

# VASHON ISLAND SCHOOL DISTRICT No. 402

## Fiscal Year-End Report 2017-2018



*Vashon Island High School – “The Pirates”*

***“To Equip every Student to Engage, Thrive, and  
Contribute in an Ever-Changing World.”***

Presented to the Vashon Island School District  
Board of Directors on October 25<sup>th</sup>, 2018

October 25<sup>th</sup>, 2018

Board of Directors  
Vashon Island School District #402  
9309 SW Cemetery Road  
Vashon Island, WA 98070

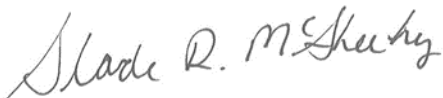
Dear School Board Members:

The Vashon Island School District Annual Financial Statements for fiscal year 2017-2018 are attached. The Superintendent and the Executive Director of Business & Operations assume responsibility for data accuracy and completeness. These Annual Financial Statements present the District's unaudited financial results as of August 31, 2018.

The development and review of the 2017-2018 General Fund, Capital Fund, Debt Service Fund, Associated Student Body (ASB) Fund, and Transportation Fund annual financial statements were completed with a comprehensive review of revenue and expenditures. Information on each fund's annual financial statement is provided in this document.

We are pleased to publish and disseminate this annual financial statement information to you and the community. We welcome the opportunity to present and discuss results and related financial impacts with all interested parties. We sincerely believe that Interaction among interested groups consistently leads to operational and educational improvements for students in the Vashon Island School District.

Our goal with this document, our Fiscal Year-End Report, is to provide reliable and easily understood financial information to our community about the educational programs and services for fiscal year-end 2017-2018. We believe this document fulfills our promise to strengthen the presentation of our annual financial statements and to help make them more transparent and reader friendly. The state required F-196 Annual Financial Report is included at the end of this document.



Dr. Slade McSheehy  
Superintendent of Schools



Matt Sullivan  
Executive Director of Business & Operations

# Table of Contents

<b>Executive Summary</b>	<b>1-7</b>
• Expenditures	1-3
• Revenues	4-5
• Fund Balance	6-7
<b>General Fund Summary</b>	<b>8-12</b>
• Total General Fund Revenue by Source	8-9
• Total Expenditures for the General Fund	9
• Total Expenditures by Object – General Fund Analysis	9-10
• Historical General Fund Revenues & Expenditures Graphs	11
• Historical General Fund - Fund Balance Graph	12
• Year-End General Fund – Fund Balance Allocation	12
<b>Other Funds – Fund Balance Summaries</b>	<b>13-14</b>
• Capital Projects Fund	13
• Debt Service Fund	13
• Associated Student Body Fund (ASB)	13
• Transportation Fund	14
<b>District Wide Information</b>	<b>14-15</b>
• Assets	14
• Liabilities and Fund Balance	14-15
• Physical Assets	15
<b>2017-2018 Student Enrollment</b>	<b>16</b>
<b>State Financial Year-End Report - F-196</b>	<b>17</b>

# Executive Summary

Preparation of the 2017-2018 budget began in January with the development of the student enrollment forecast for the coming fiscal-year. In February, the Board acknowledged the pupil enrollment forecast and was informed of the budget process. From February to May district staff and budget managers met regularly to formulate budget recommendations for Board approval. A preliminary budget was presented in May, with a final budget approved by the Board in June. Implementation of the budget commenced on September 1, 2017.

## **Expenditures**

The Vashon Island School District operates five (5) individual funds, allowed by state law, they are as follows: **General, Capital Projects, Debt Service, Associated Student Body (ASB), and Transportation.**

### **General Fund**

Accounts for the day-to-day operation of the District. Included are all the normal and recurring financial activities of the District that are not accounted for in other funds. Expenditures include salaries and benefit costs, and non-salary costs, such as supplies and materials, books and other instructional materials, utilities, purchased services and equipment, which is referred to as MSOC (Materials Supplies and Operating Costs). Revenues for the General Fund includes local, state, and federal funds.

### **Associated Student Body Fund (ASB)**

Accounts for the student extracurricular activities in each school. These funds are public monies raised on behalf of and by students, and are used for optional, extra-curricular events of a cultural, athletic, recreational, or social nature (CARS).

### **Debt Service Fund**

Provides for the redemption and payment of interest on voted bonds. Each year an amount is levied which provides for redemption of bonds currently due, interest payments on bonds outstanding and related costs.

### **Capital Projects Fund**

Accounts for the financing and expenditures of capital projects. It can include modernization, new construction and replacement of systems, equipping of new facilities, site improvements, major renovations, and technology systems. Revenues for the Capital Projects Fund include state matching funds, investment earnings, impact fees, Cap/Tech levy, and bonds.

### **Transportation Fund**

Accounts for the purchase of buses and major bus repairs, though repairs are allowed only with OSPI approval. Revenue for this fund can include State depreciation funds, transportation vehicle levy funds, and investment income.

The following chart presents a comparison of the proposed budget vs. actual expenditures for fiscal year 2017-18 for all Governmental Funds as well as 2016-17 actual expenditures.

<b>Total Expenditures for All District Funds</b>				
<b>Fund</b>	<b>Actual 2016-2017</b>	<b>Budgeted 2017-2018</b>	<b>Actual 2017-2018</b>	<b>% Change*</b>
<b>General</b>	19,860,678	21,516,595	21,095,848	+6.2%
<b>Capital Projects</b>	913,419	10,326,441	4,723,395	+417%
<b>Debt Service</b>	3,114,022	5,380,825	3,231,351	+3.8%
<b>ASB</b>	213,159	517,940	260,384	+22.2%
<b>Transportation</b>	107,408	10,000	0	-100%

*\*Percent change is between 2016-2017 Actual and 2017-2018 Actual*

### **Total Expenditures for All District Funds Analysis**

**General Fund** – 6.2% increase from 2016-2017 to 2017-2018 due to an increase in State COLA, Special Education and an increase in TRI (time, responsibility, and incentive) pay for certified teachers via collective bargaining, long-term leave replacements.

**Capital Projects Fund** – 417% increase from 2016-2017 to 2017-2018 due to Bond Projects.

**Debt Service Fund** – 3.8% increase from 2016-2017 to 2017-2018 was due to required bond payments for principle and interest.

**Associated Student Body Fund (ASB)** – 22.2% increase from 2016-2017 to 2017-2018 due to out of state/country travel (Trips to San Francisco and Washington DC and international trips to Japan & Costa Rica).

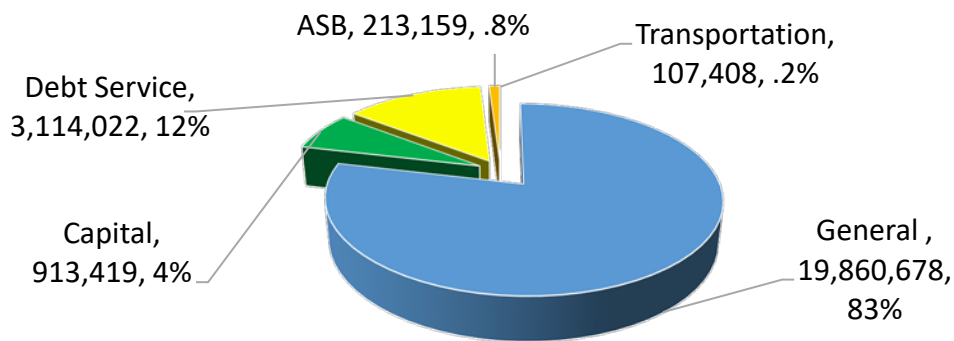
**Transportation Fund** – no bus purchase for fiscal year 2017-2018.

Education of students is a very labor-intensive enterprise, as reflected in personnel costs. The workforce of the District is determined by staffing guidelines and collective bargaining agreements (CBA's) in relation to projected student enrollment and curriculum requirements.

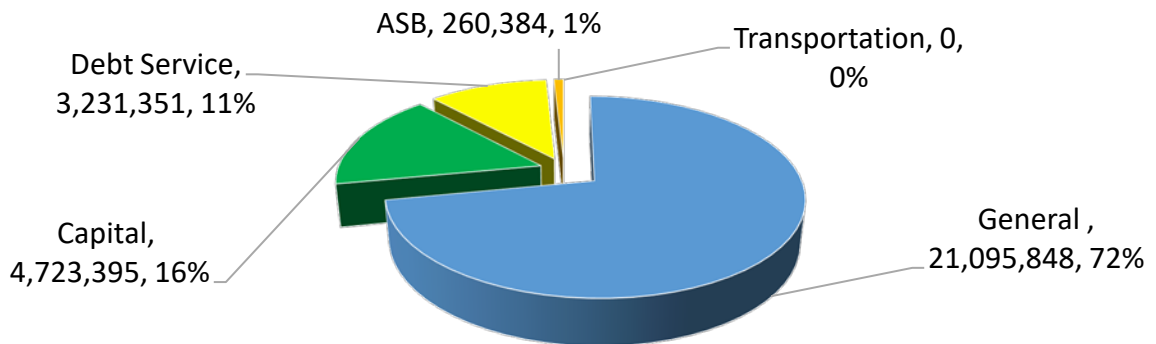
For fiscal-year 2017-2018, salaries and benefits constituted 78.9% of all General Fund expenditures. In 2016-2017 salaries and benefits constituted 78.5% of all General Fund expenditures, in 2015-2016 it was 78% of all General Fund expenditures and in 2014-2015 it was 78%. This past fiscal year did see a salary increase via negotiated agreements and increases to medical and health benefits, which resulted in an average 8.9% increase in salary and benefit costs to the General Fund.

*The following pie charts provide a comparison of actual expenditures by fund for the 2017-18 and 2016-17 fiscal years based on actual expenditures.*

### 2016-2017 Actual Expenditures by Fund



### 2017-2018 Actual Expenditures by Fund



# Revenues

Financial support for many additional district-operated programs and services is derived from local sources of revenue, such as the Maintenance/Operation (M&O) and Capital Projects (Cap/Tech) Levies, paid by local property taxes, and generous donations from civic and educational support organizations.

*The following chart presents a comparison of the proposed budget vs. actual revenues for fiscal year 2017-18 for all Governmental Funds as well as 2016-17 actual revenues.*

<b>Total Revenues for All District Funds</b>				
<b>Fund</b>	<b>Actual 2016-2017</b>	<b>Budgeted 2017-2018</b>	<b>Actual 2017-2018</b>	<b>% Change*</b>
<b>General</b>	19,760,640	21,516,595	21,193,896	+7.3%
<b>Capital</b>	11,096,643	1,043,215	1,086,045	-90.2%
<b>Debt Service</b>	4,890,309	4,671,840	4,734,394	-3.2%
<b>ASB</b>	214,276	555,050	264,889	+23.6%
<b>Transportation</b>	23,242	19,000	23,568	+1.4%

*\*Percent change is between 2016-2017 Actual and 2017-2018 Actual*

## Total Revenues for All District Funds Analysis

**General Fund** – 7.3% increase from 2016-2017 to 2017-2018 due to an increase in State apportionment, local taxes, and an increase in special education funding.

**Capital Projects Fund** – 90.2% decrease from 2016-2017 to 2017-2018 due to no Capital Bond.

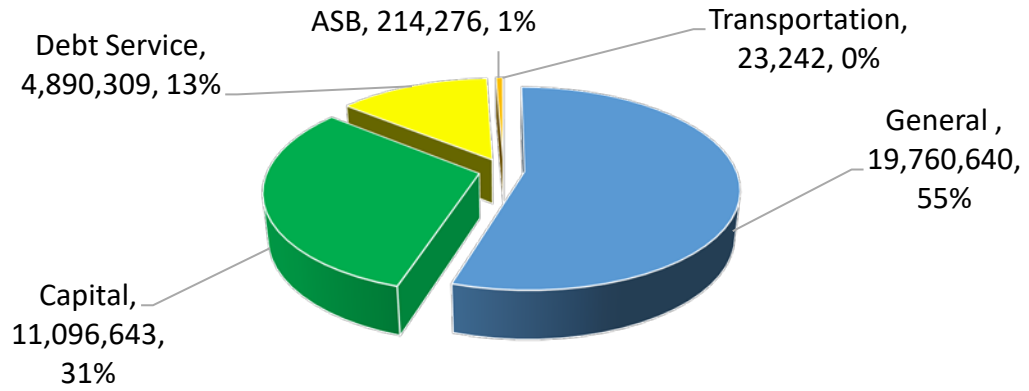
**Debt Service Fund** – 3.2% decrease from 2016-2017 to 2017-2018 due to decrease in payments on bond debt/sinking fund.

**Associated Student Body Fund (ASB)** – 23.6% increase from 2016-2017 to 2017-2018 due to increased fundraising for major out of state/out of country trips.

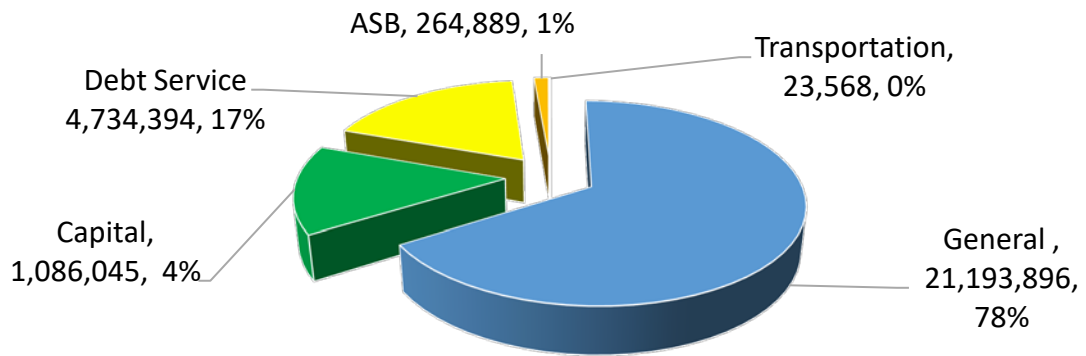
**Transportation Fund** – 1.4% increase from 2016-2017 to 2017-2018 due to a slight increase in State transportation depreciation funding.

The following pie charts provide a comparison of revenues by fund for the 2017-18 and 2016-2017 fiscal years based on actual revenues.

### 2016-2017 Actual Revenues by Fund



### 2017-2018 Actual Revenues by Fund





# Fund Balance

The District maintains a positive balance in each of the five funds, which provides savings and future spending flexibility. The Fund Balance is “cash-in-the-bank.” The District currently maintains a minimum of 5% General Fund fund balance per District policy.

**General Fund Balance** consists mainly of committed reserves, restricted funds, assigned contingencies and unassigned reserves.

**Capital Projects Fund Balance** consists of designated capital fund reserves and collected Cap/Tech Levy funds.

**Debt Service Fund Balance** consists of collected taxes that have yet to be used for bond principal/interest payments.

**Associated Student Body Fund (ASB) Balance** accounts for the student extracurricular activities in each school.

**Transportation Fund Balance** accounts for the purchase and major repairs of buses.

*The table below shows the 2017-2018 ending fund balances (budgeted amount and actual) and the 2016-2017 actual amount.*

<b>Ending Fund Balance for All Funds</b>				
<b>Fund</b>	<b>Actual 2016-2017</b>	<b>Budgeted 2017-2018</b>	<b>Actual 2017-2018</b>	<b>% Change*</b>
<b>General Fund</b>	1,031,914	1,478,339	1,129,961	+9.5%
<b>Capital Projects</b>	10,603,727	863,214	6,146,771	-42.0%
<b>Debt Service</b>	6,727,453	1,697,879	7,406,878	+10.1%
<b>ASB</b>	197,189	37,110	201,694	+2.3
<b>Transportation</b>	17,627	20,579	41,194	+134%

*\*Percent change is between 2016-2017 Actual and 2017-2018 Actual*

## Ending Fund Balance for All Funds Analysis

**General Fund** – 9.5% increase from 2016-2017 to 2017-2018, due to a decrease in the MSOC Budget.

**Capital Projects Fund**– 42% decrease from 2016-2017 to 2017-2018 due to completion and/or payments of major parts of the Capital Bond Projects.

**Debt Service Fund** – 10.1% increase from 2016-2017 to 2017-2018 due to an increase in payments on the bond/sinking fund.

**Associated Student Body (ASB) Fund** – 2.3% increase from 2016-2017 to 2017-2018 due to slightly increased revenue via additional class fundraising for future events such as trips, homecoming, and prom.

**Transportation Fund** – 134% increase from 2016-2017 to 2017-2018 due to depreciation increase for the additional (newer) bus.

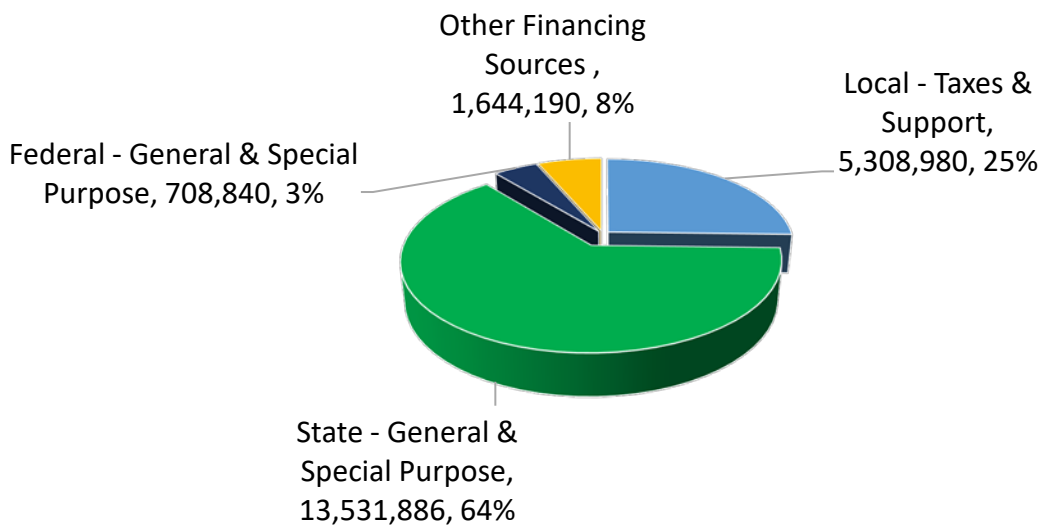


# General Fund Summary

The General Fund accounts for the day-to-day operation of the District. Included are all the normal and recurring financial activities of the District that are not accounted for in other funds. Expenditures include salaries and benefit costs and non-salary costs such as supplies, materials, books, instructional materials, utilities, purchased services and equipment, which is called MSOC (Materials Supplies and Operating Costs). Revenues for the General Fund include local, state, federal, and other monies.

## Total General Fund Revenue by Source

2017-2018 Total Actual Revenue by Source



**Local - Taxes & Support – 25%** - This funding source includes local property tax - levies (M&O & Cap/Tech), timber excise tax, tuition and fees, investment earnings, and private donations.

**State – General & Special Purpose – 64%** - This is the largest revenue source for the District, which includes apportionment. The amount of apportionment is driven by the number of full-time equivalent students (FTE) in the District, and a series of other formulas driven by both the number of full-time equivalent students (FTE) and rates set by the legislature. The 2017-2018 state allocation per student FTE was \$6,926.48, which was up by +575.12 from 2016-2017. State General and Special Purpose funding also includes Special Education (SPED), Career and Technical Education (CTE), Learning Assistance Program (LAP), Transitional Bilingual, Food Services, and Highly Capable.

**Federal – General & Special Purpose – 3%** - This funding source includes Special Education (SPED) grants, reimbursements via Medicaid, Title I - Disadvantaged, Nutrition Support, and other grants.

**Other Financing Sources – 8%** - This funding source includes, sale of surplus real property and equipment, facility use fees (Park District Commons Agreement), and levy transfers for the Cap/Tech levy.

**Total Expenditures for the General Fund**

*The table below shows the 2017-2018 year-end Object balances (budgeted amount and actual) and the 2016-2017 actual amount.*

<b>Total Expenditures by Object – General Fund</b>					
<b>Object</b>	<b>Description</b>	<b>Actual 2016-2017</b>	<b>Budgeted 2017-2018</b>	<b>Actual 2017-2018</b>	<b>% Change*</b>
2	Salaries-Certified	8,068,322	8,365,815	8,723,936	+8.1%
3	Salaries-Classified	3,217,098	3,297,395	3,448,318	+7.2%
4	Benefits	4,299,273	4,594,265	4,810,498	+11.9%
5	Supplies & Materials	1,115,347	2,530,546	1,140,977	+2.3%
7	Purchased Services	3,033,574	2,586,428	2,871,148	-5.4%
8	Travel	30,593	20,421	36,461	+19.2%
9	Capital Purchases	91,667	86,726	64,511	-29.6%

*\*Percent change is between 2016-2017 Actual and 2017-2018 Actual*

**Total Expenditures by Object – General Fund Analysis**

**Salaries – Certified - 8.1%, +655,614** due to an increase in TRI (time, responsibility, and incentive) pay. Also due to additional hours for professional development, supplemental pay/stipends, Special Education, State COLA, long-term leave substitutes and step/merit increases.

**Salaries – Classified - 7.2%, +231,220** increase due to special education (SPED) needs and multiple long-term leave substitutes.

**Benefits – 11.9%, +511,225** – due to an increase in medical benefits, retirement contributions, and retiree health care costs. *Note: depending on the medical plan, the State of Washington covers only 40% to 50% of the total cost, with employees paying out-of-pocket for the rest. The State provided revenue covering benefits costs has remained relatively static for six years.*

**Supplies & Materials – 2.3%, +25,630** – increase due to the cost of supplies and materials.

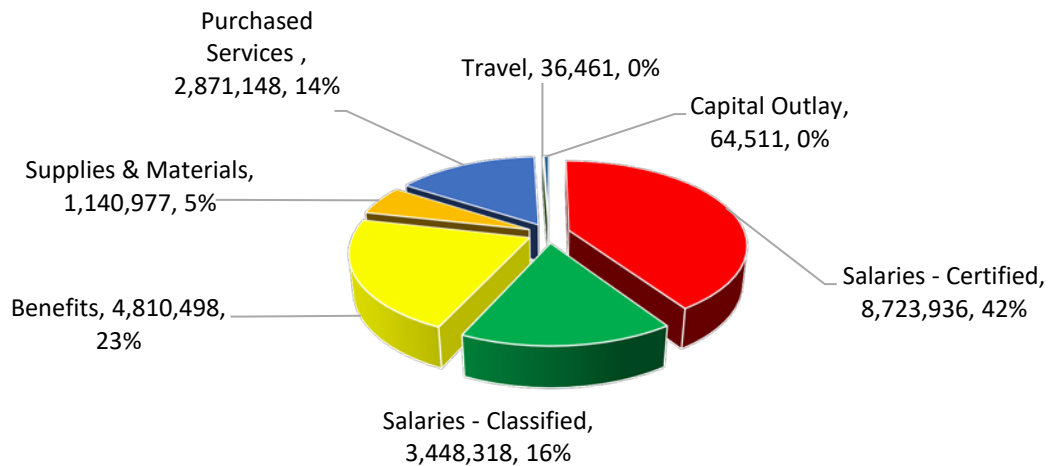
**Purchased Services – 5.4%, -162,426** – decrease due to Special Education (SPED) contracts for Speech Language Pathologists (SLP’s) and Physical Therapists (PT’s).

**Travel – 19.2%, +5,868** – decrease due to less travel for conferences via web base and in-district trainings.

**Capital Outlay – 29.6% -27,156** – decrease due to no major expenditures that meet the capital outlay guidelines.

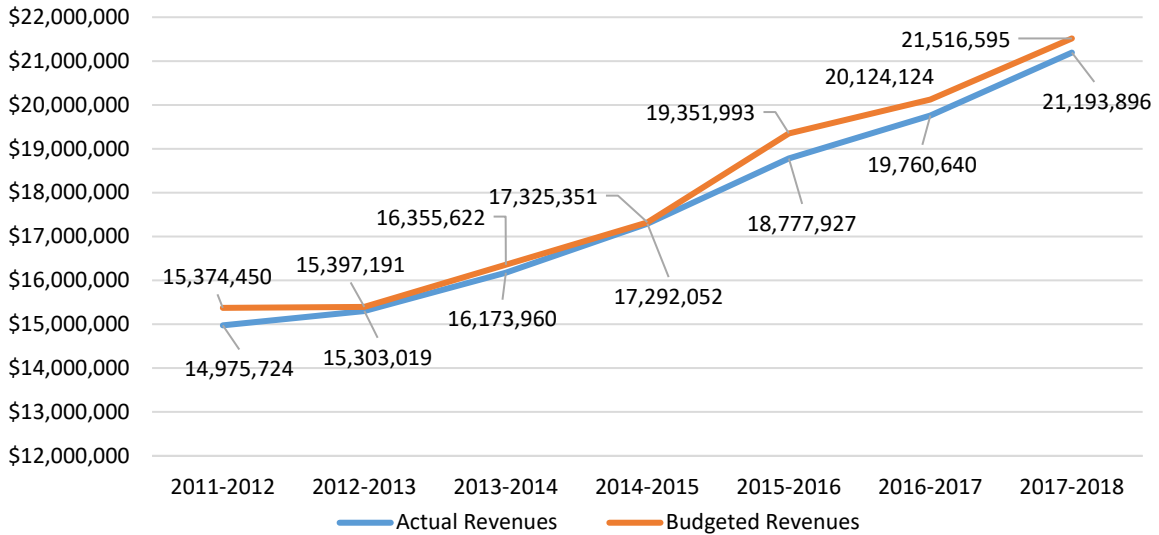
*The following pie chart provides a comparison of expenditures by Object via the General Fund for the 2017-18 fiscal year.*

### 2017-2018 Actual Expenditures by General Fund

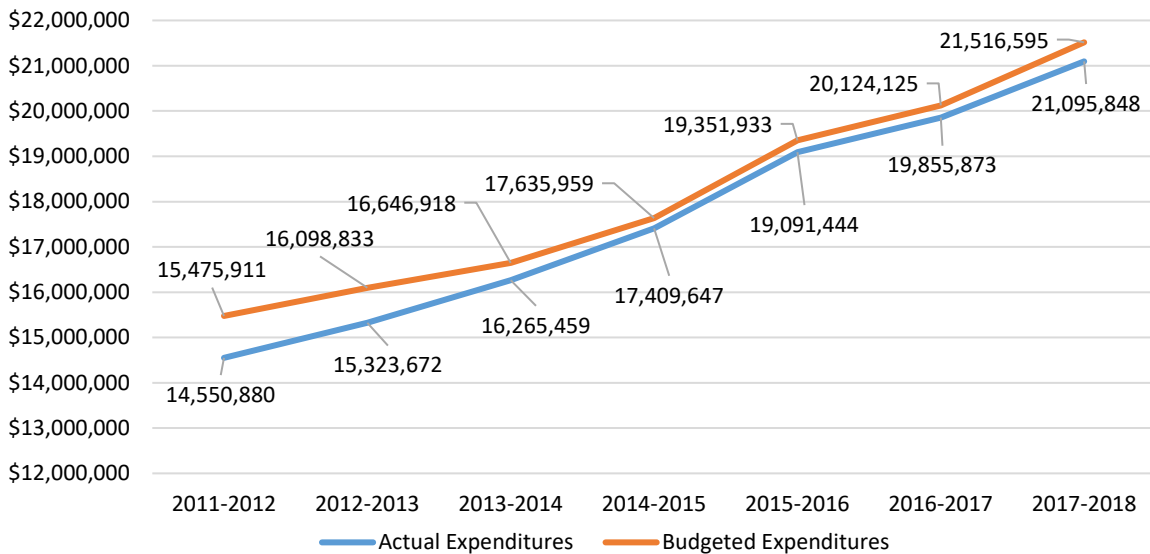


## Historical General Fund Revenues & Expenditures

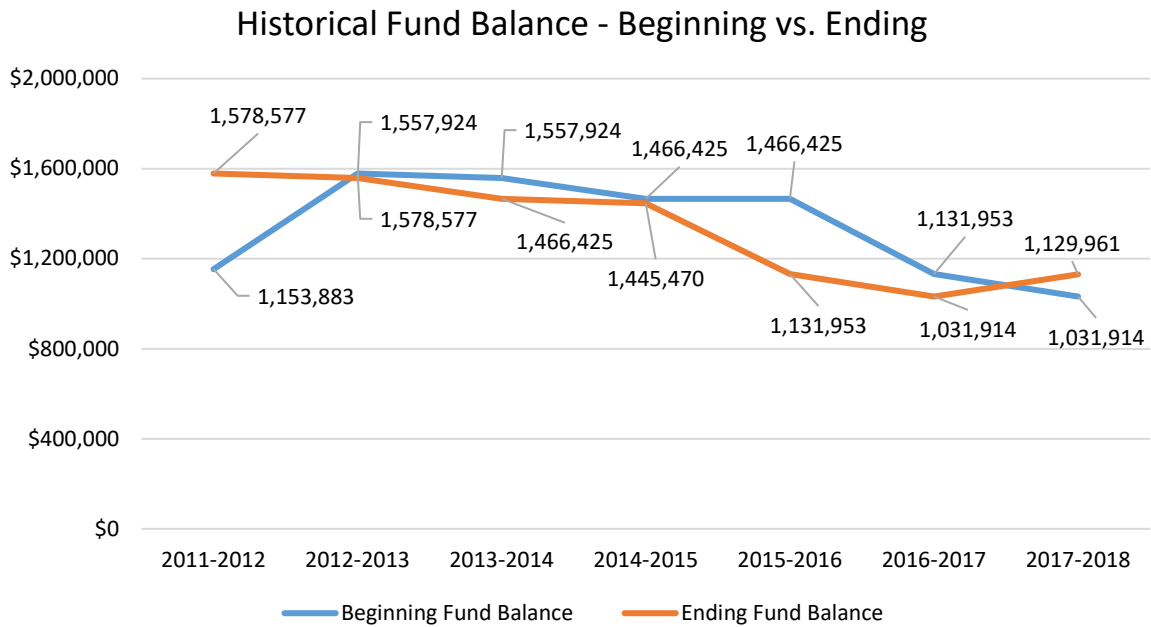
### Historical General Fund Actual Revenues vs. Budget



### Historical General Fund Actual Expenditures vs. Budget



## Historical General Fund - Fund Balance



### Year-End 2017-2018 General Fund – Fund Balance Allocation

Description	16-17 Allocation	17-18 Allocation
Committed to Other Purpose (Field Turf)	0	35,000
Curriculum/Professional Development	0	0
5% Minimum Fund Balance	1,006,206	1,074,080
Benefit Liability	25,708	20,881
<b>ACTUAL YEAR-END TOTAL</b>	<b>1,031,914</b>	<b>1,129,961</b>

To build back fund balance from the losses in 2016-2017 due to student needs, in 2017-2018 there was the reduction of MSOC's (materials, supplies, and operating costs) by roughly 15% "saving" the District roughly \$375,000. These needed measures increased the year-end fund balance for 2017-2018 to 1.1 million. A healthy fund balance, which at the very minimum is roughly 5% of overall expenditures, is needed to pay salaries and benefits during the months (typically October & April) when local taxes are not remitted to the District from King County.

## Other Funds – Fund Balance Summaries

### **Capital Projects Fund**

The Capital Projects Fund provides resources to construct or perform significant remodel and/or restoration of facilities. The District receives revenue for the Capital Projects Fund through long-term leases, land sales, State capital project grant reimbursements, investment earnings, and local capital levies or bond elections. In April of 2017, a capital bond election was put forth to our voters and achieved the required super-majority (60%) for successful passage, it passed with 73.08% approval. A four-year Capital Projects & Technology Levy (Cap/Tech Levy) was passed in April of 2016 for collection in calendar years 2017 through 2020.

Fund Balance	Actual 16-17	Budget 17-18	Actual 17-18
Capital Projects	10,603,727	863,214	6,146,771

### **Debt Service Fund**

The Debt Service Fund is used to pay off outstanding long-term debt authorized by the Board and approved by the voters. The District pays interest on its debt twice a year (December and June) and principal once a year (December). Property taxes are collected by King County on behalf of the District. King County invests the taxes received in order to maximize return and maintain as small a tax rate as possible.

The use of a Debt Service Fund balance allows for property taxes to remain stable over long periods of time. The Debt Service Fund is closely monitored to ensure it stays at a level that allows payment of our long-term debt.

Fund Balance	Actual 16-17	Budget 17-18	Actual 17-18
Debt Service	6,727,453	1,697,879	7,406,878

### **Associated Student Body Fund (ASB)**

The ASB Fund is run by the students at each school under the supervision of a faculty advisor. Each school's ASB accounts remain separate from all of the other school funds. The students raise money in a variety of ways including dues from ASB cards and athletic/club fees and various fund-raising activities. The year-end target for the ASB Fund is typically \$150,000 to \$250,000, but can increase and/or decrease due to major events/activities, specifically out-of-state/out-of-country trips. This allows for sufficient reserves to cover unexpected events at any of the schools.

Fund Balance	Actual 16-17	Budget 17-18	Actual 17-18
ASB	197,189	37,110	201,694



### Transportation Fund

The Transportation Fund receives funds from the State in the form of school bus depreciation for District owned buses. The fund also invests its reserves and thus earns interest. The District contracts with First Student for its transportation operation needs and thus incurs few (if any) expenses in this fund. We (VISD) currently own and operate two, eighty-four (84) passenger buses, one seventy-one (71) passenger bus and one thirty (30) passenger bus.

Fund Balance	Actual 16-17	Budget 17-18	Actual 17-18
Transportation	17,627	20,579	41,194

## District-Wide Information

### Assets

Most of the District's financial activity occurs in the General Fund. The King County Treasurer acts as our *Ex Officio Treasurer* in conjunction with our banking institution (US Bank). The District maintains a small amount of cash to cover urgent warrants (checks), roughly \$15,000. In more recent years, the King County Investment Pool has been more aggressive in managing the cash reserves, ensuring that the District receives the maximum investment return on its available cash.

For several years now, an oversight board consisting of representatives of various institutions required to be part of the investment pool (school districts, water districts, sewer districts, etc.) was established to lend oversight to the pool. Reappointed as of September 1<sup>st</sup>, 2018, the Executive Director of Business & Operations serves on this board as appointed by the King County Executive, Dow Constantine.

Receivables are monitored and accounts reconciled on a monthly basis and when accounts become more than thirty days past due, we communicate with the organizations or individuals who owe us money. On very rare occasions, accounts may require the use of a collection agency.

### Liabilities and Fund Balance

The District pays bills after an invoice is received and the materials/services are confirmed to be acceptable. Paying bills twice a month, when possible, allows the District to maintain an average weighted age of accounts payable (AP) of thirty days as provided by RCW 42.24.180. To cover urgent needs, the District operates an imprest (checking) account that is monitored daily and reconciled monthly with a \$15,000 limit as approved by the Board.

Fund balance consists of reserves that are committed, restricted, and/or assigned for particular items. These include student fees collected for programmatic needs, donation carryover and commitments for curriculum adoptions (reserve) and long-term debt. Another, and the largest portion of fund balance, is committed to a minimum end-of-year balance equivalent to 5% of the year's budgeted expenditures. This minimum fund balance is set by Board policy 6000.

***“The District will maintain an unreserved fund balance of no less than five percent (5%) of the current fiscal year budgeted expenditures. The unreserved ending fund balance will be preserved as an emergency fund.”***

## **Physical Assets**

The District owns and operates the following schools and facilities:

- 1 elementary school – **Chautauqua Elementary (CES)**
- 1 middle school – **McMurray Middle School (McM)**
- 1 high school – **Vashon High School (VHS)**
- 1 alternative learning experience (ALE) school & 1 home school resource center – **Student & Family Link (LINK)**
- 1 technology office – **“The Tech Shed”**
- 1 maintenance office and warehouse building – **“Facilities”**
- 1 transportation facility – **“The Bus Barn”**

The District also owns two closed elementary school sites (Burton Elementary and Vashon Elementary). The land total is 140.2 acres with a total insurable value (TIV) of buildings and equipment at \$72,818,600 million as estimated by our insurance provider. This is an increase of +\$16,128,939 up from \$56,689,961 million in 2016-2017.

Since the District is not required to maintain fixed assets or depreciate them, it becomes important to provide the Board and community with a listing of those assets along with a total approximate dollar value. The dollar value represents the insurance coverage carried by the District. Building values (as noted above) are based on a construction cost per square foot that is updated annually by our insurance carrier, the Washington Schools Risk Management Pool (WSRMP). This organization is a cooperative between 90+ school districts whose risk history is among the best in the State of Washington. Equipment value represents a factor applied to the costs of construction and then modified in order to cover items such as special equipment, etc.

## 2017-2018 Student Enrollment

### Enrollment Data -- Grade Level -- FTE

Grade	2016-2017 Year End FTE Average	2017-2018										Average FTE	Budget FTE
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Kindergarten	80.00	89.50	89.00	87.00	88.00	88.00	87.50	87.50	86.50	85.50	84.00	87.25	80.00
Grade 1	91.00	90.00	91.00	91.00	92.00	94.00	93.00	93.00	95.00	97.00	94.00	93.00	87.00
Grade 2	101.40	91.00	92.00	92.00	93.00	94.00	93.00	93.00	93.00	92.00	92.00	92.50	97.00
Grade 3	93.18	98.00	100.00	101.00	100.00	99.00	98.95	98.95	98.95	96.95	96.60	98.84	100.00
Grade 4	105.84	114.00	115.00	114.00	113.00	114.00	112.00	112.00	113.00	112.00	111.00	113.00	94.00
Grade 5	102.84	115.00	115.00	115.00	115.00	116.00	117.00	117.00	118.00	118.00	119.00	116.50	105.00
Grade 6	142.52	120.80	120.80	120.80	120.00	120.00	121.00	121.20	122.20	120.91	120.91	120.86	125.00
Grade 7	128.30	<b>146.20</b>	<b>147.20</b>	146.20	147.40	147.20	144.60	145.40	145.40	145.40	145.40	146.04	144.00
Grade 8	139.91	129.90	128.90	129.84	129.84	130.64	134.44	133.84	133.84	133.84	133.84	131.89	130.00
Grade 9	149.76	140.99	140.00	140.00	140.00	140.00	136.37	139.98	139.98	139.82	138.66	139.58	143.00
Grade 10	149.60	143.82	144.99	143.58	142.58	142.98	139.98	139.59	140.59	140.59	141.59	142.03	150.00
Grade 11	133.32	120.29	118.37	116.35	117.35	114.35	112.35	114.51	114.51	115.51	115.51	115.91	129.00
Grade 12	95.48	115.75	115.97	114.94	115.17	115.25	113.17	108.17	108.17	106.82	106.62	112.00	118.00
<b>Total FTE</b>	<b>1513.15</b>	<b>1515.25</b>	<b>1518.23</b>	<b>1511.71</b>	<b>1513.34</b>	<b>1515.42</b>	<b>1503.36</b>	<b>1504.14</b>	<b>1509.14</b>	<b>1504.34</b>	<b>1499.13</b>	<b>1509.41</b>	<b>1502.00</b>
												Budget Difference	7.41

### Enrollment Data -- School -- FTE

School	2016-2017 Year End FTE Average	2017-2018										Average FTE	Budget FTE	Difference
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Chautauqua	546.84	562.49	564.65	562.65	563.45	568.45	564.74	565.74	567.74	565.74	562.74	564.84	534.00	30.84
McMurray	402.34	386.97	386.65	385.65	386.25	386.85	390.65	390.45	391.45	389.36	390.36	388.46	392.00	-3.54
Vashon HS	502.34	491.71	489.34	484.42	483.70	482.25	471.15	465.45	465.45	464.94	463.58	476.20	508.00	-31.80
Family Link	39.92	48.40	51.00	52.00	52.00	51.00	49.56	49.16	50.16	49.96	47.11	50.04	42.00	8.04
Student Link	21.71	25.68	26.59	26.99	27.94	26.87	27.26	33.34	34.34	34.34	35.34	29.87	26.00	3.87
<b>Total FTE **</b>	<b>1513.15</b>	<b>1515.25</b>	<b>1518.23</b>	<b>1511.71</b>	<b>1513.34</b>	<b>1515.42</b>	<b>1503.36</b>	<b>1504.14</b>	<b>1509.14</b>	<b>1504.34</b>	<b>1499.13</b>	<b>1509.41</b>	<b>1502.00</b>	<b>7.41</b>

**F-196**  
**(State Financial Year-End Report)**