Washington Area Boards of Education

WABE Guide













Compiled by Fairfax County Public Schools

December 2004

Table of Contents

Division Superintendents
Contacts
Highlights
Alexandria City Public Schools
Arlington County Public Schools
Fairfax City Public Schools
Fairfax County Public Schools
Falls Church City Public Schools8
Loudoun County Public Schools
Manassas City Public Schools
Montgomery County Public Schools11
Prince George's County Public Schools
Prince William County Public Schools
FY 2004 Actual Enrollment
FY 2005 Approved Enrollment
English as a Second Language (ESL) Students
Schools and Centers
Special Education Membership, FY 2004 Actual
Special Education Membership, FY 2005 Approved
FY 2005 Expenditure Data Definitions
FY 2005 Approved Fund Expenditure
FY 2005 Sources of Revenue for Operating Fund 24
FY 2005 Local Funding Effort
FY 2005 Sources of Revenue
FY 2005 Approved Staffing: Students Per Teacher
FY 2005 Average Class Size
FY 2005 Cost Per Pupil
FY 2005 Authorized Position Definitions
FY 2005 Authorized Positions
FY 2005 School-Based Positions - Details
FY 2005 Salary Information

Student Demographics	37
SAT Scores	38
Teacher Cost Comparison	39
Salary and Benefit Summary	
Alexandria City Public Schools	40
Arlington County Public Schools	41
Fairfax County Public Schools	42
Falls Church City Public Schools	43
Loudoun County Public Schools	44
Manassas City Public Schools	45
Montgomery County Public Schools	
Prince George's County Public Schools	
Prince William County Public Schools	
FY 2005 Compensation Accounts	



Division Superintendents

Alexandria City Public Schools Rebecca L. Perry 2000 N. Beauregard Street Alexandria, VA 22311 Phone 703-824-6610, Fax 703-824-6699 Falls Church City Public Schools Dr. Lois F. Berlin 803 W. Broad Street, Suite 300 Falls Church, Virginia 22046 Phone 703-248-5601, Fax 703-248-5613 Prince George's County Public Schools Dr. Andre J. Hornsby 14201 School Lane Upper Marlboro, Maryland 20772 Phone 301-952-6000, Fax 301-952-7891

Arlington County
Dr. Robert G. Smith
1426 N. Quincy Street
Arlington, Virginia 22207
Phone 703-228-8634, Fax 703-228-6188

Loudoun County Public Schools Dr. Edgar B. Hatrick 102 North Street, NW Leesburg, Virginia 20176 Phone 703-771-6410, Fax 703-771-6575

Prince William County Public Schools Dr. Edward L. Kelly P.O. Box 389 Manassas, Virginia 20108 Phone 703-791-8712, Fax 703-791-7309

Fairfax City Public Schools George Stepp 10455 Armstrong Street Fairfax, Virginia 22030 Phone 703-385-7910, Fax 703-359-2494 Manassas City Public Schools Dr. Chip Zullinger 9000 Tudor Lane Manassas, Virginia 20110 Phone 703-257-8808, Fax 703-257-8807

Fairfax County Public Schools Dr. Jack D. Dale 10700 Page Avenue Fairfax, Virginia 22030 Phone 703-246-2631, Fax 703-691-2876 Montgomery County Public Schools Dr. Jerry D. Weast Carver Educational Services Center 850 Hungerford Drive Rockville, Maryland 20850 Phone 301-279-3547, Fax 301-279-3045



Division Contacts

Alexandria City Public Schools

Connie M. Collins Phone 703-824-6644 Fax 703-824-0382

E-mail: ccollins@acps.k12.va.us

Arlington County Public Schools

Mary Beth Chambers Phone 703-228-7654 Fax 703-841-0681

E-mail: mchamber@arlington.k12.va.us

Fairfax City Public Schools

George Stepp, Division Superintendent

Phone 703-385-7910 Fax 703-359-2494

E-mail: gstepp@ci.fairfax.va.us

Fairfax County Public Schools

Anne-Marie Von Kahle Phone 703-246-4729 Fax 703-352-3372

E-mail: avonkahle@fcps.edu

Falls Church City Public Schools

Hunter Kimble

Phone 703-248-5605 Fax 703-248-5613

E-mail: hkimble@fccps.k12.va.us

Loudoun County Public Schools

Janet Gorski

Phone 703-771-6504 Fax 703-771-6503

E-mail: jgorski@loudoun.k12.va.us

Manassas City Public Schools

E. Leigh Burden Phone 703-257-8826 Fax 703-257-8825

E-mail: lburden@manassas.k12.va.us

Montgomery County Public Schools

Dr. Marshall C. Spatz Phone 301-279-3547 Fax 301-279-3045

E-mail: marshall-spatz@mcpsmd.org

Prince George's County Public Schools

Jonathan Seeman Phone 301-952-6096 FAX 301-952-6177

E-Mail: jseeman@pgcps.org

Prince William County Public Schools

Bob Horwath

Phone 703-791-8762 Fax 703-791-8752

E-mail: horwathb@pwcs.edu

Alexandria City Public Schools

- 12 schools are fully accredited
- 5 additional Alexandria Teachers achieved certification from the National Board for Professional Teaching Standards in FY 04
- More than 2,500 volunteers and nearly 200 businesses committed thousands of hours to help students achieve and schools succeed by providing tutors, donations, and other meaningful support
- Nearly 70 percent of Alexandria public school teachers hold a master's or doctoral degree
- 80 cents out of every operating dollar is spent on instruction
- Samuel Tucker Elementary School implemented a modified school calendar beginning the FY 2005 school year on July 26, 2004
- A Kindergarten Prep program was expanded to include all elementary schools offering beginning Kindergartners a two week session prior to the beginning of the school year. The K-Prep program is designed to acclimate incoming kindergartners to their classrooms and schools and prepare them for the school year.
- All ninth graders received laptops in FY 2004. The laptops were loaded with instructional software, as well as software for word processing publishing, presentation and database creation. As a result of the program's success, all students at T.C. Williams will receive laptops in FY 2005

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$13,670
Average Teacher Salary	\$59,644
Membership	
FY 2005 Membership	10,922
Percent ESL Enrollment	15.0%
Percent Free/Reduced-Price Meal Eligible	47.1%
Schools	
Elementary	13
Middle	2
Secondary & High Schools	1
Alternative High Schools	1
Source of Revenue	
Percent Local	83.9%
Percent State	10.4%
Percent Other	5.7%
Authorized Positions	
Percent School-Based	83.8%
Percent Nonschool-Based	16.2%
Percent Local Funds Disbursed to Schools	25.4%
Percent of Seniors Continuing Education	81.0%
Dropout Rate	2.5%

www.acps.k12.va.us

Rebecca Perry, Superintendent 2000 N. Beauregard St. Alexandria, Virginia 22311

Arlington County Public Schools

APS: Supporting Excellence and Success

- On the 2004 APS Customer Satisfaction Survey, 94% of Arlington parents graded their child's school with an "A" or "B" (compared to 55% nationally) and more than 83% of taxpayers said that tax dollars for education were well spent.
- APS students represent a rich diversity of cultures, hailing from 124 nations and speaking 107 languages, with no ethnic majority.
- A \$79 million bond for capital projects passed in November 2004 by 80%, while less than 15% of Arlington households have school-aged children.
- Since 1988, major renovations have been completed or are underway at all elementary and middle schools, and plans have begun to rebuild and renovate the remaining buildings by 2010.

District Recognitions & Awards

- Jay Mathews' 2003 Washington Post Challenge Index ranking of high schools placed all four APS high schools among the top 1% in the nation.
- APS received the 2004 Virginia Action for Healthy Kids Gold Medal award, recognizing APS' efforts to promote student nutrition and physical activity.
- 42% of APS middle schoolers are now successfully accelerating math studies and enrolling in Geometry in grades 8 or 9.
- USA Today recently selected Swanson social studies teacher Kathy Hix as one of 20 teachers in the nation for the 2004 All-USA Teacher Team.
- Langston Brown School & Community Center is the first building in Virginia to be granted a Silver LEED Certification by the U.S. Green Building Council.

Commitment to Excellence

- APS maintains relatively small class sizes, averaging: K = 18.3; grades 1-5 = 20.1; middle core courses = 18.09; high school core courses = 19.13.
- 29% of APS high school students take one or more AP or IB courses with test costs paid by the school system.
- APS pays for every sophomore and junior to take the PSAT.
- On the 2004 SAT, APS scores averaged 1085, the highest ever, out-performing students in the state by 61 points and in the nation by 59 points.
- Arlington's average teacher has 11 years of experience, 92.5% of all teachers are considered highly qualified by federal guidelines, and over 72% of APS teachers have earned an advanced degree.
- Since 1998, APS has narrowed the achievement gap by more than 40 percent for both Hispanic and black students.
- 81.6% of APS graduating seniors continue their education at 2- & 4-year colleges.

Highlights at a Glance				
FY 2005 Cost Per Pupil	\$15,298			
Average Teacher Salary	\$61,827			
Membership				
FY 2005 Membership	18,907			
Percent ESL Enrollment	23.1%			
Percent Free/Reduced-Price Meal Eligible	36.1%			
Schools				
Elementary	22			
Middle	5			
Secondary & High Schools	4			
Alternative High Schools	3			
Source of Revenue				
Percent Local	81.7%			
Percent State	13.9%			
Percent Other	4.4%			
Authorized Positions				
Percent School-Based	83.8%			
Percent Nonschool-Based	16.2%			
Percent Local Funds Disbursed to Schools	38.3%			
Percent of Seniors Continuing Education	80.3%			
Dropout Rate	1.9%			

www.arlington.k12.va.us

Dr. Robert G. Smith, Superintendent 1426 N. Quincy Street Arlington, Virginia 22207

Fairfax City Public Schools

Budget at a Glance

- Since 1962, the City of Fairfax School Board has contracted with Fairfax County Public Schools (FCPS) for the delivery of educational services. The City School Board owns and is responsible for its school buildings. Students in city schools have access to the same programs as are provided in all Fairfax County Public Schools.
- The City of Fairfax School Division is comprised of four buildings housing some 4,600 students in grades K-12. About 2,800 of these students are residents of the City of Fairfax, with the remainder residing in Fairfax County.

City of Fairfax Schools include:

- Daniels Run and Providence Elementary Focus Schools for Math, Science, and Technology, and the Communications Arts are newly renovated and provide a state of the art instructional environment. Each school has a capacity of about 750 students.
- Lanier Middle School is recognized for the rigor of its academic program, and has unparalleled integration of technology in the curriculum. The Lanier Electronic Learning Area (LELA), connects students at home with fellow students, their classrooms (and homework), teachers and the internet in a secure environment.

 Fairfax High School offers a rigorous curriculum in addition to the Fairfax Academy for Communications Arts. The academy provides specialized coursework in both the fine and performing arts and information technology. Last year, Fairfax graduates received over \$2.5 million in scholarships. Seventytwo percent of the graduates are attending quality four-year institutions of higher learning in Virginia and across the country.

www.ci.fairfax.va.us

George Stepp, Superintendent 10455 Armstrong Street Fairfax, Virginia 22030

Fairfax County Public Schools

FCPS: Quality Schools, Taxpayer Value

- Ninety percent of FCPS graduates continue on to postsecondary education and 60 percent of the special education graduates, continue in higher education.
- Nearly 60 percent of FCPS teachers hold advanced degrees, and FCPS boasts 184 teachers certified by the National Board for Professional Teaching Standards, more than any other school division in Virginia.
- Based on the 2003 Newsweek rankings of "The Best High Schools in America," FCPS schools are in the top four percent of all American high schools measured for their student participation in Advanced Placement (AP) or International Baccalaureate (IB) examinations.
- In the Washington Post Challenge Index- which measures a school's effort to challenge students- all FCPS high schools were rated in the top 5 percent nationwide.
- In FY 2004, 21,213 FCPS students took AP exams, with e or above increased to 14,190 (67 percent of the tests taken) in 2004, up from 13,278 in 2003.

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$11,022
Average Teacher Salary	\$57,258
Membership	
FY 2005 Membership	166,275
Percent ESL Enrollment	12.8%
Percent Free/Reduced-Price Meal Eligible	19.1%
Schools	
Elementary	136
Middle	22
Secondary & High Schools	24
Alternative High Schools	3
Source of Revenue*	
Percent Local	72.4%
Percent State	20.0%
Percent Other	7.6%
Authorized Positions	
Percent School-Based	92.3%
Percent Nonschool-Based	7.7%
Percent Local Funds Disbursed to Schools	53.0%
Percent of Seniors Continuing Education	89.0%
Dropout Rate	2.4%

^{*} Includes entitlement grants

www.fcps.edu

Dr. Jack D. Dale, Superintendent 10700 Page Avenue Fairfax, Virginia 22030

Falls Church City Public Schools

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$14,106
Average Teacher Salary	\$56,343
Membership	
FY 2005 Membership	1,938
Percent ESL Enrollment	4.1%
Percent Free/Reduced-Price Meal Eligible	7.4%
Schools	
Elementary	2
Middle	1
Secondary & High Schools	1
Alternative High Schools	1
Source of Revenue	
Percent Local	81.6%
Percent State	14.1%
Percent Other	4.3%
Authorized Positions	
Percent School-Based	90.0%
Percent Nonschool-Based	10.0%
Percent Local Funds Disbursed to Schools	45.8%
Percent of Seniors Continuing Education	95.0%
Dropout Rate	0.4%

www.fccps.k12.va.us

Mary Ellen Shaw, Superintendent 803 W. Broad Street Falls Church, Virginia 22046

Loudoun County Public Schools

- Loudoun County is the second fastest growing county in the nation and the fastest growing in Virginia. LCPS is projected to continue growing by approximately 7% to 8% through FY10.
- Education is labor intensive: 87% of the LCPS budget funds employee compensation.
- Since 2002, all of Loudoun's schools which took the Virginia Standards of Learnings tests all fully accredited. Loudoun County is the largest school division in the commonwealth to be fully accredited.
- During the 2003-2004 school year, 9,458 students took part in honors and Advanced Placement courses at the high school level.
- Loudoun County Public Schools produced an all-time high in National Merit Scholarship semi-finalists in 2004 with 16 students earning this unique distinction.

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$10,266
Average Teacher Salary	\$55,805
Membership	
FY 2005 Membership	44,715
Percent ESL Enrollment	5.0%
Percent Free/Reduced-Price Meal Eligible	10.3%
Schools	
Elementary	42
Middle	11
Secondary & High Schools	9
Alternative High Schools	2
Source of Revenue	
Percent Local	76.4%
Percent State	21.3%
Percent Other	2.2%
Authorized Positions	
Percent School-Based	93.9%
Percent Nonschool-Based	6.1%
Percent Local Funds Disbursed to Schools	72.3%
Percent of Seniors Continuing Education	89.6%
Dropout Rate	0.5%

www.loudoun.k12.va.us

Dr. Edgar B. Hatrick, Superintendent 102 North Street, NW Leesburg, Virginia 20176

Manassas City Public Schools

- The FY 2005 projected enrollment is 6,736.
- Enrollment of English-as-a-second-language (ESL) students is about 25% of our total population.
- Almost 500 students receive gifted and talented services from MCPS.
- Approximately 12% of our population receives some special education services.
- The total annual budget including all funds is \$77,366,830.
- Total School Operating Fund expenditures are over \$69 million.
- MCPS has a revenue-sharing agreement with the City of Manassas so that 56.2% of selected, designated city revenues are transferred to the school system annually.
- The FY 2005 MCPS Adopted Budget provides an average salary increase of 6.05% for all those on the instructional salary schedule.
- The MCPS budget supports one assistant principal at each elementary school and three assistant principals at the middle school and three assistant principals at the high school.

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$10,137
Average Teacher Salary	\$54,778
Membership	
FY 2005 Membership	6,736
Percent ESL Enrollment	21.7%
Percent Free/Reduced-Price Meal Eligible	23.0%
Schools	
Elementary	5
Middle	1
Secondary & High Schools	1
Alternative High Schools	1
Source of Revenue	
Percent Local	49.9%
Percent State	39.3%
Percent Other	10.8%
Authorized Positions	
Percent School-Based	87.2%
Percent Nonschool-Based	12.8%
Percent Local Funds Disbursed to Schools	49.3%
Percent of Seniors Continuing Education	76.0%
Dropout Rate	2.1%

www.manassas.k12.va.us

Dr. Chip Zullinger, Superintendent 9000 Tudor Lane Manassas, Virginia 20110

Montgomery County Public Schools

- For FY 2005, 80.6 percent of the \$1.6 billion Operating Budget is for direct instructional costs. School support services received 13.9 percent, and systemwide administrative support is 2.4 percent. The remaining 3.1 percent is for enterprise fund activities, including food services.
- MCPS received an operating budget increase of \$107 million or 7.1 percent in FY 2005. Nearly 90 percent of this total was for compensation, including salaries and employee benefits.
- During the past five years, MCPS has added \$72.0 million in reform initiatives, the
 vast majority going directly to the classroom. The largest increase went to early
 childhood education (including full-day kindergarten in 73 elementary schools),
 class size reduction, and staff development.
- In 2004, MCPS had its highest systemwide average SAT score of 1102, with 80% of seniors taking the test.
- 65 percent of high school students enrolled in Honors or Advanced Placement classes in 2004, a 75 percent increase since 2001. More than 75 percent of students taking AP exams achieved a score of 3 or better.
- 47 percent of students completed Algebra or higher-level mathematics courses by Grade 8, with 73 percent completing Algebra by the end of Grade 9.
- 75 percent scored above the national average on the Grade 2 Comprehensive Tests of Basic Skills. African American and Hispanic students achieved the greatest improvement in scores.
- Nearly 90 percent of schools made Adequate Yearly Progress on Maryland School Assessments in 2004. African American and Hispanic students in Grade 3 recorded the greatest increases in proficiency on these tests.

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$12,108
Average Teacher Salary	\$63,131
Membership	
FY 2005 Membership	140,492
Percent ESL Enrollment	8.6%
Percent Free/Reduced-Price Meal Eligible	22.6%
Schools	
Elementary	125
Middle	36
Secondary & High Schools	25
Alternative High Schools	0
Source of Revenue	
Percent Local	74.2%
Percent State	21.4%
Percent Other	4.4%
Authorized Positions	
Percent School-Based	85.1%
Percent Nonschool-Based	14.9%
Percent Local Funds Disbursed to Schools	62.4%
Percent of Seniors Continuing Education	90.3%
Dropout Rate	1.8%

www.mcps.k12.md.us

Jerry D. Weast, Superintendent 850 Hungerford Drive Rockville, Maryland 20850

Prince George's County Public Schools

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$8,612
Average Teacher Salary	\$51,087
Membership	
FY 2005 Membership	139,770
Percent ESL Enrollment	6.3%
Percent Free/Reduced-Price Meal Eligible	46.0%
Schools	
Elementary	137
Middle	26
Secondary & High Schools	23
Alternative High Schools	2
Source of Revenue	
Percent Local	42.9%
Percent State	49.9%
Percent Other	7.2%
Authorized Positions	
Percent School-Based	78.8%
Percent Nonschool-Based	21.2%
Percent Local Funds Disbursed to Schools	29.7%
Percent of Seniors Continuing Education	70.8%
Dropout Rate	2.9%

www.pgcps.org

Dr. Andre J. Hornsby 14201 Hornsby Lane Upper Marlboro, Maryland 20772

Prince William County Public Schools

- Student membership will increase by 3,365 and require about \$23.0 million to fund.
- Funding is included for the average merit salary step increase and a 3.0 percent salary scale adjustment.
- Virginia Retirement System rates increased by almost 23%.
- Funding is included to eliminate the early closing of elementary schools on Thursday afternoons.
- Five additional school nurses are funded.
- Additional funding is included for increases in transportation costs for new specialty programs, the phase in of new high school attendance areas, and bus attendants for the Head Start Program.
- Funding is included to expand alternative education options.
- Supply, equipment, service accounts were increased by 2 percent.
- Funding is included for the construction of anew middle school, two new elementary schools, and one addition at an elementary school.
- All scheduled school repair and renewal projects have been funded.
- The revised Standards of Quality require at least one technology support and one instructional technology position for every 1,000 students.
- Funding is included to provide full-day kindergarten for at least 50 percent of the students at all Title I schools.
- $\bullet\,$ Health insurance premiums will increase by an average of 7.3 %.
- General Reserve funds have been increased by about 20 percent.
- Both the County and the school division have adopted budgets based on a nine cent reduction in the Real Property Tax rate.

Highlights at a Glance	
FY 2005 Cost Per Pupil	\$8,939
Average Teacher Salary	\$50,215
Membership	
FY 2005 Membership	65,485
Percent ESL Enrollment	7.5%
Percent Free/Reduced-Price Meal Eligible	23.7%
Schools	
Elementary	51
Middle	13
Secondary & High Schools	10
Alternative High Schools	2
Source of Revenue	
Percent Local	47.8%
Percent State	46.9%
Percent Other	5.3%
Authorized Positions	
Percent School-Based	82.9%
Percent Nonschool-Based	17.1%
Percent Local Funds Disbursed to Schools	47.9%
Percent of Seniors Continuing Education	86.5%
Dropout Rate	3.0%

www.pwcps.edu

Dr. Edward L. Kelly, Superintendent P.O. Box 389 Manassas, Virginia 20108



FY 2004 Actual Enrollment

School Division	Preschool*	Head Start	Kindergarten	Grades 1-12	Self- Contained Special Education	Total Enrollment
			J			
Alexandria City	191	0	1,021	9,602	129	10,943
Arlington County	787	0	1,546	15,300	1,487	19,120
Fairfax County	1,674	1,017	10,625	140,405	10,474	164,195
Falls Church City	20	0	134	1,712	0	1,866
Loudoun County	497	97	3,305	36,344	508	40,751
Manassas City	29	47	527	5,762	299	6,664
Montgomery County	2,094	584	8,889	119,913	7,723	139,203
Prince George's County	2,960	683	8,466	121,312	3,822	137,243
Prince William County	296	221	4,367	55,004	3,454	63,342

^{*} Preschool includes both special education and regular education students.



FY 2005 Approved Enrollment

					Self- contained	
School Division	Preschool	Head Start	Kindergarten	Grades 1-12	Special Education	Total Enrollment
Alexandria City	218	0	1,035	9,538	131	10,922
Arlington County	896	0	1,534	14,774	1,703	18,907
Fairfax County	1,777	1,138	10,811	142,046	10,503	166,275
Falls Church City	20	0	134	1,784	0	1,938
Loudoun County	583	100	3,456	39,991	585	44,715
Manassas City	22	50	540	5,817	307	6,736
Montgomery County	2,541	584	8,964	120,587	7,816	140,492
Prince George's County	3,846	936	8,916	122,217	3,855	139,770
Prince William County	339	221	4,724	56,662	3,539	65,485



English as a Second Language (ESL) Students*

Percent of Total District FY 2005 Projected Enrollment

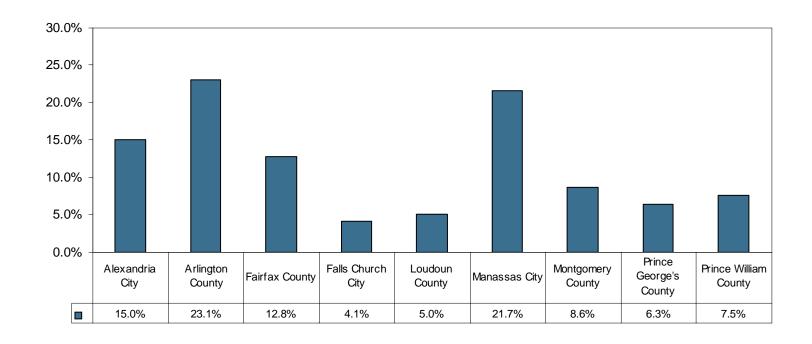
School Division	FY 2004 Actual Enrollment	FY 2005 Approved Enrollment	ESL as a Percentage of FY 2004 Enrollment	ESL as a Percentage of FY 2005 Enrollment
Alexandria City	1,645	1,641	15.0%	15.0%
Arlington County	4,166	4,373	21.8%	23.1%
Fairfax County	20,104	21,366	12.2%	12.8%
Falls Church City	80	80	4.3%	4.1%
Loudoun County	2,002	2,257	4.9%	5.0%
Manassas City	1,407	1,459	21.1%	21.7%
Montgomery County	10,750	12,100	7.7%	8.6%
Prince George's County	7,838	8,857	5.7%	6.3%
Prince William County	4,955	4,939	7.8%	7.5%

^{*} Programs for English speakers of other languages use several different names in the WABE districts, including English as a Second Language, English for Learners of Other Languages, and English Language Learners. For the purposes of this document, all such programs are referred to as English as a Second Language, and enrollment includes only those students receiving services.



English as a Second Language (ESL) Students

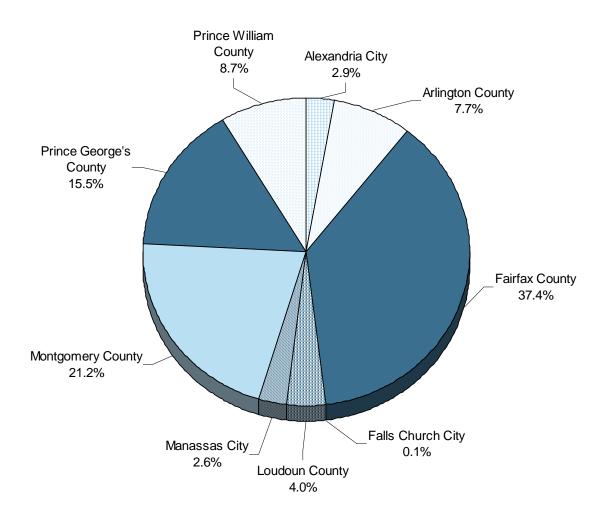
Percent of Total District Enrollment





FY 2005 Distribution of Regional ESL Enrollment

by WABE division





Schools and Centers

School Division	Elementary	Middle	Secondary	High	Special Education	Alternative	Total
			,				
Alexandria City*	13	2	0	1	0	1	17
Arlington County	22	5	1	3	1	3	35
Fairfax County	136	22	3	21	15	3	200
Falls Church City	2	1	0	1	0	1	5
Loudoun County	42	11	1	8	0	2	64
Manassas City	5	1	0	1	0	1	8
Montgomery County	125	36	0	25	6	0	192
Prince George's County	137	26	0	23	9	2	197
Prince William County	51	13	0	10	4	2	80

^{*} Alexandria City - One high schools grades 10-12 and one building for 9th grade (for the purpose of SOL reporting, 1 high school



Special Education Membership

FY 2004 Actual

Unduplicated Special Education Membership Special									
School Division	Pre-School	Level 1	Self Contained	Total	Education Services				
Alexandria City	191	974	834	1,999	2,640				
Arlington County	207	1,435	1,487	3,129	5,547				
Fairfax County	1,674	11,324	10,474	23,472	48,186				
Falls Church City	26	273	-	299	316				
Loudoun County	508	2,738	1,692	4,938	4,430				
Manassas City	71	467	299	837	165				
Montgomery County	1,088	8,565	7,681	17,334	26,982				
Prince George's County	1,389	10,855	3,822	16,066	28,300				
Prince William County	296	3,514	3,454	7,264	10,225				



Special Education Membership

FY 2005 Approved

Unduplicated Special Education Membership Special									
School Division	Pre-School	Level 1	Self Contained	Total	Education Services				
Alexandria City	218	950	891	2,059	2,664				
Arlington County	237	1,267	1,703	3,207	5,625				
Fairfax County	1,777	11,516	10,503	23,796	49,091				
Falls Church City	26	273	-	299	316				
Loudoun County	585	3,000	1,854	5,439	4,873				
Manassas City	53	466	307	826	174				
Montgomery County	1,115	9,369	7,262	17,746	33,123				
Prince George's County	1,726	10,855	3,855	16,436	36,092				
Prince William County	339	3,664	3,539	7,542	10,607				



FY 2005 Expenditure Data Definitions

Operating Fund or Budgeted Current Expenditures

The data in this category includes all funds for day-to-day expenditures for operation of the school system such as regular and special education instruction; may include grants such as Head Start, NCLB, Impact Aid, Perkins, and grants associated with IDEA; transportation costs including costs for new and replacement buses; and building maintenance for educational programs. Budgeted current expenditures also include the employer's share of employee benefits whether paid by the school district, municipality, or the state. The expenditures are typically funded in the school operating fund.

Construction and Renovation

This category includes all expenditures (which are typically funded in a capital improvements fund or budget) for land, new construction, major renovations, and relocatable classrooms, whether funded by the school district, municipality, county, or state through bond sales or pay-as-you-go expenditures.

Debt Service

This category includes all payments for principal and interest on long-term debt whether paid by the school district, municipality, county, or state.

Food Service

This data includes all expenditures for the school food services program regardless of the funding source (federal, state, and local subsidies and food sales).

Other Governmental Funds

This category includes other Governmental Funds expenditures not included elsewhere, such as:

- Grants budgeted in a fund other than those listed previously.
- Adult education, defined as any remedial, enrichment, or makeup course or program offered outside of the regular school year.
- Summer school, defined as any remedial, enrichment, or makeup course or program offered outside of the regular school year.
- Other expenditures not defined elsewhere and defined within the chart.



FY 2005 Approved Fund Expenditures*

School Division	Op	perating Fund	C	onstruction Fund	Debt Service	F	ood Fund	Go	Other vernmental Funds
Alexandria City	\$	161,654,027	\$	37,759,738	\$ 7,906,507	\$	4,346,842	\$	7,182,562
Arlington County	\$	285,416,800	\$	45,467,180	\$ 23,454,680	\$	5,367,468	\$	22,594,886
Fairfax County	\$	1,826,907,976	\$	203,861,660	\$ 133,178,583	\$	51,563,629	\$	46,203,758
Falls Church City	\$	27,393,507	\$	30,800,000	\$ 2,604,978	\$	710,500	\$	2,066,458
Loudoun County	\$	459,655,018	\$	105,153,000	\$ 83,102,576	\$	14,912,619	\$	1,578,697
Manassas City	\$	69,117,603	\$	750,000	\$ 5,155,481	\$	2,343,746	\$	-
Montgomery County	\$	1,648,621,731	\$	180,331,000	\$ 87,273,450	\$	40,093,775	\$	20,951,027
Prince George's County	\$	1,271,648,500	\$	95,179,000	\$ 33,283,900	\$	50,361,384	\$	-
Prince William County	\$	590,607,179	\$	81,565,000	\$ 44,444,057	\$	22,316,968	\$	70,692,898

^{*} Governmental funds only- Excludes Proprietary and Fiduciary Funds.
Funds for entitlement grants are included in Operating Fund, even for those districts that do not include those expenditures in the operating fund.



FY 2005 Sources of Revenue- School Operating Fund

	<u>Feder</u>	ral	<u>State</u>	<u>e</u>	<u>Local</u>		<u>Othe</u>	<u>er</u>	
		Percent		Percent		Percent		Percent	
School Division	Amount	of Total	Amount	of Total	Amount	of Total	Amount	of Total	Total
			•				•		
Alexandria City	\$8,642,589	3.9%	\$22,797,439	10.4%	\$183,602,428	83.9%	\$3,807,220	1.7%	\$218,849,676
Arlington County 1	\$8,056,360	2.8%	\$39,660,682	13.9%	\$233,074,629	81.7%	\$4,625,129	1.6%	\$285,416,800
Fairfax County ¹	\$58,846,647	3.2%	\$365,587,540	20.0%	\$1,322,374,187	72.4%	\$80,099,602	4.4%	\$1,826,907,976
Falls Church City	\$428,643	1.6%	\$3,861,738	14.1%	\$22,346,343	81.6%	\$756,783	2.8%	\$27,393,507
Loudoun County	\$7,815,000	1.7%	\$98,001,725	21.3%	\$351,011,324	76.4%	\$2,826,969	0.6%	\$459,655,018
Manassas City	\$2,126,063	3.1%	\$27,165,648	39.3%	\$34,485,603	49.9%	\$5,340,289	7.7%	\$69,117,603
Montgomery County	\$58,948,815	3.6%	\$352,345,722	21.4%	\$1,223,096,741	74.2%	\$14,230,453	0.9%	\$1,648,621,731
Prince George's County	\$79,970,455	6.3%	\$635,094,177	49.9%	\$545,372,400	42.9%	\$11,211,468	0.9%	\$1,271,648,500
Prince William County	\$18,100,550	3.1%	\$277,069,944	46.9%	\$282,528,832	47.8%	\$12,907,853	2.2%	\$590,607,179

¹ Funds for entitlement grants are included here in Operating Fund for consistency with other districts, although these funds are not part of the Operating Fund.



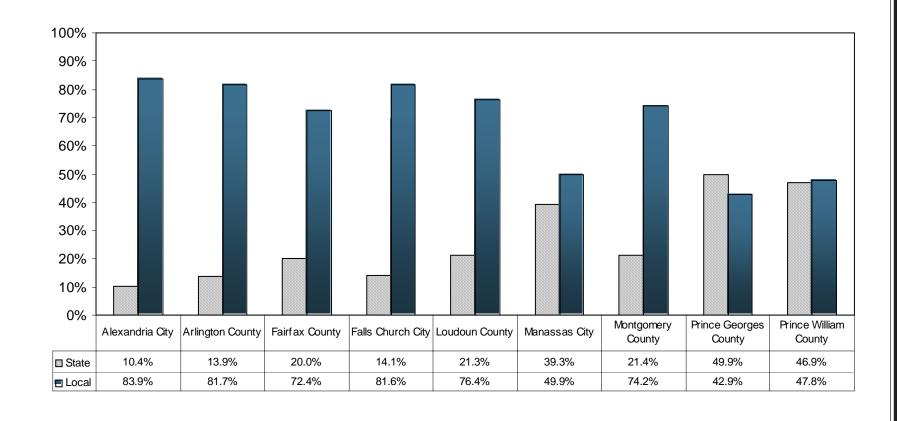
FY 2005 Local Funding Effort

School Division	City/County General Fund Amount	City/County Approved School Disbursements	Percent of General Fund Disbursed to Schools
Alexandria City	\$543,716,286	\$138,016,229	25.4%
Arlington County	\$718,460,430	\$274,971,351	38.3%
Fairfax County	\$2,733,220,000	\$1,448,902,240	53.0%
Falls Church City	\$55,444,555	\$25,386,456	45.8%
Loudoun County	\$587,824,813	\$424,823,283	72.3%
Manassas City	\$81,618,550	\$40,210,450	49.3%
Montgomery County	\$2,530,371,000	\$1,578,941,000	62.4%
Prince George's County	\$1,948,282,600	\$578,656,300	29.7%
Prince William County	\$680,971,398	\$325,872,889	47.9%



FY 2005 Sources of Revenue

Percent of Total Operating Fund





FY 2005 Approved Staffing: Students Per Teacher

School Division	Kindergarten	Elementary	Intermediate / Middle	Secondary / High
Alexandria City	20.00	20.00	25.00	25.00
Arlington County	22.00	20.0 Grade 1 22.0 Grades 2-3	22.40	23.40
Fairfax County ¹	25.25	24.0 Grades 4-5 25.25	27.50	28.50
Falls Church City Loudoun County	20.00 22.00	20.00 22.00	22.00 21.00	22.00 26.10
Manassas City Montgomery County	24.00 21.4 Half Day	25.00 22.60	25.00 28.30	25.00 30.10
• , ,	17.0 Full Day			
Prince George's County	22.00	Grade 1-2: 22.00 Grade 3-6: 25.00	Grade 7-8: 30.00	Grade 9-12 21.39
Prince William County	24.00	24.00	18.40	19.00

¹ Fairfax County- For a complete listing of all staffing formulas, see website.



FY 2005 Average Class Size

	Student per Classroom Teacher			Students per Teacher-Scale Position *			
School Division	Elementary	Middle / Intermediate	Secondary / High	Elementary	Middle / Intermediate	Secondary / High	
Alexandria City	21.4	17.6	17.9	10.1	12.0	13.1	
Arlington County	19.8	19.7	18.5	11.0	15.6	15.4	
Fairfax County	20.8	23.9	24.0	13.1	18.2	18.2	
Falls Church City	21.7	19.5	19.5	12.4	14.7	14.0	
Loudoun County	22.7	19.8	25.4	13.6	13.2	18.8	
Manassas City	19.1	19.0	19.4	13.0	17.1	18.1	
Montgomery County	21.7	26.0	27.9	13.6	20.4	23.9	
Prince George's County	21.3	23.9	24.1	20.0	22.6	22.3	
Prince William County	17.2	21.4	21.1	14.6	16.5	17.2	

^{*} Average class size when all teacher scale positions are included (i.e., classroom teachers and other teachers such as librarians, reading, music, art, PE teachers, etc.)



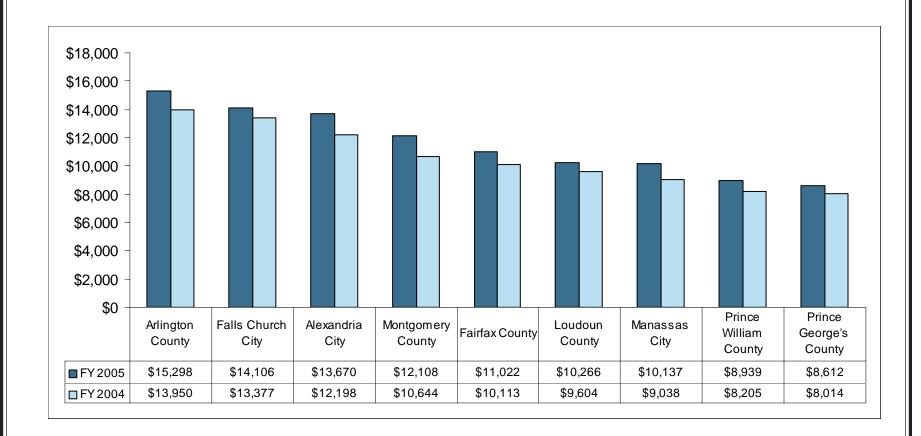
FY 2005 Cost Per Pupil

School Division	FY 2005 Approve
Arlington County	\$15,298
Falls Church City	\$14,106
Alexandria City	\$13,670
Montgomery County	\$12,108
Fairfax County	\$11,022
Loudoun County	\$10,266
Manassas City	\$10,137
Prince William County	\$8,939
Prince George's County	\$8,612

NOTE: Uniform formulas were developed by the WABE committee for consistency areawide. These numbers are comparable. However, the cost per pupil reported here may differ from that reported in individual district's budget documents or other reports.



FY 2005 Cost Per Pupil





FY 2005 Authorized Position Definitions

School-Based Positions

- Classroom Teachers: Include all instructors under contract, regular classroom teachers, special education teachers, vocational education teachers, speech therapists, physical therapists, guidance counselors, librarians, homebound teachers under contract, music, physical education, and itinerant teachers.
- School-Based Administrators: Include principals, assistant principals, guidance directors, and student activity directors.
- Instructional Assistants: Include instructional aides and teacher aides.
- Nonmanagement/All Others: Include school clerical staff, custodial staff, and other school-based support positions.

Nonschool-Based Positions

- Technical /Support: Include accountants, financial analysts, personnel analysts, management analysts, computer programmers and analysts, professional engineers, and architects.
- Management: Include directors, coordinators, senior analysts, department administrators and supervisors, special assistants, executive assistants, and area administrators.

- Educational Specialists: Examples include curriculum specialists, program specialists, nonschool-based social workers, psychologists, and psychometrists.
- Clerical: Include nonschool-based clerical staff.
- Custodial/Maintenance: Include nonschool-based custodial, maintenance, print shop, and warehouse employees.

Leadership Team/Cabinet

 Division, Deputy, Associate, Assistant, and Area Superintendents.

Other Positions

Bus drivers, bus drivers' aides, and cafeteria staff.



FY 2005 Authorized Positions

School Operating Fund

	Alexandria City	Arlington County	Fairfax County	Falls Church City	Loudoun County
School-Based Positions					
Teachers	1,070.1	1,895.2	13,695.8	175.4	3,602.4
School-Based Administrators*	71.5	92.5	599.0	10.0	203.6
Educational Specialists	68.9	64.3	327.5	7.9	73.3
Instructional Assistants	199.0	478.4	2,416.7	59.4	736.7
Nonmanagement/All Others *	227.5	351.4	2,996.8	48.4	1,748.4 ²
Total School-Based Positions	1,637.0	2,881.8	20,035.8	301.1	6,364.4
Nonschool-Based Positions					
Technical/Support	53.0	102.8	520.6	5.5	69.5
Management	36.1	82.1	176.0	6.0	59.0
Educational Specialists	42.5	42.8	108.5	0.7	29.0
Office Support Staff	27.1	72.0	309.2	4.9	118.5
Custodial/Maintenance	29.0	107.5	510.0	4.6	131.0
Total Nonschool-Based Positions	187.7	407.2	1,624.3	21.7	407.0
Leadership Team	5.0	8.0	19.0	2.0	7.0
Other Operating Fund Positions	124.5	142.0	37.0	9.8	0.0
TOTAL AUTHORIZED POSITIONS 1	1,954.2	3,439.0	21,716.1	334.6	6,778.4
Total Non-Operating Fund Positions**	71.3	181.9	494.3	20.0	59.0

^{*} See pages 34 and 35 for further details.

^{**} Includes all positions funded in Other Funds.

¹ Entitlement grant positions are included here although these positions are not part of the School Operating Fund.

² Includes bus drivers and bus attendants.

³ Fairfax County contracts for bus drivers and aides. In FY 2005, the contract includes 1223 FTE's for bus drivers and 347 FTE's for bus driver aides.



FY 2005 Authorized Positions

School Operating Fund

		Prince				
		Montgomery	George's	Prince William		
	Manassas City	County	County	County		
School-Based Positions						
Teachers	516.7	10,811.7	9,356.5	4,602.8		
School-Based Administrators*	24.0	425.0	444.0	301.7		
Educational Specialists	29.0	381.5	330.3	170.0		
Instructional Assistants	90.5	2,314.2	1,192.2	551.2		
Nonmanagement/All Others *	128.4	2,201.2	1,277.9	1,024.0		
Total School-Based Positions	788.6	16,133.6	12,600.9	6,649.7		
Nonschool-Based Positions						
Technical/Support	13.0	166.5	188.9	139.7		
Management	8.0	144.5	433.4	126.9		
Educational Specialists	3.0	231.1	350.6	47.8		
Office Support Staff	17.2	369.1	284.0	135.9		
Custodial/Maintenance	11.0	435.7	619.0	220.0		
Total Nonschool-Based Positions	52.2	1,346.9	1,875.9	670.3		
Leadership Team	3.0	15.0	10.0	8.0		
Other Operating Fund Positions	61.0	1,469.4	1,500.6	689.1		
Total Operating Fund Positions	904.8	18,964.9	15,987.4	8,017.1		
Total Nonoperating Fund Positions**	0.0	611.5	1,406.2	472.9		

^{*} See pages 32 and 33 for further details.

^{**} Includes all positions funded in Other Funds.



FY 2005 School-Based Positions - Details

	Alexandria City	Arlington County	Fairfax County	Falls Church City	Loudoun County	
Administrators						
Principals	18.0	33.0	200.0	4.0	68.0	
Assistant Principals	24.0	34.0	319.0	4.0	84.0	
Guidance Directors	1.0	9.0	54.0	1.0	8.0	
Student Activity Directors	1.0	4.5	25.0	1.0	0.0	
Other	27.5	12.0	1.0	0.0	43.6	
Nonmanagement / All Others						
School Office Staff	72.5	155.9	1,114.8	16.7	286.1	
Custodial Staff	82.0	189.5	1,401.5	17.3	375.5	
Noninstructional Specialists	0.0	6.0	327.0	0.0	29.0	
Cafeteria Staff	58.0	0.0	0.0	7.6	329.0	
Grants	15.0	0.0	0.0	2.0	2.8	
Security	0.0	0.0	153.5	2.0	10.0	
Other	227.5	0.0	0.0	2.8	69.0	



FY 2005 School-Based Positions - Details

	Manassas City	Montgomery County	Prince George's County	Prince William County
Administrators				
Principals	8.0	192.0	207.0	82.0
Assistant Principals	11.0	184.0	237.0	107.5
Guidance Directors	2.0	1.0	-	23.0
Student Activity Directors	2.0	-	-	10.0
Other	1.0	48.0	-	79.2
Nonmanagement / All Others				
School Office Staff	41.0	657.9	488.0	421.0
Custodial Staff	45.5	1,214.7	789.9	410.0
Noninstructional Specialists	5.0	152.1	-	89.0
Cafeteria Staff	30.9	-	-	0.0
Grants	0.0	-	-	0.0
Security	6.0	176.5	-	49.0
Other	0.0	275.1	-	55.0



FY 2005 Salary Information

		Teacher Salary			Instruction	nal Ass't.	
	0	Step 1 +		Step 9 +		Da minuminum	Marrian
School Division	Contract Length	Bachelors Degree	Average	Masters Degree	Maximum	Beginning Hourly	Maximum Hourly
Alexandria City	192	\$34,866	\$59,644	\$56,658	\$81,531	\$12.19	\$20.19
Arlington County	200	\$37,747	\$61,827	\$57,454	\$87,061	\$12.60	\$23.00
Fairfax County	194	\$36,887	\$57,258	\$54,002	\$83,276	\$11.45	\$24.64
Falls Church City	200	\$36,353	\$56,343	\$55,147	\$84,673	\$13.04	\$23.02
Loudoun County	197	\$35,784	\$55,805	\$52,226	\$83,099	\$12.86	\$23.87
Manassas City	200	\$36,701	\$54,778	\$52,038	\$76,768	\$11.20	\$19.60
Montgomery County	195	\$39,457	\$63,131	\$57,575	\$86,169	\$13.91	\$19.09
Prince George's County	192	\$36,823	\$51,087	\$49,475	\$77,645	\$12.23	\$23.18
Prince William County	195	\$36,519	\$50,215	\$51,974	\$76,754	\$12.45	\$22.06



Student Demographics

	Percent of Graduates Going on			Free or Reduced Price Lunch Eligibility		
School Division	to Postsecondary Education	Dropout Rate	Students Eligible	Percent of District Enrollment		
Alexandria City	81.0%	2.5%	5,020	47.1%		
Arlington County ¹	80.3%	1.9%	6,895	36.1%		
Fairfax County	89.0%	2.4%	31,885	19.1%		
Falls Church City	95.0%	0.4%	137	7.4%		
Loudoun County	89.6%	0.5%	4,197	10.3%		
Manassas City	76.0%	2.1%	1,472	23.0%		
Montgomery County	90.3%	1.8%	31,419	22.6%		
Prince George's County	70.8%	2.9%	68,620	46.0%		
Prince William County	86.5%	3.0%	15,492	23.7%		

¹ Data is for 02-03. Data for 03-04 is not available at this time.



SAT Scores

School Year 2003-2004

		Average		Percent of Seniors Taking
School Division	Average Math	Verbal	Total	Tests
Alexandria City	495	493	988	61.0%
Arlington County	542	543	1,085	68.0%
Fairfax County	558	547	1,105	79.0%
Falls Church City	582	583	1,165	82.0%
Loudoun County	529	525	1,054	77.0%
Manassas City	518	522	1,040	73.0%
Montgomery County	561	541	1,102	73.0%
Prince George's County	442	439	881	51.0%
Prince William County	502	514	1,016	66.0%



Teacher Cost Comparison

Salary & Benefits Costs for one Teacher Position with an Annual Salary of \$48,000

School Division	FY 2005 Annual Employer Cost
Arlington County	\$67,823
Fairfax County	\$67,528
Manassas City	\$66,845
Loudoun County	\$66,384
Falls Church City	\$65,952
Prince William County	\$65,555
Montgomery County	\$64,953
Alexandria City	\$64,046
Prince George's County	\$62,939



Alexandria City Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
3enefits			
Social Security	7.65%	7.65%	\$3,672
Retirement			
VRS	11.56%	11.56%	\$5,549
Principal, Mutual	2.25%	2.25%	\$1,080
Life Insurance	FY 05 Holiday	0.00%	\$0
Health Insurance: POS Family Coverage NAME: MAMSI		11.97%	\$5,746
Total Benefits		33.43%	\$16,046
Total Salary and Benefits			\$64,046



Arlington County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement	11.58%	11.58%	\$5,558
Life Insurance	FY 05 Holiday		
Health Insurance: POS Family Coverage NAME: Blue Cross Blue Shield		22.07%	\$10,593
Total Benefits		41.33%	\$19,823
Total Salary and Benefits			\$67,823



Fairfax County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement			
	9.58%	6.58%	\$4,598
	3.37%	3.37%	\$1,618
Life Insurance	Rate Holiday	n/a	n/a
Health Insurance: POS Family Coverage NAME: Blue Card		20.80%	\$9,640
Total Benefits		40.68%	\$19,528
Total Salary and Benefits			\$67,528



Falls Church City Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement	11.58%	11.58%	\$5,558
Life Insurance	0.00%		
Health Insurance: POS Family Coverage NAME: MAMSI		18.17%	\$8,722
Total Benefits		37.40%	\$17,952
Total Salary and Benefits			\$65,952

Loudoun County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement	11.58%	11.58%	\$5,558
Life Insurance		0.00%	
Health Insurance: POS Family Coverage NAME:		19.07%	\$9,154
Total Benefits		38.30%	\$18,384
Total Salary and Benefits			\$66,384



Manassas City Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement	11.63%	9.54%	\$5,582
Life Insurance	0.00%		\$0
Health Insurance: POS Family Coverage NAME: Athem		19.98%	\$9,590
Total Benefits		39.25%	\$18,845
Total Salary and Benefits			\$66,845

Montgomery County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits Social Security	7.65%	7.65%	\$3,672
Retirement	9.71%	2.06%	\$4,662
Life Insurance	12 cents/\$1000/month coverage		\$138
Health Insurance: POS NAME: Optimum (Family Coverage Choice-includes dental, prescription & vision	17.7%	\$8,482
Total Benefits		35.32%	\$16,953
Total Salary and Benefit	ts		\$64,953



Prince George's County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits Social Security	7.65%	7.65%	\$3,971
Retirement		9.35%	\$4,853
Life Insurance		0.36%	\$187
Health Insurance: POS Family Coverage NAME: Anthem BC/BC		11.4%	\$5,928
Total Benefits		28.78%	\$14,939
Total Salary and Benefits			\$62,939



Prince William County Public Schools

	Rate	Percent of Salary	FY 2005 Annual Employer Cost
Salary			\$48,000
Benefits			
Social Security	7.65%	7.65%	\$3,672
Retirement		11.58%	\$5,558
Life Insurance		0.00%	\$0
Health Insurance: POS Family Coverage NAME: Anthem BC/BC		17.3%	\$8,325
Total Benefits		36.53%	\$17,555
Total Salary and Benefits			\$65,555



FY 2005 Compensation Accounts

School Division	Full-Time Position Salaries	Other Compensation*	Employee Benefits	Total Compensation	Turnover & Vacancy Savings
Alexandria City	\$86,439,436	\$6,125,837	\$29,988,373	\$152,553,646	(\$640,955)
Arlington County ¹	\$175,572,641	\$13,479,795	\$58,928,920	\$247,981,356	(\$2,312,500)
Fairfax County	\$1,072,852,589	\$106,852,618	\$343,465,348	\$1,523,170,555	(\$31,956,000)
Falls Church City ²	\$17,175,359	\$1,945,096	\$5,060,047	\$24,180,502	\$0
Loudoun County ³	n/a	n/a	n/a	n/a	n/a
Manassas City	\$42,280,338	\$2,823,225	\$12,724,015	\$57,827,578	(\$450,000)
Montgomery County	\$1,017,397,187	\$64,054,105	\$282,977,451	\$1,364,428,743	(\$17,183,060)
Prince George's County	\$749,199,758	\$53,719,389	\$203,036,367	\$1,005,955,514	(\$7,071,098)
Prince William County	\$351,229,063	\$18,976,720	\$106,954,221	\$477,160,004	(\$3,512,290)

^{*} Including hourly and part-time accounts.

¹ Arlington County - Total Compensation is for School Operating Fund only.

² Falls Church City - Falls Church City Schools budgets exactly for existing staff grade and step. Teacher vacancies are budgeted at MA+30, step9; support staff vacancies are budgeted at step 5. Therefore, no savings are anticipated when preparing budgets.

³ Loudoun County - Unavailable