



**KANSAS ASSOCIATION
OF SCHOOL BOARDS**

Serving Educational Leaders, Inspiring Student Success

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Response to questions from:

Senate Committee on Education

on

SB 44 – Appropriations for the department of education for FY 2019, 2020 and 2021; increasing BASE aid for certain school years; continuing 20 mill statewide levy for schools and exempting certain portion of property used for residential purposes from such levy.

by

Mark Tallman, Associate Director for Advocacy

Kansas Association of School Boards

February 25, 2019 (Revised)

Madam Chair, Members of the Committee:

Following our testimony on **SB 44**, you asked us to respond to several questions. The questions and answers are below followed by more detailed information.

First, you asked us to comment on the recent Legislative Post Audit study of special education regarding staff ratios and the challenges of filling special education teacher positions.

- Special education has long been one of, if not the most, significant teacher shortage areas. With additional state funding last year and this year, districts added 150 special education teacher positions, reaching the highest number ever. They also added 377 paraprofessional positions, but the total is about 260 lower than the high mark of 2014.
- Districts are likely to struggle to meet appropriate staffing levels as long as there is a general teacher shortage, which school districts believe is closely tied to compensation levels – addressed in the next question.

Second, you asked about teacher salary increases, and how they compare to salary increases for other employees. Here is what we found:

- Since 2005, average superintendent and principal salaries have increased slightly more than teacher salaries. However, districts have reduced the number of superintendents and principals and increased the number of teachers, so the total of teacher salaries paid has increased more than administrator salaries. (Item 1, page 3)

- Until the last two years, Kansas teacher salaries have not kept up with inflation since 2009 and have been falling behind other states in the nation and region, as well as other salaries with similar educational requirements. (Item 2, page 4, item 3, page 5.)
- Whether looking at the past two years or going back to 1999, the largest growth in school staff has been instructional personnel, student support service and other positions provide direct help for students and teachers. The least growth has been in central administrative positions. (Item 4, page 4, item 5, page 6)
- Compared to most other states, Kansas has a higher number of teachers and other instructional staff per 1,000 students, and fewer administrative positions. The top performing states have more staff positions per student in all areas. (Item 6, page 7)

Third, you asked for information from our members on how districts are using additional funding, especially to help lower achieving students that are the focus of the Kansas Supreme Court in the *Gannon* case.

- KASB reviewed budget documents showing changes in expenditures from 2017 to 2018, the first year of additional funding. Actual expenditures for 2019 are not yet available. We found that most of the additional funding to instruction and other “functions” directly benefiting students; went to salaries and benefits (in part because of a substantial increase in KPERS funding) and was used for targeted programs like at-risk, special education, bilingual and vocational programs. (Item 7, page 8-9)
- With assistance from United School Administrators, we also surveyed our members on how they used additional funding, with a special focus on programs to assist at-risk, special education, preschool and college and career preparation programs. The results of that survey so far are attached. (Page 10)

Please let us know if you have any additional questions.

1. Since 2005, average superintendent and principal salaries have increased slightly more than teacher salaries. However, districts have reduced the number of superintendents and principals and increased the number of teachers, so the of total teacher salaries paid has increased by a higher percentage than administrator salaries.

For this information, KASB initially reviewed KSDE reports for superintendent, principal and teacher salaries to see how average salaries changed over time. From this information, it appears that teacher salaries had risen more than administrator groups.

However, it was pointed that these annual tables (page 4 below) have actual teacher salaries through 2018, but only “contracted” data for superintendents and principals. Specific annual reports for these groups in KSDE’s Data Central show actual 2018 salary data for principals and superintendents and contacted data for 2019, however some districts have not reported principal information.

Based on this information, between 2005 and 2018, average Kansas superintendent salaries increased 1.5 percent more than teachers, and principal salary 1.8 percent more.

Average Salaries	2005	2018	Change 2005 to 2008
Superintendents	\$88,503	\$116,916	32.1%
Principals	\$71,465	\$94,640	32.4%
Teachers	\$44,421	\$58,027	30.6%
Full Time Equivalent Staff Positions			
All Other Teachers	25,743.0	26,094.6	1.4%
Kindergarden Teachers	1,325.7	1,897.6	43.1%
CTE Teachers	1,144.4	1,553.3	35.7%
Pre-K Teachers	380.4	606.2	59.4%
Reading Specialists/Teachers	688.5	629.9	-8.5%
Special Education Teachers	3,542.6	3,977.2	12.3%
Total Teachers	32,824.6	34,758.8	5.9%
Superintendents	268.7	252.0	-6.2%
Principals	1,225.6	1,199.6	-2.1%
Total Salaries (Average salary times FTE Positions)			
Teacher Salaries	\$1,458,101,557	\$2,016,948,888	38.3%
Superintendent Salaries	\$23,780,756	\$29,462,832	23.9%
Principals Salary	\$87,587,504	\$113,530,144	29.6%

During this same period, school boards increased full-time equivalent teaching positions by 5.9 percent, while reducing superintendents by 6.2 percent and principals by 2.1 percent. (All 286 school districts have a superintendent, but the FTE number is reduced by sharing positions between districts and sharing other duties such as school principal.)

Multiplying the average salary for each group by the FTE number in group produces an estimated total of salaries paid, which increased approximately 38 percent for teachers, 24 percent of superintendents and 30 percent for principals.

For 2019, only “contracted” salaries are available, which are subject to change. It appears average teacher salary will increase 2.84 percent and superintendent salary 2.88 percent. Principal salaries are more difficult to compute because not all districts have reported.

Average Superintendent Salary

School Year	Average Superintendent Salary (with supplemental and fringe benefits)	Percentage Change
2000-2001	\$ 78,662	2.02
2001-2002	\$ 81,730	3.90
2002-2003	\$ 83,920	2.68
2003-2004	\$ 85,942	2.41
2004-2005	\$ 88,503	2.98
2005-2006	\$ 90,193	1.91
2006-2007	\$ 95,544	5.60
2007-2008	\$ 98,313	2.76
2008-2009	\$ 103,258	5.03
2009-2010	\$ 105,699	2.36
2010-2011	\$ 104,966	-0.69
2011-2012	\$ 107,789	2.69
2012-2013	\$ 110,267	2.30
2013-2014	\$ 109,554	-0.65
2014-2015	\$ 110,418	0.79
2015-2016	\$ 111,191	0.70
2016-2017	\$ 113,245	1.85
*2017-2018	\$ 111,665	-1.40

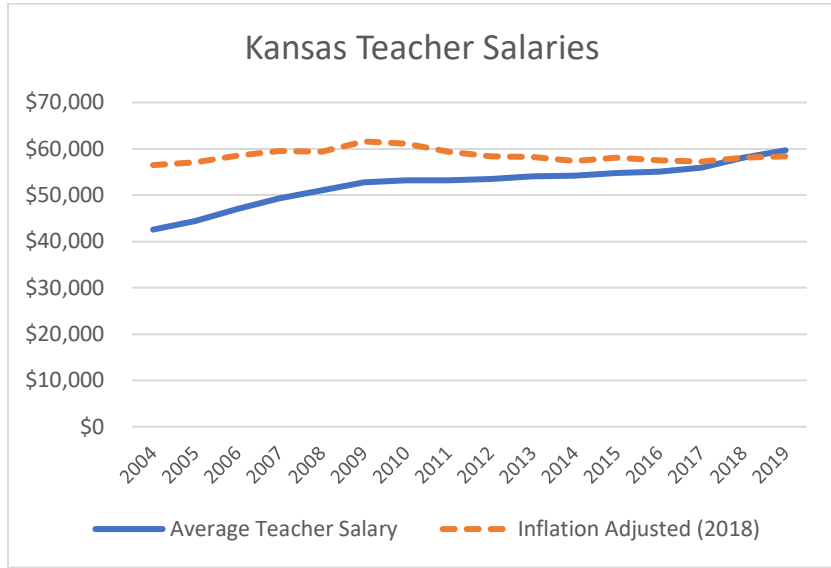
Table I: State Average Principals' Salary

School Year	Average Salary	Average Fringe Benefits	Average Salary (with fringe benefits)	Percentage increase (salary with fringe benefits)
2001-2002	62,763	2,985	65,748	3.80
2002-2003	64,469	3,455	67,924	3.30
2003-2004	65,966	3,898	69,864	2.86
2004-2005	67,484	4,161	71,645	2.55
2005-2006	70,439	4,335	74,775	4.37
2006-2007	73,351	4,575	77,927	4.22
2007-2008	76,119	4,763	80,882	3.79
2008-2009	78,510	5,256	83,767	3.57
2009-2010	79,173	5,533	84,705	1.12
2010-2011	79,202	5,909	85,192	0.57
2011-2012	79,546	6,171	85,716	0.61
2012-2013	80,848	6,299	87,147	1.67
2013-2014	81,979	6,427	88,407	1.45
2014-2015	83,837	6,437	90,274	2.11
2015-2016	83,943	6,589	90,532	0.29
2016-2017	87,111	6,130	93,241	3.15
*2017-2018	86,325	6,414	92,739	-0.54

Table I: State Average Classroom Teachers' Salary

School Year	Average Salary for Classroom Teachers	Average Extra Pay (Supplemental & Summer School Salaries)	Average Fringe Benefits	TOTAL Average Salary (Including Salary + Supplemental & Summer School Salaries + Fringe Benefits)	Total Salary Percentage Increase from prior year
2004-2005	39,351	1,924	3,146	44,421	2.20
2005-2006	41,467	2,122	3,462	47,050	5.92
2006-2007	43,318	2,260	3,674	49,252	4.68
2007-2008	44,795	2,310	3,864	50,969	3.48
2008-2009	46,234	2,312	4,166	52,712	3.42
2009-2010	46,660	2,119	4,331	53,188	0.90
2010-2011	46,585	2,086	4,574	53,247	0.11
2011-2012	46,472	2,175	4,804	53,451	0.38
2012-2013	47,002	2,183	4,921	54,107	1.23
2013-2014	47,020	2,159	5,056	54,233	0.23
2014-2015	47,609	2,265	4,976	54,850	1.13
2015-2016	47,834	2,222	5,064	55,120	0.49
2016-2017	48,335	2,269	5,327	55,931	1.47
2017-2018	49,737	2,339	5,943	58,027	3.75
*2018-2019	51,180	2,305	6,222	59,676	2.84

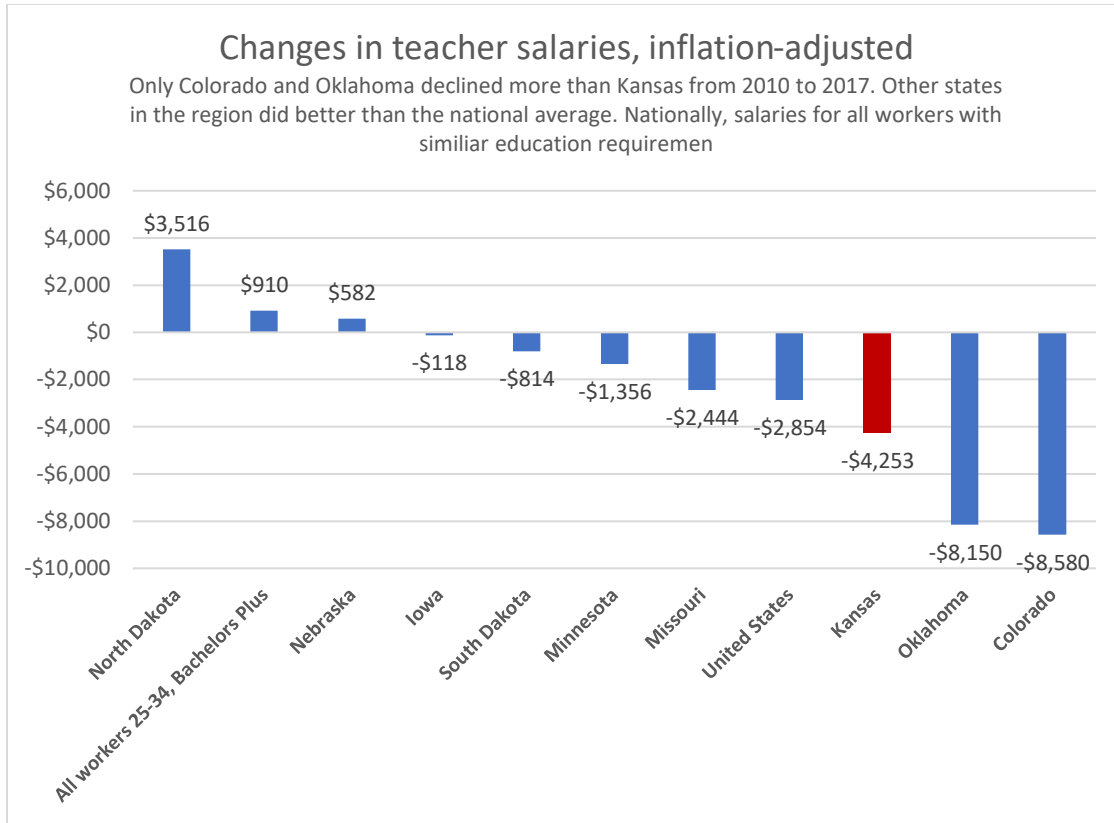
2. Until the last two years, Kansas average teachers' salaries were falling behind inflation since 2009.



Average teacher salaries reported by KSDE and adjusted for inflation using the 2018 Consumer Price Index and Consensus Revenue Estimate for CPI in 2019 (2.2%).

	Average Teacher Salary	Inflation Adjusted (2018)
2004	\$42,558	\$56,481
2005	\$44,421	\$57,022
2006	\$47,050	\$58,509
2007	\$49,252	\$59,551
2008	\$50,969	\$59,349
2009	\$52,712	\$61,597
2010	\$53,188	\$61,150
2011	\$53,247	\$59,345
2012	\$53,451	\$58,365
2013	\$54,107	\$58,228
2014	\$54,233	\$57,441
2015	\$54,850	\$58,021
2016	\$55,120	\$57,577
2017	\$55,931	\$57,209
2018	\$58,027	\$58,027
2019	\$59,676	\$58,372

3. Kansas has also fallen behind many states and average employee pay.



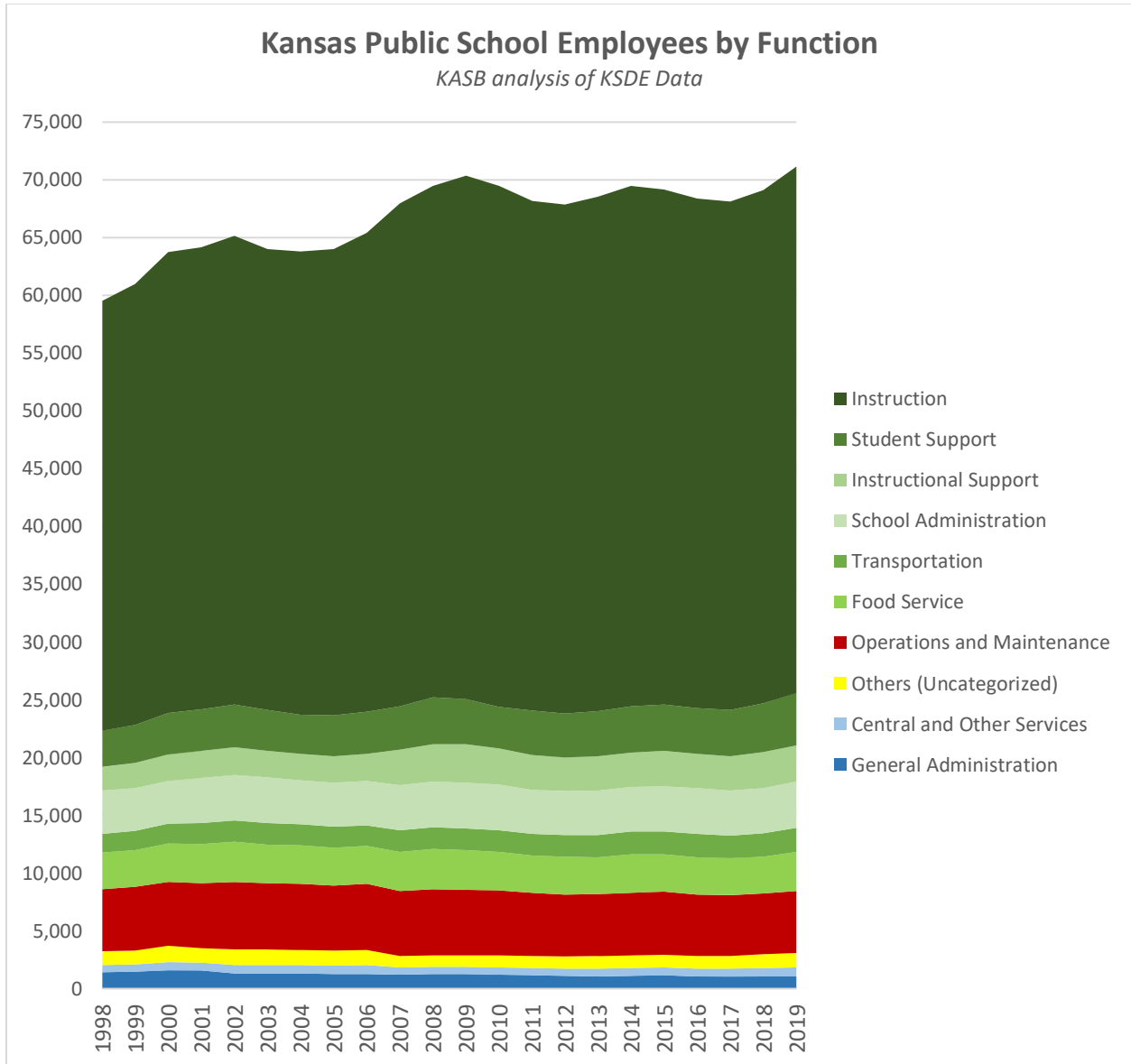
4. Most new positions were instructors and student support personal.

Over two years, districts have added over 3,000 positions. Almost 75 percent were for instruction, direct student support and instructional support. Another 6.8 percent uncategorized likely include instructional coaches, Multi-Tiered Systems of Support (MTSS) aid, and other positions supporting students.

New USD Positions Added, 2017 to 2019		
	Staff	Percent of Total
Instruction	1,533.6	50.6%
Student Support	556.6	18.4%
Others (Uncategorized)	204.9	6.8%
Food Service	163.9	5.4%
Transportation	155.3	5.1%
Instructional Support	144.2	4.8%
School Administration	104.1	3.4%
Operations and Maintenance	97.0	3.2%
Central and Other Services	63.3	2.1%
General Administration	10.3	0.3%
Grand Total	3,032.2	

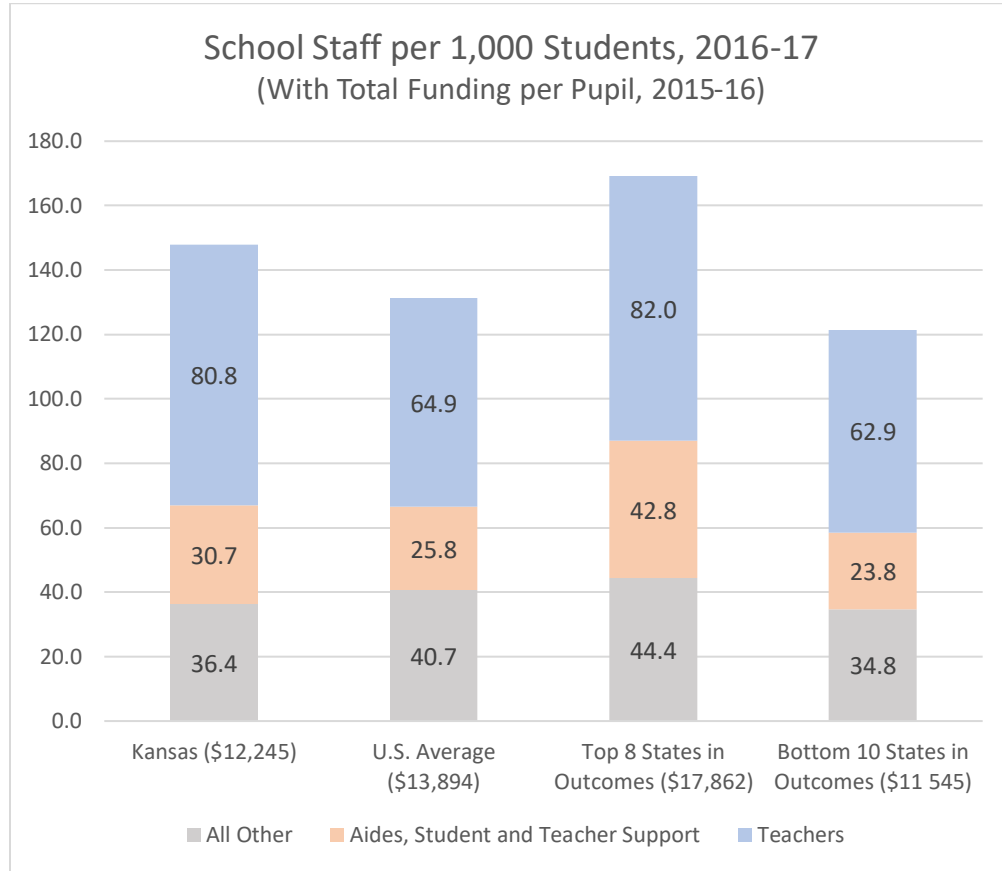
5. Most school employment growth for the past two decades has been teachers and other instructors, student support and teacher support.

Since 1998, virtually all growth in school employees has been for instruction, student support and instructional support. (Instruction includes teacher aides and paraprofessional, who are sometimes hired when regular teachers are not available, especially in special education.)



6. Kansas has a higher number of teachers, student support staff and fewer all other staff per 1,000 students than the U.S. average, and is especially high in teaching staff.

The states with higher student outcomes have more staff in all areas than the U.S. average; the lowest performing states have fewer.

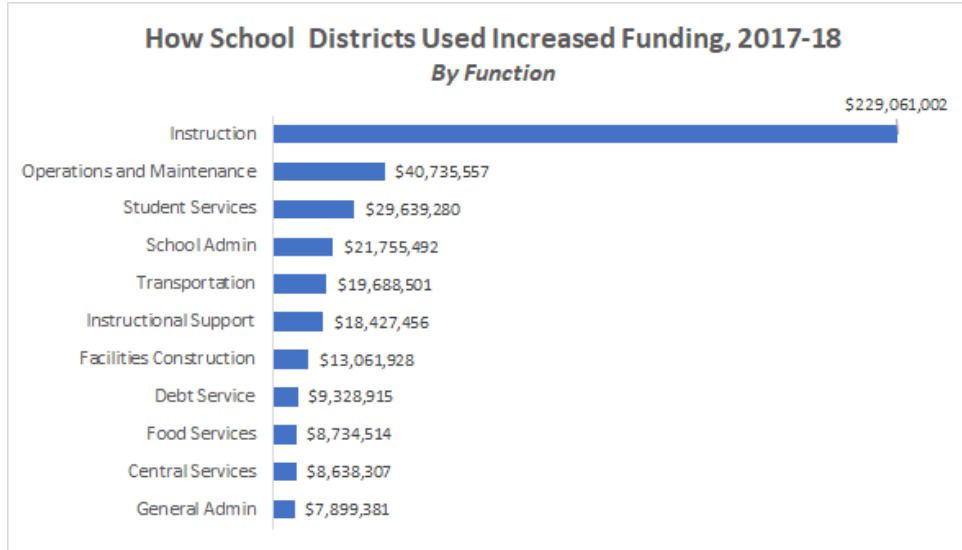


Details: The highest performing neighboring and Plains states (Nebraska, Iowa, Missouri, Minnesota and North Dakota) have more staff per student than the lowest performing (Colorado, Oklahoma, South Dakota).

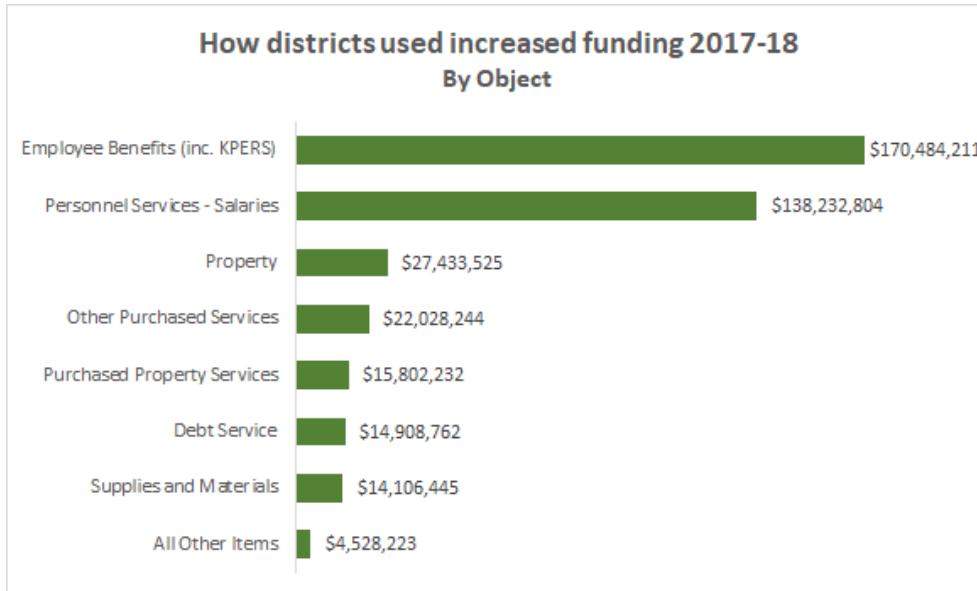
Staff per 1,000 students, 2016-17	Kansas	U.S. Average	Top 8 States in Outcomes	Bottom 10 States in Outcomes	Top Bordering/ Plains States in Outcomes	Lowest Bordering/ Plains States in Outcomes
Total Staff	147.9	131.4	169.1	121.5	149.7	133.5
<i>District Staff:</i>						
Officials and Administrators	1.0	1.4	3.0	1.3	2.8	2.6
Administrative staff support	2.7	3.9	3.8	3.2	4.3	4.2
Instructional Coordinators	2.0	1.8	3.1	0.9	2.2	1.9
<i>School Staff</i>						
Principals and Assistant Principals	3.8	3.7	4.2	3.7	3.6	3.5
Teachers	80.8	64.9	82.0	62.9	74.8	64.6
Instructional Aides	18.3	15.7	30.1	15.0	21.5	18.1
Guidance Counselors	2.2	2.2	3.2	2.2	2.6	2.6
Librarians	1.3	0.9	1.5	1.0	1.3	1.0
Student Support Staff	8.9	7.0	8.0	5.6	8.8	7.5
Other support services	21.4	24.1	23.6	20.0	22.9	21.4
All Other	5.5	5.7	6.8	5.8	4.9	6.2
Total Revenue Per Pupil (2015-16)	\$12,245	\$13,894	\$17,826	\$11,545	\$13,758	\$10,444

7. Most new funding went to teaching, student services, and teacher support.

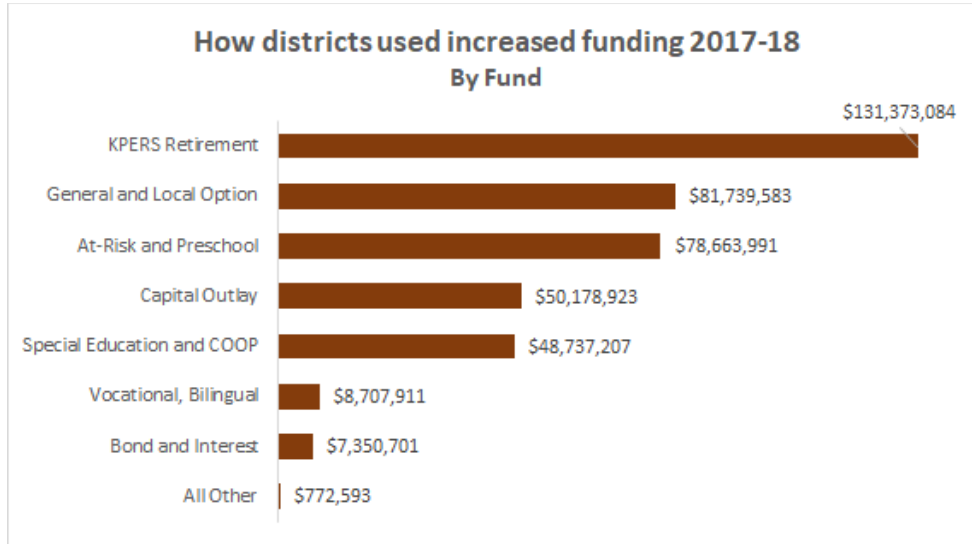
Out of \$407 million total increased funding from 2017 to 2018, almost 75% went to instruction (teachers, aides, paras, classroom supplies), student support (counselors, nurses, social workers), instructional support (libraries, technology support, assistance for teacher) and school administration (principals, office staff). Less than five percent went to central services and general administration. Operations and maintenance increased due to higher capital outlay revenues.



The biggest increase by objective was employee benefits because the Legislature also raised KPERS contributions in addition to more general state aid, and increased health insurance benefits. Next highest area was salaries.



The largest increase by “fund” was KPERS retirement, because of Legislative action to raise the KPERS contribution. Targeted finding for at-risk, preschool, special education, bilingual and vocation programs increased by \$135 million, compared to \$82 million in other general fund and Local Option Budget funding.



The following report has been prepared from school district responses on how they are using additional funding approved by the Legislature. Yellow highlights indicate responses that are specifically targeted at low-performing, at-risk students, special education, bilingual and vocational programs, student health and safety, and programs to improve graduation and preparation for college and careers. It should be stressed that other funding, such as salary increases, support the educational program for all students, including those with special needs.

USD #	USD Name	Response
101	Erie-Galesburg	Used all of our additional funding for teacher salaries only! Classified staff did not receive a raise and no additional funding was spent elsewhere.
106	Western Plains	Raised the base salary by \$2000 or 6.25%
107	Rock Hills	<ul style="list-style-type: none"> • approved 13% increase to base salary over three years • reduced class sizes at elementary (K-5) • employed four paraprofessionals for individual and small group MTSS instruction (two at elementary; two at jr/sr high school) • purchased <i>Read Naturally</i> program for reading interventions • doubled the number of curriculum-based field trips to provide learning opportunities outside the classrooms • adopted new science and math curriculum PK-12 • retained two full-time counselors and a full-time social worker in district • purchased new technology for students and classrooms <p>All of these initiatives directly impact student learning. Thank you for supporting public education!</p>
109	Republic County	<p>*Hired Additional Counselor Support</p> <p>*Social-Emotional/Trauma Sensitive Training and investment in human resources.</p> <p>*Hired a district At-Risk Coordinator</p> <p>*Gave fiscal focus to early childhood education</p> <p>*Focused on a significant raise for current teachers to retain teachers and to assist in helping KS increase their average teacher salary when compared nationally.</p> <p>*Safety and Security measures and very important training</p> <p>*Allowed for the district to maintain ever increasing operational costs: ---insurance, utilities, maintenance, etc.</p>
113	Prairie Hills	Because of declining enrollment, did not experience much "new money." Were able to give a very low raise to staff. Did bring back some after school programs for kids at the building level. Also are in year 3 of working with TASN to improve our MTSS process. Throughout this process, looking for and using interventions to help students that are struggling in the areas of Math, Reading, and Behavior.
202	Turner-Kansas City	<p>New funding (and more) went to increase teacher salaries; kids benefit by our ability to retain quality professionals.</p> <p>We purchased MacBooks for high school students and funded an additional social work position at that building.</p> <p>Title funds were used to implement Leveled Literacy Intervention materials at the elementary level, but no general fund dollars were used for this.</p>
203	Piper-Kansas City	<ol style="list-style-type: none"> 1. Hired 1 additional Middle School Counselor 2. Hired 3 additional aides 3. Hired 4.5 additional teachers 4. Increased base salary to \$43,600 (highest in the state) 5. Added an additional .5 early childhood section

		<p>6. Increased Tiered 2 and 3 support resources, additional supplemental wages, professional development</p> <p>7. Increased MS+ columns</p> <p>8. Hired a PreK – 5 Instructional Coach</p>
204	Bonner Springs Edwardsville	<ol style="list-style-type: none"> 1. Additional Teachers (Most elementary class sizes under 20) 2. Text Book Adoptions (Replaced 14-year-old math series and others) 3. Teacher Salary 4. Classified Salaries (Bus Drivers specifically and Para Professionals--hard to fill in metro) 5. Additional School Resource Officer through Wyandotte County
209	Moscow	<p>With the new BSAPP amount, Moscow did not specifically spend more money on our lowest achieving students. We did give a long overdue pay increase to all staff. Beginning teacher salary is now \$28,908 which is WAY BELOW the state average. Do offer a \$4000 fringe plus housing, but total package is below the state average.</p>
211	Norton	<p>Used the new money to increase salaries for certified and classified staff. Used the increase in at risk funding to add an at risk coordinator at the elementary level.</p>
212	Northern Valley	<p>Despite an increase in funding per student ... for this district, that meant a \$30,000 reduction this year. With change in transportation weighting issue lost close to another \$30,000.</p>
214	Ulysses	<p>Increase was primarily directed to teacher salaries. Have a difficult time hiring fully certified teachers; best we can do is offer them a very competitive salary and good work experience.</p>
220	Ashland	<p>57% Salary Increases</p> <p>Added full-time "Student Support" position (counselor)</p>
225	Fowler	<p>Fowler 225 saw a substantial decrease in funds.</p>
226	Meade	<ul style="list-style-type: none"> • The district increased funding for K-12 At-Risk Budget and 4-Year Old At Risk Budget to provide additional services. • Board added a Social Emotional Character Development Coordinator to work with the most At-Risk students and to address the social and emotional needs of students. • For the first time in 8 years, Meade will put summer school back into program which will specifically address the academic needs of struggling students and develop more projected based learning. • Grade school added a fully Integrated Community Preschool open to all four-year-olds in the district and integrated into current pre-K programs. The goal is to improve kindergarten readiness for all students. • Our high school added a Career Academy to focus on helping all students become more career and college ready. • Able to provide a much-needed increase in salary and benefits not only for teachers, but the entire staff. • Additional funding allowed the district to not depend so much on Capital Outlay funds for maintenance salaries, so these funds could be used for capital purchases that have been delayed in some cases for almost a decade.
230	Spring Hill	<ol style="list-style-type: none"> 1. 35 additional certified positions to help maintain and/or lower-class sizes, and also reach those high-need students directly:

		<ul style="list-style-type: none"> a) 26 additional certified teachers b) 4 additional building level SPED teachers c) 2 new social worker positions d) 3 additional itinerant SPED positions <p>2. 5.4% raise for all classified, certified, and administrative positions to help increase retention and lower the high cost of turnover</p>
231	Gardner Edgerton	100% went to staff. Funded other staff raises and positions through other budget restructuring.
233	Olathe	Used additional funds to: <ul style="list-style-type: none"> • Increase teacher salaries • Reduce class size • Add Special Education and English Language Learner staff
239	North Ottawa County	<ul style="list-style-type: none"> • Hired an additional elementary teacher to keep sections enrollments down. • Offered more students after school and summer school opportunities by providing more staff. • Teachers received 4.5% raise
240	Twin Valley	<ul style="list-style-type: none"> • Expanded an at-risk secondary position from half-time to full-time. • Added a 0.5 teacher FTE in the Vocational Agriculture area. • Boosted the base salary of teachers by \$1600, which was a 4.2% increase and with the additional positions, a 5.5% total dollars increase to teachers. • A 4.2% increase across the board for all classified and administrative employees. • Added a supplemental position to serve as a CTE coordinator. This position was there, just never paid in the past. • Enhanced general building budgets by anywhere from 5%-16%. • Enhanced CTE instructional budgets by 400%. Part of this was shifting budgeted amounts from the instructional portions of LOB and Gen. fund. This was the reason for only a 5% instructional budget increase at the secondary level. • Other instructional budget areas were enhanced overall. When one considers changes that were made from general fund/LOB to vocational and other increased overall instructional (to include activities) well over 50%. • Purchased ten hotspots that can be checked out to students that do not have internet access at home.
248	Girard	<ul style="list-style-type: none"> • 65% - Salaries • 45% - At-Risk Programs, Staff
249	Frontenac	<ul style="list-style-type: none"> • Used money to develop after school tutoring programs for those students who are struggling. Before this was one of the areas that was cut due to budget constraints. • Also added three new teaching positions to better balance student teacher ratio in the junior high school and elementary school.
257	Iola	Received \$212,056 in new funding; also <u>reduced</u> 2 Teaching positions in the District for a savings of \$97,703 This allowed the District to use this combined total (\$309,756) to enhance Teacher & Classified Salaries.

		<p>1) Added \$1,500 on the Base Teacher Salary (now \$36,640). This was a 4.3% raise. This is still behind the average in our area (and \$5,500 behind a neighboring District)</p> <p>2) Added \$0.40 to Classified Salaries (3.0% raise)</p> <p>3) Administration Salaries received a 3.0% raise.</p> <p>3) Did not add any Instructional Positions.</p> <p>*District has many At-Risk programs to assist lowest achieving students--but the increase in funding from the State was directed overwhelming to Salaries for the 2018-2019 school year.</p>																																	
258	Humboldt	Hired 2 teachers to reduce class sizes as well as putting additional monies in K-12 at-risk for resources.																																	
262	Valley Center	<ul style="list-style-type: none"> Last year focused on adding teacher for class size issues. This year, board has approved doubling the number of teachers in the district that will serve as learning support specialists (at-risk interventionist). 																																	
263	Mulvane	<ul style="list-style-type: none"> Restructured and added an Instructional Coach / MTSS Coordinator Added a Social Worker for family resource (often related to low achieving students) Added a Middle School PBIS program (Positive Behavior Intervention) for struggling students with disabilities. 																																	
265	Goddard	<table border="1"> <thead> <tr> <th></th> <th>FY 2018</th> <th>FY 2019</th> </tr> </thead> <tbody> <tr> <td>Teacher Salaries</td> <td>1,042,000</td> <td>604,300</td> </tr> <tr> <td>Classified Salaries</td> <td>425,000</td> <td>305,000</td> </tr> <tr> <td>Administration Salaries: Reflects actual raises and staff changes; FY19 reduction of 1.0</td> <td>117,500</td> <td>25,000</td> </tr> <tr> <td>New Teachers</td> <td>200,000</td> <td>200,000</td> </tr> <tr> <td>New Counselors</td> <td>0</td> <td>100,000</td> </tr> <tr> <td>Increased SPED Costs</td> <td>404,839</td> <td>476,445</td> </tr> <tr> <td>Update Student Technology</td> <td>140,100</td> <td>189,750</td> </tr> <tr> <td>At-Risk</td> <td>314,800</td> <td>59,740</td> </tr> <tr> <td>Other: includes fuel, utilities, property/auto/liability insurance, etc.</td> <td>167,000</td> <td>50,000</td> </tr> <tr> <td></td> <td>2,811,239</td> <td>2,010,235</td> </tr> </tbody> </table>		FY 2018	FY 2019	Teacher Salaries	1,042,000	604,300	Classified Salaries	425,000	305,000	Administration Salaries: Reflects actual raises and staff changes; FY19 reduction of 1.0	117,500	25,000	New Teachers	200,000	200,000	New Counselors	0	100,000	Increased SPED Costs	404,839	476,445	Update Student Technology	140,100	189,750	At-Risk	314,800	59,740	Other: includes fuel, utilities, property/auto/liability insurance, etc.	167,000	50,000		2,811,239	2,010,235
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271	Stockton	<ul style="list-style-type: none"> Much needed raises for all staff Returned our art position from part-time to full time Added a Classroom Aide for grades 4 & 5 Additional professional development to support the Mercury 7 re-design effort Replaced a multi-passenger vehicle to replace one the KHP refused to certify 																																	
273	Beloit	<ul style="list-style-type: none"> Added a Social Worker to the Beloit Elementary School. Advertised for a counselor but could not get an applicant for counseling. Added to our Regional Alternative Learning Center Pilot School. (2 teachers, 1 social worker, and 2 paras.) 																																	

		<ul style="list-style-type: none"> Hired another Science Teacher at the High School to split the loads. This teacher is also offering STEM Classes to the high school students not offered until this year. Raised salaries for all faculty and staff at a rate of 3%.
274	Oakley	<ul style="list-style-type: none"> Reduced class size by adding 2 teachers Added at risk after school programs Added to salary schedule Added custodian that was cut previously due to budgetary constraints \$100 month more to over 40 employees for health insurance
282	West Elk	<ul style="list-style-type: none"> Gave teachers \$1520 (includes the \$520 step) and gave all classified employees a step (steps are from \$.20/hour to \$.60/hour) plus gave frozen classified staff a \$.20/hour raise. The \$1000 on the base this year got raised beginning base salary to \$34,880. Any remaining funds helped support the BOE's single paid fringe which is paid on all full-time and eligible part-time employees (\$561.39/single policy each month and \$611.39/a family plan each month). The way the budget is figured, district really does not realize what the paper from KSDE says we should receive. Districted used more of reserve funds the past 2 years. KSDE recommended using for staff salaries, which was done. The students at the elementary level continue to have lower class sizes as a result of being able to split the classrooms into two sections with 11-15 students in each classroom (all but 2 grade levels are split at the K-6 level) and added an aide in each classroom that is not split.
289	Wellsville	<ul style="list-style-type: none"> Increased teacher compensation Curriculum Training for teachers (Trauma informed)
291	Grinnell	Wheatland and Grinnell hired a Counselor that is shared between districts and raised salaries for every employee significantly. (Both districts still are in bottom five for teachers' salaries if the state)
292	Wheatland	Wheatland and Grinnell hired a Counselor that is shared between districts and raised salaries for every employee significantly. (Both districts still are in bottom five for teachers' salaries if the state)
293	Quinter	Increased base pay for certified and classified staff, finally got base pay for certified staff up to \$30,000. Increasing the base pay will allow district to recruit and retain quality teachers for all students, especially our lowest achieving students.
297	St. Francis	<ul style="list-style-type: none"> Teacher salary increase Implementation of Kansas MTSS Intervention curriculum for T2 and T3 students Professional development for staff relating to MTSS and student interventions
298	Lincoln	<ul style="list-style-type: none"> Hired a K-6 Licensed Counselor and hire a 7-12 Licensed Counselor. Partnering with a local counselor to meet with elementary, junior and senior high school students one day a week (with parent permission) and work with our entire staff in regards to students with social emotional needs.

		<ul style="list-style-type: none"> Ability to hire paras to work with At-Risk students under the umbrella of our At-Risk teacher, to work on foundation skills and ensure all students are on grade level or above, before they move to the next grade. Ability to hire the best teachers by putting money on the base and increasing our overall pay to all teachers.
303	Ness City	<ul style="list-style-type: none"> Used funds to keep programs in place that were at-risk of losing due to drop in enrollment and loss of assessed valuation and drop in LOB funds. Additionally, cut 2.5 teaching positions, and froze salaries for all staff in hopes of rebuilding District operational funds.
306	Southeast of Saline	Added one position (elementary teacher) and divided the rest between all staff salaries (certified and classified).
312	Haven	<p>August 2017</p> <ol style="list-style-type: none"> Hired an additional At-Risk Para professional at HGS- Will support our MTSS Efforts. Increased elementary classroom budgets across the district. Provided a raise for all staff. Average raise= 2.34% Increase our Defined Benefit towards health insurance. 5.6% <p>August 2018</p> <ol style="list-style-type: none"> Added a .4 counselor at HMS Added an additional Title 1-Math/Quiet room-Trauma Informed/Dyslexia trained staff member at HGS. Increased our defined benefit towards Health Insurance. 6% Provided a raise for staff. Average 4.64%. District is still not competing well in our comparison area. (Located just between Wichita and Hutchinson and struggle getting a decent pool of candidates for any teaching position.) Added two staff size reduction teachers at grade school. Moved from school was closed at the end of 2017-18 due to lack of enrollment. <p>Hopes for 2019-20</p> <ol style="list-style-type: none"> Must increase teacher pay and classified pay to be competitive with our region. Must increase funding towards health insurance. Hope to add at least a partial staff member at the high school to meet the challenges with college and career ready expectations. Looking at a staff member taking on helping our counseling staff and administration with internships and community connections.
315	Colby	<ul style="list-style-type: none"> Added a Social Worker to work with our students and families Held down class size so low achieving students get more individual attention Added a School Resource Officer for school safety Gave raises to classified staff that hadn't seen a meaningful raise in several years
320	Wamego	<ul style="list-style-type: none"> Added a Nurse Position Added 1/2 Counselor Position Added a School Resource Officer Salary Increases
323	Rock Creek	<ol style="list-style-type: none"> Hired additional teachers to keep class sizes down, 9 new teachers in past 2 years. Add a counselor position, .5 FTE in 2019, moved to 1.0 FTE in 2020, Addition of Tech. Ed. program/teacher Fall 2019 (2020),

		<p>4) Offered Gen. Ed. Summer School for the first time in 8 years in Summer of 2018-planned to continue,</p> <p>5) Increased teacher and staff salaries, 5% in 2018, 3.5% in 2019,</p> <p>6) Increased Professional Development for whole faculty to ensure Student Engagement & Social Emotional 2019,</p> <p>7) Added Curriculum and Instructional Support for Faculty 2019, &</p> <p>8) Cooperating w/ Pott. Co. Sheriff to provide Full-Time School Resource Officer 2020.</p>
325	Phillipsburg	<ul style="list-style-type: none"> Added an at-risk teacher at the elementary. Increased teacher salaries
332	Cunningham	Used 100% of our increase on 90% Certified and 10% classified salaries.
335	North Jackson	<ul style="list-style-type: none"> All money went to teacher salaries. Hired another elementary teacher to make a grade level smaller class size and hired back a counselor position which was desperately needed.
340	Jefferson West	<p>General Fund dollar increase:</p> <ul style="list-style-type: none"> Added a third counselor in our district to provide a full time counselor for our Middle School (Grades 5-8) students. Increase of 3.5% in teacher salaries (nearly a \$100,000 increase) (every teacher works with at-risk students) Additional compensation for teacher hours of professional work outside the “contract day”. Increase in all Additive Salaries Covered increase cost of employers share of employee health insurance Funded additional staff development training for continued implementation of our MTSS program. Board eliminated the textbook fee for <u>all</u> students <p>Special Education dollar increase:</p> <ul style="list-style-type: none"> All new dollars went to our special education cooperative. Those dollars were used to provide a substantial pay raise to all teachers Para educator wages were increased by \$.60 an hour, with a new starting wage set at \$10.25. Some para educator hours were increased above 28 hours a week. (also impacted fringe benefits)
343	Perry-Lecompton	<ul style="list-style-type: none"> Added \$1,750 to the base salary for teachers. Gave a 5% raise to classified employees. Added a full-time nurse position. Purchased new classroom textbooks in one K-12 subject area for the first time in 6 years!! Helped offset the increase in cost of supplies for building custodial, maintenance, and transportation.
350	St. John	<ul style="list-style-type: none"> Professional development - trauma informed schools and working with kids in poverty Staff salary increases - we are behind and need to catch up Additional preschool teacher
355	Ellinwood	<ul style="list-style-type: none"> Raises for staff (both licensed and classified) Support for increased health insurance premiums

		<ul style="list-style-type: none"> Hired a part-time mental health specialist to address student needs and provide a liaison to community resources
357	Belle Plaine	<ul style="list-style-type: none"> Used new money for increases in salaries and wages. Restore 3 licensed positions that were eliminated during previous years. One of those positions was a halftime at-risk instructor at the high school.
358	Oxford	<ul style="list-style-type: none"> *Added an elementary counselor * Added another hour of auto mechanics (only had one prior) * Added back a 1 class period of Woods/Construction (The program had been eliminated 13 years ago) * Provided all staff with a 3.5% pay increase * Increased the district contribution toward health insurance (Even after the raise, teachers only saw a \$10 a month increase in pay) * Will replace/repair a roof this summer * Purchased 2 used replacement vans for 2 that had close to 200,000 miles * Added an elementary teacher to reduce class size * Purchased a k-8 math curriculum/resources which had been non existent for over 10 years
360	Caldwell	<ul style="list-style-type: none"> Hired a full-time at-risk coordinator Professional development - redesign, character education, social emotional learning Bus - Had to get one off the road due to age Other deferred maintenance issues Salary increases for both certified and classified staff School Resource Officer agreement with the city
361	Chaparral Schools	General Fund Increase: \$159,933; Health Insurance: \$107,000; Staff Salary Increases: \$55,853
362	Prairie View	Salary for teachers as well as to help supplement our at-risk program at the middle/high school.
368	Paola	<p>New positions -</p> <ul style="list-style-type: none"> Elementary Intervention Specialist Secondary Career Counselor Organizational studies teacher Middle level Spanish (first time to have foreign language below high school) <p>Reinstated positions that were previously cut due to prior budget cuts</p> <ul style="list-style-type: none"> FACS - reinstated Culinary pathway and added Education pathway with hire <p>Staff raises</p>
374	Sublette	Replaced a first grade para with the additional funds.
375	Circle	<ul style="list-style-type: none"> Added Elementary teacher to reduce large class size School Resource Officer Nurse Aide Established a Pre-K classroom
378	Riley County	<ul style="list-style-type: none"> Salary increases for teachers and staff Increases in benefits for teachers and staff Increase in morale for teachers and staff because of the increases Added New staff (Social Worker)

		<ul style="list-style-type: none"> • Ability to retain staff because of the pay increases • Purchase classroom Supplies and Furniture (ie specialized seating for ADD/ADHD students, etc.) • Purchase classroom Technology (Chromebooks, IPADs for all level PK-12) • Purchase new software for our At-risk & Special ed classrooms • Kept all Student fees flat • Made classroom Repairs- equipment (ie- microscopes refurbished, new lighting, paint, etc.) • Purchased professional speakers for assemblies to address Bullying & Social Emotional challenges • Increased Professional Development time and activities for teachers and staff • Purchased Teacher time for curriculum writing (ie- after hours & summer work; emphasis on embedding social emotional standards into the regular curriculum)
380	Vermillion	<ul style="list-style-type: none"> • Used almost all new monies on teacher salaries. • Added a second full time early childhood teacher, and half of a school social worker.
382	Pratt	<ul style="list-style-type: none"> • Hired a social worker for at-risk students and families and was able to secure the Americ-Corps grant, which requires us to pay 25% of the \$130,000. The entire grant has been used to work with targeted drop-outs from Pre-K to grade 12. • Added a social worker due to social/emotional high-needs students. • Added \$1,000 to the base teachers' salary; we are now up to \$36,000. Across the board, salaries and wages were increased 4% • Added one English and one math teacher at the high school; these positions were cut in 2010.
383	Manhattan-Ogden	<ol style="list-style-type: none"> 1. Addition of 2.5 teaching positions and a full-time classroom aide, due to increased enrollment. September 20th enrollment figures indicate an increase of 212 students above last year. 2. Addition of one teacher and a full-time aide in ESOL program. 3. Addition of compensation for teachers participating as member of the MTSS Building Leadership Teams. Creation of MTSS coordinator positions at large elementary buildings. 4. Increased Media Services account lines for online resources and equipment. 5. Increased hourly wages for substitute teachers and adopted an Absence Management system to efficiently fill openings within the district. 6. Covered the anticipated loss of E-Rate funding and increased costs in internet services. 7. Paid the full increase in cost of single health insurance rate (1% increase) for all eligible employees. 8. Initiated the first steps for a 1:1 iPad initiative in the district with an estimated cost of \$200,000 of additional technology expenditures/year. 9. Negotiated a compensation package with our certified employee group that amounts to a 3.88% increase. 10. Approved a similar percentage increase for all other employee groups within the district. 11. Increased all building allocations within the At-Risk Fund and additions of staff to provide instructional support and interventions relating to the implementation of MTSS in the district.

		12. Utilized state funds to offset reductions in Federal funding in several areas, to avoid reductions of personnel and programs.
388	Ellis	Used all additional money for teacher salary increases including adding two new teachers at our elementary school to reduce class sizes.
393	Solomon	* Increase to the base for the first time in 3 years * At risk pre k increased from 0 to 11 slots. * Increase to CTE offerings by hiring back additional staff member since last round of cuts
394	Rose Hill Public Schools	Added a College and Career Coordinator and increased salaries.
400	Smoky Valley	<u>MTSS</u> : Added a full-time MTSS position to work with teachers and assist underachieving students. <u>Reduction of Kindergarten Fees</u> : A large chunk of the NEW money was used to offset the fees that parents were paying for full-time kindergarten (last year). <u>Pay Increases</u> : The 5.4% increase across the district. <u>SVVCS Counselor</u> : This is a brand-new position we added in the charter school. It includes base teacher salary plus fringe and extra costs, totaling approximately \$45,000. <u>Flood Control Tax</u> : The district will be paying an additional tax for flood control, totaling approximately \$15,000 annually. <u>Normal Increases</u> : Transportation and Utilities are costing the district more each year. <u>Additional Counseling at Elementary</u> : Added time to the current services. <u>Adm. Asst. to the Athletic Directors</u> : Created additional AD support to the MS and HS principal and asst. principal, so that they may be able to focus on instructional teacher support. <u>Art Education at Soderstrom Elementary</u> : Replaced a program that was cut in the past.
401	Chase-Raymond	<ul style="list-style-type: none"> Employee raises Insurance Updated curriculum instruction materials
402	Augusta	<ul style="list-style-type: none"> Increases for salaries, wages and benefits (health ins.) 6%+ Added a 3-4-year preschool classroom Added a social worker Increase to special education, AVID and JAG-K
404	Riverton	<ul style="list-style-type: none"> Right at 62% was spent on salaries and benefits; Remainder spent on other programming Expanded MTSS at the middle level; we will eventually be able to do more at the high school should funding continue Expanding pre-school with more at-risk qualifiers than funded positions in the at-risk pre-k; After-school opportunities at the middle level
405	Lyons	100% of FY19 new funding to personnel. <ul style="list-style-type: none"> Created a new position for an elementary counselor. Gave the rest in pay increases for all faculty and staff.

409	Atchison Public Schools	<p>School Social Worker at Atchison Elementary School. Shared cost with the Atchison Police Department for an School Resource Officer at the high school Salary increases to all staff to increase competitiveness with area school districts so to better recruit and retain staff. Added another special education teacher at the HS and added a second special education pre-school teacher at the elementary. Transferred monies to professional development. This fund was getting low as had been cut due to lack of funds.</p>
410	Hillsboro	<p>To have all students reading at grade level at the end of 2nd grade, added the four-year-old all-day preschool class to help prepare children for Kindergarten. Preschool utilizes Headstart, Special Education, 4-year-old At-Risk, and Peers for preschool enrollment. 1. Reduced 2nd Grade Class Size: \$45,582 2. Added 4 yr.-old Preschool Class: \$20,000 (USD 418 pays the other half of the costs) 3. District Social Emotional Learning PD Training: \$1,743.28 4. Classroom Teachers At-Risk Salary Increase: \$3,500</p>
413	Chanute Public Schools	<p>Spent more than the new money received on personnel costs. * Raises for all staff (\$1500 raise to base teacher salary.) * Addition of School Resource Officer * Addition of social worker position * Position directly involved with overseeing Kansas Education Systems Accreditation and specifically the development of Individual Development Plans for students * Priority for future funding: additional support personnel for our students experiencing socio-economic, trauma/impacted issues.</p>
415	Hiawatha	<p>*Restructuring of MTSS and purchase of screener and related intervention programs and progress monitoring tools *Salary enhancement for teachers- Raised base \$1,750 to \$37,310 *purchase of math resources/textbooks</p>
416	Louisburg	<p>Added a social worker (going to add another one next year), kept class sizes smaller at Elementary Level, added social-emotional programs across the district, added at-risk interventions and classes across district, continued efforts with MTSS and PLCs that require additional time and money.</p>
421	Lyndon	<ul style="list-style-type: none"> Received little additional new money this year. One reason is free meal numbers decreased as compared to last year, decline in enrollment. Added a teacher aide to help high school at-risk students and will start an after-school program the first of March to provide more academic help to students, including adding a bus route to transport students home that stay after school to get the help they need. Already have four teacher aides working with K-8 at-risk students. Board added \$1,000 to the base that resulted in a mandatory increase to the supplemental salary schedule. Health insurance premiums increased 4% from last year and a significant majority of the increased was borne by the board, not staff members. The percentage increase this year for teacher salaries and fringe benefits this year was over 3%. Non-licensed staff members received from the board a slightly higher percentage increase in pay and fringe benefits (the district is on the state

		health insurance plan) because the district provides them the same health insurance benefits to classified staff as they do for licensed staff members.
422	Kiowa County	Used the additional money to increase our base teacher salary by \$3000. The increase did not cover all of the additional salaries expense. Board is committed to getting our teaching salaries in line with other schools of our size in the area.
428	Great Bend	<ul style="list-style-type: none"> • Staff raises of 5% • The addition of a second JAG-K Instructor at GBHS • Addition of 4 CNAs to the district • Additional intervention staff to accommodate student needs • Increase in professional development
430	South Brown County	<p>Added the following positions:</p> <ul style="list-style-type: none"> • Full-Time Curriculum Director • Full-Time Athletic Director • Increased base pay \$1400 (Increased all salaries 4%, including classified).
439	Sedgwick	<ul style="list-style-type: none"> • Assessment tools for MTSS • Professional Development of MTSS • Teacher & Non-certified Salaries • Health Insurance • Addition of a school counselor <p>(For 2019-2020)</p> <ul style="list-style-type: none"> • Addition of .5 Math Teacher at the secondary level • Addition of .5 At-Risk teacher at the elementary level • Teacher & Non-certified Salaries • Increased collaboration/resources for community-based pre-school programs in the district
440	Halstead-Bentley	<ul style="list-style-type: none"> • Classroom salaries - to try and catch up with the other districts same size • Classified salaries • Increase in technology and connectivity in the district to allow us to better differentiate instruction for all levels of students from at-risk to advanced. • Curriculum in K-3 reading with increased curriculum in phonics. This helped us change the focus on lower education reading and math interventions • A portion went to infrastructure for both classroom (stem labs), technology and normal increase costs in upkeep and maintenance • Communication and safety in the schools.
443	Dodge City	<p>Reduced Classroom Size-Research indicates smaller classroom sizes in K-2nd grade makes a significant difference in the academic accomplishments of students. With the completion of the bond building project which gave more space to our elementary schools, added four (4) additional teachers/classrooms this year. It is intention to add three (3) additional teachers/classrooms nest year. In addition, the district in cooperation with the Federal Head Start program remodeled and added four (4) all day pre-school classrooms to the district.</p> <p>Curriculum- Hired a curriculum and instructional consultant to audit and review the curriculum in to assure it was aligned with the needs of students. To support improvements in curriculum, hired a Deputy Superintendent whose focus will be curriculum for the district.</p> <p>Teacher Recruitment-Offering stipends and other benefits to our student teachers. Continue to give raises to maintain competitive salaries for teachers. This was</p>

		necessitated by both the national shortage of teachers and the challenges Dodge City Public Schools faces as a rural western Kansas district.
447	Cherryvale	Staff salaries Insurance benefit increases Replacement of outdated textbooks (have a rotation schedule we can almost fund now vs no replacements before) Beginning to address deferred maintenance and transportation replacements
450	Shawnee Heights	Added preschool for 4-year old's – not just at -risk 4-year old. ALL DAY preschool and 10 months. Added 2 social workers and extended summer school opportunities for K-12 kids.
458	Basehor-Linwood	New positions: Social Worker - at-risk students Career Counseling Advocate - new positions HS Social Studies Teacher - enrollment growth HS English Teacher - enrollment growth MS Reading Teacher - enrollment growth MS Math Teacher - enrollment growth 2 Elementary Teachers - enrollment growth 3 Special Education Teachers - enrollment growth All of the above positions having an impact on our at-risk students yy either lowering class size, special education, IPS or adding a social worker.
460	Hesston	<ul style="list-style-type: none"> Spent our FY19 additional funding on teacher salaries. District is behind neighbors in this area. All additional dollars went to increasing base salary and increasing classified pay. In addition, cut a clerical position in order to add support staff at the early elementary grade levels as well.
461	Neodesha	<ul style="list-style-type: none"> Hired a College & Career Advocate/CTE Coordinator Hired a .5 Pre-K teacher for 4-year-old students Teachers received a 3.5% pay raise
466	Scott County	<p>Counseling Positions –from one HS counselor district-wide to three full time positions. This action has made impacts for kids with:</p> <ul style="list-style-type: none"> o Home Life – Many of our students had issues within their families and now have resources to help them cope. o Social/Emotional Health – We have substance abuse, boyfriend/girlfriend issues, depression, suicidal/self-harm concerns, and coping problems within our students (to name a few) that we feel we have support for. o Post-Secondary Planning – The percentage of students with a post-secondary has increased due to our college and career planning approach within our HS counseling department. We have also increased the number of scholarships available to students, giving them financial ability to continue their schooling. <p>Classroom Size – Added three classroom teachers to bring down class sizes. This allows teaching staff to connect better individually and intervene when necessary. Results include smaller intervention groups and a decrease in number of ineligible students.</p> <p>Facility – Made changes to one facility for a couple of high needs autism students in our middle school. A room was converted to provide for sensory needs and a restroom was installed for quicker access and diapering needs.</p>

		<p>In Town Busing – Finding a number of students who have difficulty getting to school on time, the In Town Busing idea gives them the option to get a ride. Started this program this year and it has tripled since the first week of implementation. The program requires more dollars for bus driver wages and fuel.</p> <p>Second Chance Breakfast – Another finding was that students often come to school hungry. The Second Chance Breakfast program is just underway with implementation, so we have a lot to learn. Added costs have been wages for kitchen staff to manage the program.</p> <p>Salaries – Over the past two years have given a 5.7% increase and a 2.6% increase. This coupled with the added positions has provided strength and stability within our staff. It has also improved the morale due to the image that legislators are starting to realize that public education is better than other options.</p>
468	Healy	Board approved additional Chromebooks for the students and a few for the teachers.
469	Lansing	<ul style="list-style-type: none"> • Hired two new counselor positions—one high school, one elementary school • Hired one new Instructional Coach position to work with Tier III (low achieving) students at elementary. • Hired a new Math Interventionist position at middle school. • Hired a School Resource Officer this year.
474	Haviland	Increased funding has helped ability to be part of the Gemini II project school redesign program. This opportunity has enriched the district by being a vehicle to provide professional development for teachers to help reach <u>all</u> of students. One program that has come out of the Gemini project is the "Badges" program provides students an opportunity to personalize the topic and level of their own learning. Using some of that additional funding for increased counselor services.
479	Crest	<ul style="list-style-type: none"> • Increased school counselor position from a half-time position to a full-time position. This additional time allows the school counselor to meet additional needs of at-risk students through emotional support, individual plans of study, post-secondary career goals, character education, and monitoring of students to increase district graduation rates. • Increased the teacher salary base by 5%. This allowed the district to attract highly qualified teachers and retain highly qualified teachers by the district being able to offer a competitive and attractive compensation package. • Additional funding allowed the district to avoid staff reductions and continue to have a low teacher-student ratio which allows at-risk students the opportunity for individual instructional support as needed.
483	Kismet-Plains	<ul style="list-style-type: none"> • Increased funding for 2018-2019 and the promise for continued funding increases is supporting a technology initiative completed in the summer of 2018. Total funding (including monthly charges for sixty months as well as one-time charges) for the technology initiative was just under \$700,000. Major additions included: <ul style="list-style-type: none"> 10 Gb Managed Network Upgrade and Infrastructure 500 Mbps Bandwidth (increased from 50 Mbps) Access Points throughout the district VOIP Hosted/Managed System w/Long Distance Pkg • In addition to the technology upgrade, the district purchased individual iPads for all K-2 students and Google Chromebooks for all 3-12 students. Total funding for all individual devices, carts, charging stations, etc. was

		approximately \$250,000. Undoubtedly, access to digital curriculum using enhanced technology will positively affect student achievement and academic success.
484	Fredonia	Over 80% instruction (materials, supplies and wages) and 20% for increased costs in insurance, utilities and maintenance needs.
489	Hays	Hays Schools added 7 classroom aides and 1 counselor.
490	El Dorado	Hired 1.5 new social workers, secured Communities in Schools program at the middle school and added a second JAG instructor, doubling efforts with our students most at risk.
493	Columbus	<ul style="list-style-type: none"> • Top was increasing staff salaries. Going forward, plan to hire an elementary counselor (currently only have one counselor in the district for grades K-8). • Over the next several years, will try to catch up in the areas of curriculum and technology. It will take years for district to stabilize because of the cuts that were sustained in the past.
498	Valley Heights	DID NOT receive new funds but still gave a 3% raise to all staff.
505	Chetopa-St. Paul	Due to declining enrollment, did not receive additional funding, which is why increased funding is critical to continued success.
506	Labette County	<p>(1.) Raises for classified, certified, and administration accounted for approximately 75% of the new money allocated to our school district.</p> <p>(2.) Hired an additional fulltime K-8 Counselor. District serves approximately 920 students in grades PreK-8 in five attendance centers. Prior to the start of the 2018-2019 school year, 1 full-time counselor had to meet the needs of the students attending the five PreK-8 attendance centers.</p> <p>Will continue to allocate new funds towards early education and towards meeting the social and emotional needs of our children.</p>
507	Satanta	Spent virtually ALL of it on teacher wages for staff had not had a raise in about 5 years, providing a 6% raise, including classified staff.
508	Baxter Springs	Hired an additional counselor for 2018-19, hired another elementary position that was cut 3 years ago and provided salary increases to the salary schedule.