with scores 3 or higher‡	66%/67%†	68%/63%†	61%/62%†	57%
Early Assessment Program College Readiness (EAP) Ready/Conditionally Ready	2012-13 District/State	2013-14 District/State	2014-15 District/State	2015-2016
EAD Language Arts	30%/38%**	25%/40%**	28%/54%**	41%/59%
EAP Language Arts	30 78 30 78	20 /0140 /0	20 /0104 /0	

2016 Bear Valley Unified School District Dashboard

### Middle School Site and Grade Level Dashboard

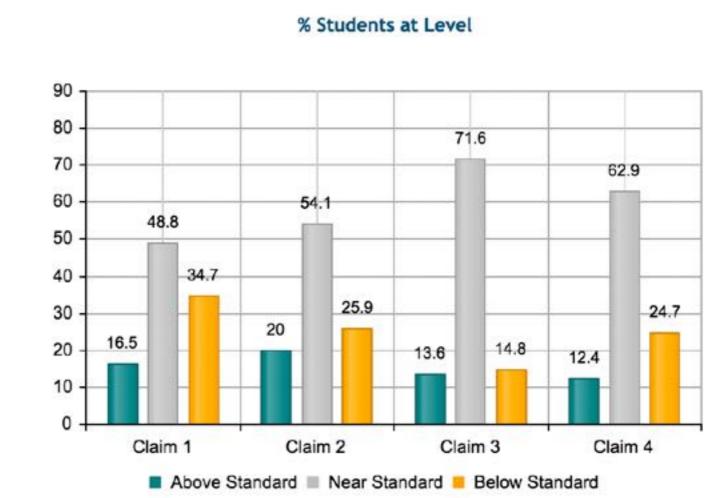




### **Student Group**

### Regular Custom Classrooms Enrollment: Current \$ Site: ¢ **Big Bear Middle** Grade: ÷ 🔳 All Teacher: ÷ 🔳 All Subgroup: All ŧ **Tests** Admin Date: 2015-2016 \$ Test: SBAC Grade 07 ELA/Lit Summative \$

### SBAC Grade 07 ELA/Lit Summative (2015-2016)



#### North Shore Elementary Levels and Achievement Descriptors

#### **ELA Achievement Levels**

	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
# of Students Enrolled	60	67	68	66	N/A	N/A	NA	261
# of Students Tested	58	66	67	62	N/A	NA	N/A	253
# of Students With Scores	58	66	67	62	NA	NA	N/A	253
Mean Scale Score	2412.5	2422.1	2465.6	2522.5	N/A	N/A	N/A	NA
Standard Exceeded: Level 4	19 %	11 %	6%	13 %	N/A	N/A	N/A	12 %
Standard Met: Level 3	24 %	20 %	30 %	34 %	NA	N/A	N/A	27 %
Standard Nearly Met: Level 2	28 %	26 %	21 %	26 %	N/A	N/A	N/A	25 %
Standard Not Met: Level 1	29 %	44 %	43 %	27 %	N/A	NA	N/A	36 %

#### ELA Area Achievement Level Descriptors (Claims)

#### READING: How well do students understand stories and information that they read?

Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
Above Standard	28 %	15 %	16 %	11 %	N/A	N/A	N/A	17 %
Near Standard	41 %	39 %	46 %	56 %	N/A	N/A	N/A	46 %
Below Standard	31 %	45 %	37 %	32 %	N/A	N/A	N/A	37 %

#### WRITING: How well do students communicate in writing?

1	Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
	Above Standard	16 %	9 %	3 %	27 %	N/A	N/A	N/A	13 %
	Near Standard	41 %	39 %	49 %	47 %	N/A	N/A	N/A	44 %
	Below Standard	43 %	52 %	48 %	26 %	N/A	N/A	N/A	42 %

#### LISTENING: How well do students understand spoken information?

20	Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
6	Above Standard	19 %	14 %	13 %	11 %	N/A	N/A	N/A	14 %
	Near Standard	60 %	59 %	66 %	81 %	N/A	N/A	N/A	66 %
	Below Standard	21 %	27 %	21 %	8 %	N/A	N/A	N/A	19 %

#### RESEARCH/INQUIRY: How well can students find and present information about a topic?

19	Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
	Above Standard	19 %	11 %	15 %	23 %	N/A	N/A	N/A	17 %
	Near Standard	53 %	64 %	60 %	68 %	N/A	N/A	N/A	61 %
	Below Standard	28 %	26 %	25 %	11 %	N/A	N/A	N/A	23 %

#### Math Achievement Levels

	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
# of Students Enrolled	60	67	68	66	N/A	N/A	NIA	261
# of Students Tested	58	66	67	62	N/A	N/A	NIA	253
# of Students With Scores	58	66	67	62	N/A	N/A	NGA	253
Mean Scale Score	2397.9	2404.7	2439.0	2506.1	N/A	N/A	NIA	N/A
Standard Exceeded: Level 4	7 %	2 %	0 %	13 %	N/A	N/A	NIA	5%
Standard Met: Level 3	21 %	8 %	9 %	18 %	N/A	N/A	NØ	13 %
Standard Nearly Met: Level 2	33 %	38 %	33 %	42 %	N/A	NA	NIA	36 %
Standard Not Met: Level 1	40 %	53 %	58 %	27 %	N/A	N/A	NA	45 %

### Math Area Achievement Level Descriptors

#### CONCEPTS & PROCEDURES: How well do students use mathematical rules and ideas?

	Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
~	Above Standard	14 %	2 %	0 %	15 %	N/A	N/A	N/A	7%
	Near Standard	45 %	26 %	24 %	35 %	N/A	N/A	N/A	32 %
	Below Standard	41 %	73 %	76 %	50 %	N/A	N/A	N/A	61 %

#### PROBLEM SOLVING AND MODELING & DATA ANALYSIS: How well can students show and apply their problem solving skills?

 Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
Above Standard	14 %	5 %	1 %	11 %	N/A	N/A	N/A	8 %
Near Standard	40 %	39 %	45 %	53 %	N/A	N/A	N/A	44 %
Below Standard	47 %	56 %	54 %	35 %	N/A	N/A	N/A	48 %

#### COMMUNICATING REASONING: How well can students think logically and express their thoughts in order to solve a problem?

Area Performance Level	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	11th Grade	All
Above Standard	21 %	2 %	3 %	11 %	N/A	N/A	N/A	9 %
Near Standard	50 %	47 %	43 %	61 %	N/A	N/A	N/A	50 %
Below Standard	29 %	52 %	54 %	27 %	N/A	N/A	N/A	41 %

### (202132) BVUSD G5 ELA Q1 (Quarter 1 2016)





# Messaging

- Ensure the District Leadership Team, Site Leadership Teams and Advisory Committees internalize the LCAP Goals and they understand their role in creating specific goals aligned to the overarching LCAP Goals
- Create systems for continuous communication and feedback between groups
- Create meaningful measurable goals at the each level aligned to the LCAP Goals
- Determine the action steps, strategies, and timeline required to meet each specific goal (SMART Goals)
- Measure progress using formative and summative measures (provide opportunities for discussion and revision of the action steps)
- Focus on the Application Level- Have we aligned the actions steps in a meaningful manner so that the maximum positive impact occurs down to the individual student level?





# Aligning LCAP & SPSAs

- Ensure SPSA template addresses the overarching LCAP Goals, budgets and aligned site goals
- Provide opportunities for principals, site leadership teams, staff and stakeholders to have meaningful dialogue about their "current reality" in order to create goals for the "desired future state"
- Create timelines to monitor the progress of the LCAP Goals, Site Goals, Grade Level Goals, Classroom Goals and Student Goals
- Use the information gathered throughout the year to inform stakeholders



Maximizing Stakeholder Engagement While Avoiding **Stakeholder** Fatigue

Dr. Lisa Waner

# **Cultural Shift**

- Challenges with various stakeholder groups
- Reflection on data / programs / effectiveness
- Validation of input
- Ability to affect change



# Process

### <u>2013 - 2014</u>

35 stakeholder meetings:

- Creating a cultural shift
- Uncharted territory
- Information overload
- Questions
- Frustrations voiced

### <u>2016-2017</u>

20 stakeholder meetings:

- Cultural buy in
- District Focus
- Data driven decisions
- Reflective
- All input valued



# Lessons Learned

- Give everyone a voice either on paper, in groups, individually
- Emphasize changes that have taken place due directly to stakeholder input
- Condense the data to as few pieces of paper as possible (ie. the infographic)
- Make sure to avoid "educationese" don't speak in acronyms (sample graphic)
- Provide opportunities for ACTIVE engagement and collaborative conversations
- Respect people's time
- Go to the stakeholders
- Keep an open door/email and RESPOND in a timely manner
- Provide snacks/water (chocolate is always good)

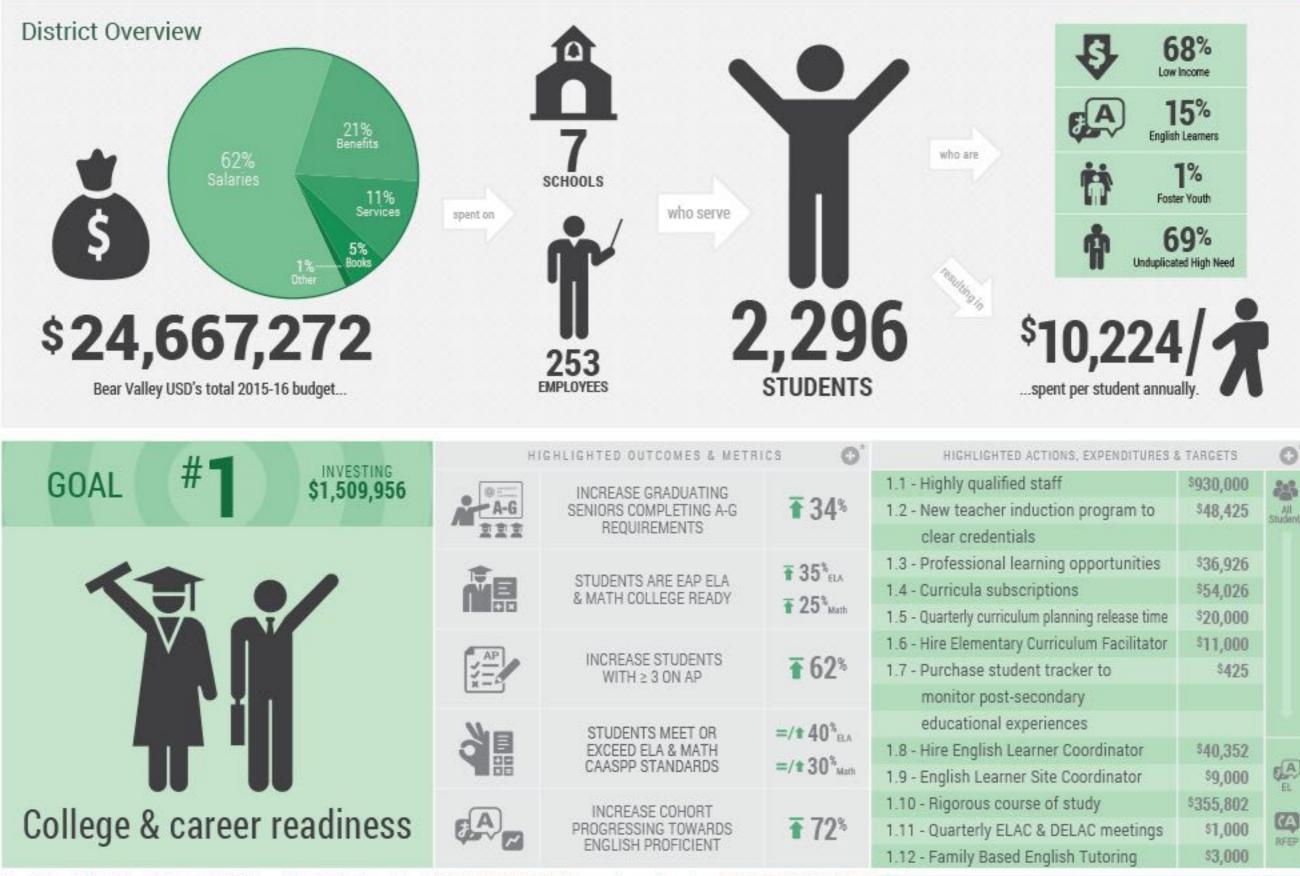




### Local Control and Accountability Plan

Bear Valley USD 2016-17 Highlights Page 1 of 2





Bear Valley Unified School District, 42271 Moonridge Rd., Big Bear Lake, CA 92315; (909) 866-4631; www.bearvalleyusd.org; CDS# 36676370000000. @2016 solutions@goboinfo.com, (888) 938-7779

**\* 🗛** 

## Local Control and Accountability Plan

Bear Valley USD 2016-17 Highlights Page 2 of 2



				· · · · · · · · · · · · · · · · · · ·		
	н	IGHLIGHTED OUTCOMES & METR	ics O	HIGHLIGHTED ACTIONS, EXPENDITURES &		G
GOAL # \$218,580				2.1 - Maintain TK- 3 teachers to meet	see goal 1	20
	NO.	HIGHLY QUALIFIED & CREDENTIALED TEACHERS	<b>100</b> %	Grade Span Adjustment		Al
	$\sim$			2.2 - Decrease 4-6 grade class size (hire	\$111,005	Giude
$\sim$	a Hill	CALIFORNIA STANDARDS		additional teachers)		
	CCSS A	ALIGNED INSTRUCTION	<b>*</b> 100%	2.3 - Maintain safety personnel (3.75	\$20,307	
	1 425			hours each at HS & MS)		
	9.0			2.4 - Maintain & expand surveillance	\$15,000	
	A	STUDENTS FEEL CONNECTED TO SCHOOLS	1	systems (High School parking lot)		
				2.5 - Continue Student Assistance	\$64,768	ł
(=)	444			Program & Safe School		¢
		MEET LCFF CLASS SIZE REDUCTION PROGRESS (TK-3)	24:1	Ambassadors		1
				2.6 - "Days of Understanding" activity to	\$5,000	2
Improve learning	pc.	100051055100		address tolerance, bullying, & inclusion		
environment	Xo	INCREASE EACH SITE'S FIT REPORT	+1%	2.7 - Healthy Start Services (food cards,	\$2,500	1
environment				gas cards, clothing, shoes, etc.)		
#	н	IGHLIGHTED OUTCOMES & METR	ics O'	HIGHLIGHTED ACTIONS, EXPENDITURES &	TARGETS	(
GOAL # SINVESTING	1		=0 <sup>%</sup>	3.1 - Purchase technology & wireless licenses	\$5,000	
		DECREASE MIDDLE & HIGH SCHOOL DROPOUT RATES		3.2 - Science, Technology, Engineering &	\$55,000	
	-9	0011002 0101 001 111120	±1 <sup>%</sup> <sub>HS</sub>	Math opportunities at every site		Stu
	Τ.		and the second	3.3 - Oversee & maintain Career	\$228,187	
	A	MAINTAIN HIGH SCHOOL GRADUATION RATE	<b>*</b> 95.4%	Technical Education classes		
	- 1	on bonnon nuc		3.4 - Expand college awareness	\$5,000	
				3.5 - Enrichment & intervention at each site	\$42,000	
		INCREASE DISTRICT ATTENDANCE RATES	<b>*</b> 96.02%	3.6 - Strings instrumental music program	\$65,259	
		TTTE TOTTE TOTTE		3.7 - After school transportation	\$5,000	
					\$19,000	
	AAX			3.8 - League transportation for sports teams	-19,000	
	44×	DECREASE CHRONIC ABSENTEEISM RATE	₹16%	3.8 - League transportation for sports teams 3.9 - Purchase technology, sports & art	\$15,000	
		DECREASE CHRONIC ABSENTEEISM RATE	<b>*</b> 16%	-		
Increase student		ABSENTEEISM RATE	₹16% ₹60.4 <sup>%</sup> Grade 5	3.9 - Purchase technology, sports & art		
Increase student engagement	*** ** **			3.9 - Purchase technology, sports & art supplies for elementary schools	\$15,000	

Bear Valley Unified School District, 42271 Moonridge Rd., Big Bear Lake, CA 92315; (909) 866-4631; www.bearvalleyusd.org; CDS# 36676370000000. \*





Transparent & Measurable District Accountability via Dollars Spent & Outcomes Achieved

# Linda Rosado

# Achieving Transparency & Accountability

- Working with my new B.F.F.
- Show me the money!
- The Gray World of the LCAP



#### 2015-16 BUDGET SUMMARY BY PROGRAM

	HEALTHY START/MAA RS 0105	SPECIAL EDUCATION RS 6500/3310/3315/3320		TITLE II RS 4035		LOTTERY RS 1100 UR	LOTTERY RS 6300 R	TECH RS 0100	OPER- ATIONS RS 0200		TRANS- PORTATION	ROP RS 0965	RMA RS 8150	LCFF RS 0003 (B)	LCFF EPA RS 1400	LCFF RS 0006 (S&C)	UN- RESTRICTE D RS 0000	GRANI TOTAL
REVENUES	0.000		1.000000000000	1.2.0122.2	10000				-	REVENUES		10000	1000000					2.000
LCFF 8011									1.1	LCFF 8011	\$ \$42,286						\$ 10,467,842	\$ 11,310,
EPA 8012										EPA 8012					\$ 2,794,149		1	\$ 2,794,
8019										PY LCFF OFFSET								5
PROPERTY TAXES 8021										PROPERTY TAXES 8021							\$ 118,717	\$ 118,
PROPERTY TAXES 8041										PROPERTY TAXES 8041							and the second sec	\$ 10,124,5
PROPERTY TAXES 8042										PROPERTY TAXES 8042							\$ 464,163	\$ 464,
PROPERTY TAXES 8043										PROPERTY TAXES 8043				· · · · · · · · · · · · · · · · · · ·			\$ 10,339	\$ 10,
PROPERTY TAXES 8044									-	PROPERTY TAXES 8044							\$ 18,690	\$ 18.
PROPERTY TAXES 8045										PROPERTY TAXES 8045							\$ (4,271,353)	\$ (4,271.
PROPERTY TAXES 8048			-							PROPERTY TAXES 8048								5
FEDERAL 8181		\$ 420,381		14.000				-	1.0	FEDERAL 8181							1	\$ 420
FEDERAL 8182		\$ 10,548			111111111					FEDERAL 8182		_	_					\$ 10
FEDERAL 8290	\$ 141,546		\$ 473,497	\$ 123,136	\$ 31,543				1.00	FEDERAL 8290	5 <sup></sup>						and the second second	\$ 769
OTHER STATE 8550							20 2000 CONTRA			OTHER STATE 8550			-				\$ 1,460,022	\$ 1,460
OTHER STATE 8560						\$ 267,044	\$ 77,003	-	123 million (1997)	OTHER STATE 8560	10		5.2°				1.000	\$ 344
OTHER STATE 8590										OTHER STATE 8590							\$ 4,500	\$ 4
OTHER LOCAL 8650									\$ 45,000	OTHER LOCAL 8650							\$ 9,947	\$ 54
OTHER LOCAL 8660										OTHER LOCAL \$660			-				\$ 15,000	\$ 15
OTHER LOCAL 8699	the first state of the second state of the sec	and the second se								OTHER LOCAL 8699	the second se	-	\$ 1,000				\$ 24,000	\$ 197
COUNTY TRNSFERS 87XX		\$ 605,525								COUNTY TRNSFERS 87XX	-	\$ 211,515					\$ 158,636	\$ 975
IN HOUSE TRANSFERS 8912										IN HOUSE TRANSFERS \$912							\$ 224,520	\$ 224
CONTRIBUTIONS 8980		\$ 1,249,994				·		\$ 344,779	\$ 761,245	CONTRIBUTIONS 8980		\$ 158,776	\$ 706,871	\$ 504,871	-	\$ 840,035	\$ (4,871,441)	5 (14)
CARRYOVER FUNDS	\$ 54,088		-				\$ 38,052			CARRYOVER FUNDS							\$ 19,427	\$ 111
OTAL REVENUES	\$ 486,976	\$ 2,316,448	\$ 473,497	\$ 123,136	\$ 31,543	\$ 267,044	\$ 115,055	\$ 344,779	\$ \$06,245	TOTAL REVENUES	\$ \$57,078	\$ 370,291	\$ 707,871	\$ 504,871	\$ 2,794,149	\$ \$40,035	\$ 13,977,978	\$ 25,010
PENDITURES										EXPENDITURES			_					
11XX		and the second se	\$ 181,812	\$ 20,813	\$ 1,500	\$ 267,044				11XX		\$ 95,908	1	\$ 280,208	\$ 2,350,629	and the second se	\$ 4,467,800	
12XX		\$ \$4,267								12XX				2429 COS	and the second second	the second se	\$ 301,997	\$ 457
13XX		\$ 62,580		1						13XX			11			and the second se	\$ 1,048,666	\$ 1,220
21XX		\$ 410,708	\$ 120,155						-	21XX					-	the second se	\$ 151,328	\$ 75
22XX				1			1994 (Sec. 1997)	and the second sec	\$ 428,571	22XX			\$ 265,248	\$ 17,613	-	\$ 68,493	and the second se	\$ 1,42
23XX	the second se							\$ 86,014		23XX	and the second se		\$ 71,480				\$ 205,045	\$ 51
24XX	the second se	3 31,541	\$ 17,167	-				_		24XX		\$ 51,817	\$ 40,138	\$ 50,000	_	\$ 18,081	the second se	\$ 1,22
29XX										29XX					A		\$ 82,000	5 8
STRS 3101			\$ 18,435	5 2,235						STRS 3101		\$ 23,683		\$ 15,313	\$ 257,520		and the second se	\$ 1,00
PERS 32XX	\$ 39,220	ALC: N DECEMBER OF THE OWNER OF T	\$ 6,750					\$ 32,881	\$ 56,758		3 71,005	5 8,123	\$ 60,913	\$ 5,924			\$ 208,488	\$ .59
SS 3311 SS 3312										PERS 32XX	and the second se					\$ 16,305	the second se	and the second se
	E 13.313	\$ 7,882	6 3 404	_				6 13 101	5 31 612	\$\$ 3311		6 2000	6 32 410			\$ 4,308	\$ 10,220	5 2
		\$ 25,746	\$ 2,484					\$ 12,101	\$ 21,807	\$\$ 3311 \$\$ 3312	\$ 28,865	\$ 2,989	\$ 22,418			\$ 4,308 \$ 317	5 10,220 5 74,154	\$ 2 \$ 20
MEDI 3331		\$ 25,746 \$ 16,289	\$ 2,491	\$ 302						\$\$ 3311 \$\$ 3312 MEDI 3331	\$ 28,865			\$ 2,070	\$ 34,800	\$ 4,308 \$ 317 \$ 5,239	\$ 10,220 \$ 74,154 \$ 74,747	\$ 20 \$ 20 \$ 13
MEDI 3331 MEDI 3332	\$ 4,320	\$ 25,746 \$ 16,289 \$ 6,340	\$ 2,491 \$ 1,991	\$ 302					\$ 21,807 \$ 5,504	\$\$ 3311 \$\$ 3312 MEDI 3331 MEDI 3332	\$ 28,865 \$ 6,986		\$ 22,418 \$ 5,243	\$ 255		\$ 4,308 \$ 317 \$ 5,239 \$ 670	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972	\$ 20 \$ 20 \$ 10 \$ 5
MEDI 3331 MEDI 3332 H&W 3411	\$ 4,320	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110	\$ 2,491 \$ 1,991 \$ 16,053	\$ 302				\$ 2,830	\$ 5,504	\$\$ 3311 \$\$ 3312 MEDI 3331 MEDI 3332 H&W 3411	\$ 28,865 \$ 6,986	\$ 609	\$ 5,243	\$ 255 \$ 8,564		\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412	\$ 4,320 \$ 19,802	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109					\$ 2,830		\$\$ 3311 \$\$ 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412	\$ 28.865 \$ 6,986 \$ 38,018	\$ 609		\$ 255 \$ 8,564 \$ 7,053		\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091	\$ 20 \$ 20 \$ 13 \$ 5 \$ 5 \$ 1,04 \$ 47
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501	\$ 4,320 \$ 19,802	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86	\$ 10				\$ 2,830 \$ 19,942	\$ 5,504 \$ 57,724	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501	\$ 28,865 \$ 6,986 \$ 38,018	\$ 699 \$ 7,053 \$ 2	\$ 5,243 \$ 53,207	\$ 255 \$ 8,564 \$ 7,053 \$ 72	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216	\$ 2 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 47 \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502	\$ 4,320 \$ 19,802 \$ 149	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68	\$ 10				\$ 2,830	\$ 5,504 \$ 57,724	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241	\$ 600 \$ 7,053 \$ 2 \$ 4	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8	\$ 1,200	\$     4,308       \$     317       \$     5,239       \$     670       \$     42,356       \$     7,481       \$     181       \$     25	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 47 \$ \$ \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601	\$ 4,320 \$ 19,802 \$ 149	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10				\$ 2,830 \$ 19,942 \$ 98	\$ 5,504 \$ 57,724 \$ 190	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$     4,308       \$     317       \$     5,239       \$     670       \$     42,356       \$     7,481       \$     181       \$     25       \$     25       \$     22,586	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 47 \$ 5 \$ 5 \$ 62
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68	\$ 10				\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 SUI 3502 W/C 3601 W/C 3602	\$ 28.865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$     4,308       \$     317       \$     5,239       \$     670       \$     42,356       \$     7,481       \$     181       \$     181       \$     25       \$     25,566       \$     5,562	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 47 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 W/C 3602 Textbooks 4110	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110	\$ 28.865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 47 \$ 5 \$ 5 \$ 60 \$ 24 \$ 12 \$ 12
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3411 SUI 3501 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	S     10,220       S     74,154       S     74,747       S     18,972       S     889,364       S     204,091       S     4,216       S     641       S     358,627       S     84,276       S     84,0000       S     500	\$ 20 \$ 20 \$ 10 \$ 10 \$ 40 \$ 40 \$ 40 \$ 40 \$ 40 \$ 40 \$ 40 \$ 4
MEDI 3331 MEDI 3332 B&W 3411 H& W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3411 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3601 W/C 3601 C 3601 W/C 3601 W/C 3601 43XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 84,276 \$ 84,276 \$ 94,276 \$ 94,276 \$ 925,387	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1,04 \$ 43 \$ 43 \$ 5 \$ 62 \$ 24 \$ 12 \$ 5 \$ 1,55
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	S     10,220       S     74,154       S     74,747       S     18,972       S     889,364       S     204,091       S     4,216       S     641       S     358,627       S     84,276       S     84,0000       S     500	\$ 20 \$ 20 \$ 13 \$ 5 \$ 1.04 \$ 43 \$ 5 \$ 62 \$ 12 \$ 12 \$ 12 \$ 5 \$ 1.53
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 Other Books 4210 43XX 44XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500	\$ 20 \$ 20 \$ 12 \$ 12 \$ 100 \$ 42 \$ \$ 100 \$ 42 \$ \$ 24 \$ 12 \$ \$ 26 \$ 42 \$ 12 \$ 5 \$ 20 \$ 12 \$ 12 \$ 12 \$ 5 \$ 12 \$ 5 \$ 12 \$ 5 \$ 12 \$ 5 \$ 12 \$ 5 \$ 12 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500 \$ 38,841	\$ 20 \$ 20 \$ 10 \$ 10 \$ 10 \$ 10 \$ 10 \$ 10 \$ 20 \$ 10 \$ 20 \$ 10 \$ 20 \$ 10 \$ 20 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 W/C 3602 W/C 3602 Textbooks 4110 Other Books 4210 43XX DM SELPA 5110 S2XX DUES MEMBERSHIP 5300	\$     28,865       \$     6,986       \$     38,018       \$     241       \$     30,111       \$     127,675       \$     6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500 \$ 38,841 \$ 10,620	\$ 10 \$ 10 \$ 10 \$ 10 \$ 10 \$ 10 \$ 10 \$ 10
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	SS 3311 SS 3312 MEDI 3331 MEDI 3331 H&W 3411 H&W 3411 SUI 3502 W/C 3601 W/C 3601 W/C 3601 W/C 3601 W/C 3601 W/C 3601 A3XX Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 S2XX DUES MEMBERSHIP 5300 OTHER INS 5450	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	\$     10,220       \$     74,154       \$     74,747       \$     18,972       \$     889,364       \$     204,091       \$     4,216       \$     641       \$     358,627       \$     84,276       \$     940,000       \$     925,387       \$     3,500       \$     38,841       \$     10,620       \$     141,734	\$ 20 \$ 20 \$ 10 \$
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5500 OTHER INS 5450 UTHELITIES 55XX	\$ 4,320 \$ 10,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000 \$ 2,600	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3601 Coher Books 4110 Other Books 4210 43XX 44XX DM SELPA 5110 S2XX DUES MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046 \$ 55,000	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500 \$ 38,841 \$ 10,620 \$ 141,734 \$ 663,677	\$ 2 \$ 20 \$ 13 \$ 5 \$ 1.04 \$ 4 \$ 12 \$ 1.5 \$ 1.04 \$ 4 \$ 12 \$ 1.03 \$ 1.04 \$ 4 \$ 12 \$ 1.05 \$ 1.04 \$ 4 \$ 12 \$ 1.05 \$ 1.0
MEDI 3331 MEDI 3332 H&W 3411 H&W 3411 SUI 3501 SUI 3501 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 555X REPAIRS/MAINT 56XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 2,600 \$ 150	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500 \$ 65,400	SS 3311 SS 3312 MEDI 3332 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX REPAIRS/MAINT 56XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200 \$ 20,000	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100 \$ 25,000	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046 \$ 55,000	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500 \$ 38,841 \$ 10,620 \$ 141,734 \$ 663,677 \$ 104,783	S     2       S     20       S     13       S     5       S     1.04       S     1.04       S     1.04       S     1.04       S     1.04       S     1.2       S     1.53       S     1.53       S     1.2       S     1.2       S     1.2       S     1.2       S     1.4       S     666       S     2.1
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5500 OTHER INS 5450 UTHELITIES 55XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000 \$ 2,600 \$ 2,600 \$ 5,501	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301 \$ 58,477	\$ 28,043			\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600 \$ 1,200	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500 \$ 65,400	SS 3311 SS 3312 MEDI 3331 MEDI 3332 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Tentbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX REPAIRS MAINT 56XX	\$ 28,865 \$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200 \$ 6,200 \$ 20,000 \$ (65,030)	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046 \$ 55,000 \$ 17,000	\$ 1,200	\$ 4,308 \$ 317 \$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	\$ 10,220 \$ 74,154 \$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500 \$ 38,841 \$ 10,620 \$ 141,734 \$ 663,677	\$ 20 \$ 20 \$ 10 \$

#### 2015-16 BUDGET SUMMARY BY PROGRAM

	HEALTHY START/MAA RS 0105	SPECIAL EDUCATION RS 6500/3310/3315/3320		TITLE II RS 4035		LOTTERY RS 1100 UR	LOTTERY RS 6300 R	TECH RS 0100	OPER- ATIONS RS 0200		TRANS- PORTATION	ROP RS 0965	RMA RS 8150	LCFF RS 0003 (B)	LCFF EPA RS 1400	LCFF RS 0006 (S&C)	UN- RESTRICTE D RS 0000	GRANI TOTAL
REVENUES	0.000		1.001000000000	100.0108.00	1.			200100		REVENUES		10000	11203000	10000				2 0 4 C 10 C
LCFF 8011										LCFF 8011	\$ \$42,286						\$ 10,467,842	\$ 11,310,1
EPA 8012										EPA 8012					\$ 2,794,149		1000	\$ 2,794,1
8019										PY LCFF OFFSET								5
PROPERTY TAXES 8021										PROPERTY TAXES 8021							\$ 118,717	\$ 118,7
PROPERTY TAXES 8041										PROPERTY TAXES 8041							the state of the s	\$ 10,124,9
PROPERTY TAXES 8042										PROPERTY TAXES 8042							\$ 464,163	\$ 464,1
PROPERTY TAXES 8043									1	PROPERTY TAXES 8043							\$ 10,339	\$ 10,
PROPERTY TAXES 8044										PROPERTY TAXES 8044							\$ 18,690	\$ 18.
PROPERTY TAXES 8045					-					PROPERTY TAXES 8045							\$ (4,271,353)	\$ (4,271.
PROPERTY TAXES 8048			-	-	-					PROPERTY TAXES 8048								5
FEDERAL 8181		\$ 420,381		1						FEDERAL 8181								\$ 420
FEDERAL 8182		\$ 10,548	the second se		and the second					FEDERAL 8182	-		-					\$ 10
FEDERAL 8290	\$ 141,546		\$ 473,497	\$ 123,136	\$ 31,543				1.00	FEDERAL 8290	61			1			an weepon as	\$ 769
OTHER STATE 8550						-	20 200 A 100 A 100			OTHER STATE 8550			_				\$ 1,460,022	\$ 1,460
OTHER STATE 8560						\$ 267,044	\$ 77,003		1	OTHER STATE 8560			1.1 · · · · · · · · · · · · · · · · · ·				1.	\$ 344
OTHER STATE 8590										OTHER STATE 8590							\$ 4,500	\$ 4
OTHER LOCAL 8650									\$ 45,000	OTHER LOCAL 8650		-					\$ 9,947	\$ 54
OTHER LOCAL 8660										OTHER LOCAL \$660							\$ 15,000	\$ 15
OTHER LOCAL 8699	the first state of the second state of the sec	and the second se								OTHER LOCAL 8699	and the second se	-	\$ 1,000				\$ 24,000	\$ 197
COUNTY TRNSFERS 87XX		\$ 605,525								COUNTY TRNSFERS 87XX		\$ 211,515					\$ 158,636	5 975
IN HOUSE TRANSFERS 8912										IN HOUSE TRANSFERS 8912							\$ 224,520	\$ 224
CONTRIBUTIONS 8980		\$ 1.249,994						\$ 344,779	\$ 761.245	CONTRIBUTIONS 8980		\$ 158,776	\$ 706,871	\$ 504,871	-	\$ 840,035	\$ (4,871,441)	5 (14)
CARRYOVER FUNDS	\$ 54,088		-				\$ 38,052			CARRYOVER FUNDS	-						\$ 19,427	5 111
OTAL REVENUES	\$ 486,976	\$ 2,316,448	\$ 473,497	\$ 123,136	\$ 31,543	\$ 267,044	\$ 115,055	\$ 344,779	\$ \$06,245	TOTAL REVENUES	\$ \$57,078	\$ 370,291	\$ 707,871	\$ 504,871	\$ 2,794,149	\$ \$40,035	\$ 13,977,978	\$ 25,010
PENDITURES									-	EXPENDITURES			_					
11XX		and the second se	\$ 181,812	\$ 20,813	\$ 1,500	\$ 267,044				11XX		\$ 95,908	1	\$ 280,208	\$ 2,350,629		\$ 4,467,800	
12XX		\$ \$4,267	10000							12XX				100000	and the second second	the second s	\$ 301,997	\$ 457
13XX		\$ 62,580	Contraction in Contract, Spectration of the	1						13XX			CT			and the second se	\$ 1,048,656	\$ 1,220
21XX		\$ 410,708	\$ 120,155							21XX					-	the second se	\$ 151,328	\$ 75
22XX				1				and the day of which the last set	\$ 428,571	22XX			\$ 265,248	\$ 17,613	-	\$ 68,493	and the second se	\$ 1,42
23XX	the second se							\$ 86,014		23XX		and the second se	\$ 71,480				\$ 205,045	\$ 51
24XX	the second se	3 31,541	\$ 17,167	-				_		24XX	\$ 34,480	\$ 51,817	\$ 40,138	\$ 50,000	_	\$ 18,081	the second se	\$ 1,22
29XX									-	29XX	-				A		\$ 82,000	5 8
STRS 3101			\$ 18,435	3 2,233						STRS 3101		\$ 23,683		\$ 15,313	\$ 257,520	and the second	the second se	\$ 1,00
PERS 32XX	\$ 39,220	ALC: NOT THE REAL PROPERTY OF	\$ 6,750	-				\$ 32,881	\$ 56,758	PERS 32XX	\$ 73,695	\$ 8,123	\$ 60,913	\$ 5,924		\$ 16,305	the second se	\$ .59
SS 3311 SS 3312		\$ 7,882								\$\$ 3311		6 3 400	6 33 410			\$ 4,308		5 2
	E 13.313		C 3 404							200 1111	< 30.0/F		3 21,418					
		\$ 25,746	\$ 2,484					\$ 12,101	\$ 21,807	SS 3312	\$ 28,865	\$ 4,909		·		\$ 317		the second se
MEDI 3331		\$ 25,746 \$ 16,289	\$ 2,491	\$ 302						MEDI 3331	and the second			\$ 2,070	\$ 34,800	\$ 5,239	\$ 74,747	\$ 13
MEDI 3331 MEDI 3332	\$ 4,320	\$ 25,746 \$ 16,289 \$ 6,340	\$ 2,491 \$ 1,991	\$ 302					\$ 21,807 \$ 5,504	MEDI 3331 MEDI 3332	\$ 6,986	\$ 600		\$ 255		\$ 5,239 \$ 670	\$ 74,747 \$ 18,972	\$ 11 \$ 5
MEDI 3331 MEDI 3332 H&W 3411	\$ 4,320	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110	\$ 2,491 \$ 1,991 \$ 16,053	\$ 302				\$ 2,830	\$ 5,504	MEDI 3331 MEDI 3332 H&W 3411	\$ 6,986	\$ 609	\$ 5,243	\$ 255 \$ 8,564		\$ 5,239 \$ 670 \$ 42,356	\$ 74,747 \$ 18,972 \$ 889,364	\$ 13 \$ 5 \$ 1,04
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412	\$ 4,320 \$ 19,802	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109					\$ 2,830		MEDI 3331 MEDI 3332 H&W 3411 H&W 3412	\$ 6,986		\$ 5,243	\$ 255 \$ 8,564 \$ 7,053		\$ 5,239 \$ 670 \$ 42,356 \$ 7,481	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091	\$ 13 \$ 5 \$ 1,04 \$ 47
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501	\$ 4,320 \$ 19,802	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86	\$ 10				\$ 2,830 \$ 19,942	\$ 5,504 \$ 57,724	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501	\$ 6,986 \$ 38,018	\$ 699 \$ 7,053 \$ 2	\$ 5,243 \$ 53,207	\$ 255 \$ 8,564 \$ 7,053 \$ 72	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216	\$ 13 \$ 5 \$ 1,04 \$ 47 \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502	\$ 4,320 \$ 19,802 \$ 149	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68	\$ 10				\$ 2,830	\$ 5,504 \$ 57,724	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502	\$ 6,986 \$ 38,018 \$ 241	\$ 600 \$ 7,053 \$ 2 \$ 4	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641	\$ 47 \$ \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601	\$ 4,320 \$ 19,802 \$ 149	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10				\$ 2,830 \$ 19,942 \$ 98	\$ 5,504 \$ 57,724 \$ 190	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601	\$ 6,986 \$ 38,018 \$ 241	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 181 \$ 25 \$ 22,586	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627	\$ 13 \$ 5 \$ 1,04 \$ 47 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68	\$ 10				\$ 2,830 \$ 19,942 \$ 98	\$ 5,504 \$ 57,724	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 W/C 3601 W/C 3602	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 600 \$ 7,053 \$ 2 \$ 4	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276	\$ 13 \$ 5 \$ 1,04 \$ 47 \$ 5 \$ 62 \$ 62 \$ 24
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 W/C 3602 Textbooks 4110	\$ 4,320 \$ 10,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 68 \$ 10,738	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98	\$ 5,504 \$ 57,724 \$ 190	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000	\$ 13 \$ 5 \$ 1,04 \$ 47 \$ 5 \$ 62 \$ 62 \$ 24 \$ 12
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500	\$ 13 \$ 5 \$ 1,04 \$ 47 \$ 47 \$ 5 \$ 60 \$ 60 \$ 24 \$ 12 \$ 12 \$
MEDI 3331 MEDI 3332 B&W 3411 H& W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	<b>\$</b> 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 W/C 3602 Textbooks 4110 Other Books 4210 43XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 600 \$ 7,053 \$ 2 \$ 4 \$ 5,946	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500       5     925,387	\$ 13 \$ 5 \$ 1,04 \$ 43 \$ 43 \$ 45 \$ 63 \$ 63 \$ 24 \$ 12 \$ 12 \$ 12 \$ 1,53
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	<b>\$</b> 10			\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500	\$ 13 \$ 5 \$ 1,04 \$ 43 \$ \$ 63 \$ 63 \$ 24 \$ 12 \$ 12 \$ 1,59 \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 262 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 5411 H&W 3412 SUI 3502 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	\$ 74,747 \$ 18,972 \$ 889,364 \$ 204,091 \$ 4,216 \$ 4,216 \$ 641 \$ 358,627 \$ 84,276 \$ 40,000 \$ 925,387 \$ 3,500	\$ 1.0 \$ 1.0 \$ 1.0 \$ 40 \$ 5 \$ 1.0 \$ 5 \$ 1.5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$
MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 262 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	<b>\$</b> 10	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 5411 H&W 3412 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX DM SELPA 5110 52XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     900       5     925,387       5     3,500       5     38,841	\$ 1.0 \$ 1.0 \$ 1.0 \$ 40 \$ 50 \$ 50
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHEP 5300	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 262 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES MEMBERSHIP 5300	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 225 \$ 22,586 \$ 5,562 \$ 12,925	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500       5     925,387       5     3,500       5     38,841       5     10,620	\$ 1. \$ 1.0 \$ 1.0 \$ 4 \$ \$ 6. \$ 2 \$ 1.5 \$ 1.5
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 262 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 W/C 3601 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 43XX DM SELPA 5110 52XX DUES MEMBERSHIP 5300 OTHER INS 5450	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 225 \$ 22,586 \$ 5,562 \$ 12,925	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500       5     925,387       5     3,500       5     38,841       5     10,620       5     141,734	s 13   s 1.04   s 40   s 40   s 40   s 40   s 40   s 40   s 12   s 1.50   s 1.50   s 1.50   s 1.51   s 1.25   s 1.25   s 1.25   s 1.25   s 1.25   s 1.25
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5500 OTHER INS 5450 UTHELITIES 55XX	\$ 4,320 \$ 10,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000 \$ 2,600	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 WC 3601 WC 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046	\$ 1,200	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 225 \$ 22,586 \$ 5,562 \$ 12,925	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     40,000       5     500       5     925,387       5     3,500       5     38,841       5     10,620       5     141,734       5     663,677	3 43   5 5   5 1.04   5 47   5 62   5 62   5 1.23   5 1.53   5 4   5 1.23   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 4   5 66
MEDI 3331 MEDI 3332 H&W 3411 H&W 3411 SUI 3501 SUI 3501 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 555X REPAIRS/MAINT 56XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000 \$ 2,600 \$ 150	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301	\$ 28,043		\$ \$5,449	\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500 \$ 65,400	MEDI 3331 MEDI 3332 H&W 3411 H&W 3411 SUI 3502 SUI 3502 W/C 3601 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 Other Books 4210 643XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX REPAIRS/MAINT 56XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200 \$ 20,000	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100 \$ 25,000	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046 \$ 55,000	\$ 1,200 \$ 150,000	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 188 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     84,276       5     40,000       5     500       5     358,627       5     34,000       5     925,387       5     3,500       5     38,841       5     106,620       5     141,734       5     663,677       5     104,783	3 13   5 5   5 1.04   5 47   5 62   5 62   5 12   5 1.53   5 47   5 1.53   5 4   5 12   5 1.53   5 4   5 12   5 1   5 4   5 12   5 1   5 4   5 66   5 21
MEDI 3331 MEDI 3332 B&W 3411 H&W 3412 SUI 3501 SUI 3502 W/C 3601 W/C 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES/MEMBERSHIP 5500 OTHER INS 5450 UTHELITIES 55XX	\$ 4,320 \$ 19,802 \$ 149 \$ 21,299 \$ 111,191 \$ 1,500	\$ 25,746 \$ 16,289 \$ 6,340 \$ 84,110 \$ 51,561 \$ 562 \$ 219 \$ 70,216 \$ 27,327 \$ 23,500 \$ 40,000 \$ 2,600 \$ 2,600 \$ 5,561 \$ 50,561 \$ 50,216 \$ 50,561 \$ 50,561 \$ 50,000 \$ 50,561 \$ 50,560 \$ 50,5	\$ 2,491 \$ 1,991 \$ 16,053 \$ 8,109 \$ 86 \$ 68 \$ 10,738 \$ 8,583	\$ 10 \$ 1,301 \$ 58,477	\$ 28,043			\$ 2,830 \$ 19,942 \$ 98 \$ 12,198 \$ 1,000 \$ 5,600 \$ 1,200	\$ 5,504 \$ 57,724 \$ 190 \$ 23,723 \$ 96,500 \$ 65,400	MEDI 3331 MEDI 3332 H&W 3411 H&W 3412 SUI 3502 SUI 3502 WC 3601 WC 3602 Textbooks 4110 Other Books 4210 43XX 44XX DM SELPA 5110 52XX DUES MEMBERSHIP 5300 OTHER INS 5450 UTILITIES 55XX	\$ 6,986 \$ 38,018 \$ 241 \$ 30,111 \$ 127,675 \$ 6,200 \$ 6,200 \$ 20,000 \$ (65,030)	\$ 609 \$ 7,053 \$ 2 \$ 4 \$ 5,946 \$ 3,014 \$ 29,000 \$ 5,500	\$ 5,243 \$ 53,207 \$ 181 \$ 22,598 \$ 123,700 \$ 100 \$ 100 \$ 25,000 \$ 4,330	\$ 255 \$ 8,564 \$ 7,053 \$ 72 \$ 8 \$ 8,919 \$ 4,046 \$ 55,000 \$ 17,000	\$ 1,200 \$ 150,000	\$ 5,239 \$ 670 \$ 42,356 \$ 7,481 \$ 181 \$ 25 \$ 22,586 \$ 5,562 \$ 12,925	5     74,747       5     18,972       5     889,364       5     204,091       5     4,216       5     641       5     358,627       5     40,000       5     500       5     925,387       5     3,500       5     38,841       5     10,620       5     141,734       5     663,677	3     1.04       5     5       5     1.04       5     47       5     63       5     63       5     63       5     1.25       5     1.59       5     1.59       5     1.25       5     1.25       5     1.25       5     1.45       5     1.45       5     2.15       5     1.25

# Avoiding Common LCAP Pitfalls

**Randall Putz** 

# **5 Steps for Better LCAPs**

**1.) Minimize the number of goals.** 

**2.) Enforce the structure.** 

3.) Explain like I'm 8.

4.) Follow best practices.

5.) Embrace the process.



# steps to a better LCAP:

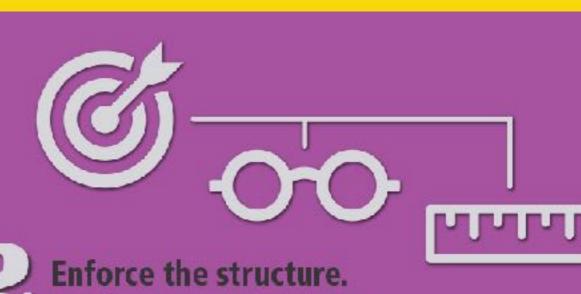




Trying to please everyone ends up pleasing no one.







A goal, with expected outcomes, and metrics to measure.





Embrace the process.

Transcend mere compliance. Stakeholder engagement is critical to public education's future.

Insights from 2 years of reading, digesting and distilling over 50 Local Control Accountability Plans from across Collfornia into infographics. Read the supporting article on the reverse, at www.goboinfographics.com/5-steps-to-a-better-loap/, or call Gobo at (888) 938-7779.

# Shhhh... Secrets

- Did anyone read this?
- Yet another thing we ask
- Many Districts don't meet many goals
- Transparency & high-cost alternatives
- Locked up insights
- Terena's thoughts
- Secret Weapon
- It works if you work it



Questions & Answers

# Thank you.

All presentation materials available at: www.goboinfo.com/csba2016/

LCAP: Moving Compliant to Strategic CSBA Annual Education Conference December 1, 2016 San Francisco



