



*THE SCHOOL DISTRICT OF LEE COUNTY and
THE TEACHERS ASSOCIATION OF LEE COUNTY*

**TALC Bargaining Committee
Monday, December 10, 2018
Agenda**

Items

1. Check-In
2. Minutes
3. Article 10 (Compensation)
4. Check-out

Mission: To ensure that each student achieves his/her highest personal potential

Vision: To be a world-class school system

TALC Bargaining Committee
FY19 (2018-2019 School Year)



**THE SCHOOL DISTRICT OF LEE COUNTY and
THE TEACHERS ASSOCIATION OF LEE
COUNTY
TALC Contract Negotiations
FY19 (2018-2019 school year)**

December 10, 2018

Agenda

Check-in

Article 10 (Compensation)

Check-In

Time Constraints: 6:00 pm

Missing: ~~Carl Burnside~~, Jessica Duncan, Christine Carberry, Kim Hutchins

Elephants: (none)

Expectations: make progress*****

Minutes:

November 12, 2018: approved as amended

November 26, 2018: approved as amended

Story - Article 10 (Compensation)

- Before we begin, we would like to introduce Susan Malay, Executive Director, Financial Services, who is here due to the absence of Kim Hutchins, Director, Payroll; Susan is Kim's supervisor and since we're talking about Compensation we think it's important that someone be here to represent Payroll
- Kelly Letcher, Director, Budget, is also here tonight at the request of our Chief Finance Officer, Greg Blurton, Ms. Letcher will be an additional resource for responding to any questions about the financial position of the District
- Mr. Blurton will begin by providing an overview of the budget and the District's financial position (see attached)
- Over the past three or four years, there has been a continued conversation throughout the District on how to improve our budgeting process and where we can improve operational efficiency in order to budget more money for employee compensation
- Hurricane Irma and the growth of our student population, which is now at 94,000, are two complicating factors

- The School District of Lee County is one of only seven districts throughout the State of Florida that are growing in student population; there are 67 districts in total
- State funding for FY19 (2018-2019 school year) increased by only 15 million dollars; this amounts to an increase of 1.18% from FY18 (2017-2018 school year)
- Half of the increase in state funding is mandated by law to go to the mental health initiatives for students or to our efforts to improve school safety, including funding additional School Resource Officers
- There are also categorical dollars that have no flexibility in what they can be used to fund
- After all required items have been accounted for the remaining funds amount to a per student increase of only forty-seven cents
- The devastation from Hurricane Irma depleted the District's capital budget by 31 million dollars
- The District continues to work with FEMA and our insurance providers in an effort to receive timely reimbursement of all or a portion of these funds; to date the District has only recovered 2 million dollars
- It is projected that in FY19 (2018-2019 school year) we will receive reimbursement for an additional 8 million dollars, bringing the reimbursement total to 10 million dollars; seeking reimbursement continues to be a slow and somewhat painful process
- The District receives a portion of its revenue from local property taxes; property tax revenue is collected beginning in December
- As a result, the District projected a cash flow shortage for FY19 (2018-2019 school year); the District relied upon a financial instrument called a "Tax Anticipation Note" to cover that shortage
- Tax Anticipation Notes have been used in the past and are the equivalent of the district taking out a 25 million dollar loan that will be paid back as soon as the property tax revenue is collected
- Additional revenue for the District comes in the form of a millage rate; currently, the millage rate is 4.15. In FY19 (2018-2019 school year), there was a 2.5% decrease in the revenue produced by the millage rate, as compared to FY18 (2017-2018 school year)
- Historically, the District received a rollback rate at or higher than the previous year., which would help cover the decrease in revenue from the millage rate
- The past two (2) years the rollback rate has been lower than what is needed to cover the decrease in revenue from the millage rate; this means the District is expected to maintain the same level of service to the community with fewer dollars in revenue
- The State of Florida will have new leadership beginning in January 2019; the new administration may or may not help the funding of public school districts
- The District looked at three (3) scenarios for FY20 (2019-2020 school year):
 - Scenario 1 - a budget that is flat, meaning revenue remains the same as it was in FY19 (2018-2019 school year)
 - Scenario 2 - a budget that is one (1) to two (2) percent lower than FY19 (2018-2019 school year)
 - Scenario 3 - a budget that is one (1) to two (2) percent higher than FY19 (2018-2019 school year)
- There are two (2) sides of the District budget: Operating (General Fund) and Capital
- Salaries and wages come from the Operating side of the District budget

- Operating funds can be moved to the Capital budget, but Capital funds cannot be moved to the Operating budget; Budget is committed to finding areas where Operating funds can be freed up to be put toward employee compensation
- As mentioned earlier, the District developed a comprehensive, multi-year plan for employee compensation; the plan includes 16.25 million dollars for FY19 (2018-2019 school year) and FY20 (2019-2020 school year) combined
- The District has a five (5) year Capital plan and with revenue from the sales tax referendum that voters recently passed the District will have an additional line of revenue to draw from for Capital expenditures
- The District continues to look at other options for generating revenue, including grant funding
- Sales tax revenue cannot be used for compensation; it is strictly for Capital expenditures
- A good portion of the 16.25 million dollars will be coming from District department budgets in areas where we know there will be savings as a result of improved operational efficiency; the majority of these savings will be available for compensation purposes in FY20 (2019-2020 school year), which begins July 1, 2019
- The District will continue to look for ways to spend more efficiently in order to have more funding available to put toward employee compensation
- Even though the majority of funds identified will not be readily available until July 1, 2019 is there a split that can be identified in terms of what would be available in each fiscal year
- There is funding available for a less than one percent increase in overall compensation funding for FY19 (2018-2019 school year)
- District leadership has had numerous discussions about what will benefit instructional staff the most
- Due to the bleakness of the situation, in terms of funding available in FY19 (2018-2019 school year), we feel it is most beneficial to consider a two (2) year contract for compensation
- In past years, the District has been able to offer a 2.5% to 3% increase
- How is the District able to plan for two years? What if another hurricane hits the area and requires a substantial expenditure of Capital funds?
- We have no way to predict the future and unforeseen circumstances that may affect this plan, however, the district is committed to competitive employee compensation, and if a natural disaster occurs we will come back to the table to discuss the way forward from there
- So in other words, this money is not necessarily there?
- Even though Hurricane Irma was a big expense, we are expecting those funds to be returned to the District at some point
- The delay in receiving reimbursement funds from our insurance providers and FEMA affect the funding available for the District as a whole in FY19 (2018-2019 school year)
- The savings that we will begin to see in July 2019, along with the anticipated reimbursement of 8 million dollars from our insurance providers and FEMA, means the money necessary to fund this plan will be available in FY20 (2019-2020 school year)
- Even if the 10 million dollars is received that still leaves a deficit of 21 million dollars in the Capital budget; based on the 31 million dollars that we've been told the District lost as a result of Hurricane Irma

- The District is committed to competitive employee compensation and will continue to look at all areas of the general fund
- The District has identified numerous areas where budgeted funds have been returned to the District at the end of the year, or where the District can negotiate a better rate for things like professional services, purchased services (vendors), and consultants
- Changes to the budget can and will be made so that there can be an increase in funding for compensation
- There is an “Unassigned” fund balance, however, that cannot go below 10% without impacting our credit rating
- Grant funding is another area we continue to look at to make sure we are using all of the funding we’re provided to ensure the most impact
- Despite Hurricane Irma, the District continues to find those areas for improvement of operational efficiencies and for savings, so we can reduce the strain on the general fund, which is where the 16.25 million dollars for FY19 (2018-2019 school year) and FY20 (2019-2020 school year) will come from
- The District is making sure we are ordering only the instructional materials that are needed, using grants to their fullest potential, and improving efficiency without compromising effectiveness to drive down costs allowing for more funding to go to competitive employee compensation
- Is this presentation for TALC only or is the money for SPALC included in the 16.25 million for FY19 (2018-2019 school year) and FY20 (2019-2020 school year)?
These numbers are for TALC only
- Is there an FY19 (2018-2019 school year) breakdown? In other words, how many millions are we talking about for FY19 (2018-2019 school year)?
- For FY19 (2018-2019 school year), it amounts to a less than a one percent increase in overall compensation for instructional staff, or roughly 3 million dollars
- What was the amount we had in FY18 (2017-2018 school year)?
Roughly 9 million dollars
- With this multi-year plan, the FY19 (2018-2019 school year) increases would be seen in July 2019
- What is the rollback rate? We can provide that information on the screen; it’s 6.4866/ actual 6.679 17-18 / proposed 18-19 6.401 (see attachment)
- What other areas will see changes to their budgets other than curriculum? In looking at some of the book rooms around the District, it’s probably a good idea that we look at curriculum budgets
- Department budgets are being looked at and we’ve identified projects that never really took off or areas where money allocated simply was not needed
- When funds are returned to the District by Departments, it goes back into the overall pot of money and can be used to fund other needs; there are also funds left from school recognition money from time to time
- Each year funds not used by schools carry over to the following year; Budget will be helping schools make sure they are using allocated funds to its highest potential
- Many grants exist that can assist with expenses currently being paid with general fund money; using grant funding to its highest potential frees up funding to go toward employee compensation
- Are any positions being cut or are any hiring freezes being considered?

- At this time, the only positions being considered for elimination are those that we would lose through attrition
- Recent audits showed that the District has a significantly higher number of paraprofessionals than other districts; not including those who serve our ESE and ESOL populations
- Recent audits also identified that we have more assistant principals than similar size districts around the state
- It's important that we clarify that when we're referring to "curriculum", we're referring to instructional materials, not the department itself
- As an example, our Recruitment department had a budget of \$300,000 in FY18 (2017-2018 school year) to support an employee referral program that paid \$1,000 to District employees who referred someone that was offered employment with the District
- In total, only \$1,000 of that money was spent, so the program ended and funding returned to the District; this is the type of programs we are asking departments to consider eliminating
- Lean Six Sigma is a quality and process improvement system that the District uses to identify areas where we can become more efficient; there are numerous Greenbelt Projects going on right now that are helping with efficiency, including moving toward electronic workflows, which cuts the cost of paper and printing
- Thank you to the Budget department for breaking this information down for us on a level that most can easily understand
- Three million dollars is one-third of last year's allocation, this is a small amount of money and would mean someone with an Effective rating on their Final Performance Evaluation may only get a \$200 increase in FY19 (2018-2019 school year)
- Subtracting the 3 million for FY19 (2018-2019 school year) from the overall amount leaves 13 million dollars for FY20 (2019-2020 school year); that is 4 million dollars more than what we received in FY18 (2017-2018 school year)
- Where does the larger overall payroll amount come from? We're a growing District
- Are there any anticipated plans to change class sizes?
- The philosophy about classroom size remains as it was in FY17 (2016-2017 school year) and FY18 (2017-2018 school year); we do not see a higher than average classroom size
- Are any other changes in staffing being considered by the District?
No, we are looking at where we have historically over-budgeted and how we can get those numbers down
- How is this budget different from prior years?
We have not multi-year budgeted before, nor have other districts in the state
- We are doing a deeper dive into the budget than has been done in years past and we're looking at areas where there are opportunities for savings, so that we can eliminate waste in coming years
- We will continue this pattern of looking for operational efficiencies that will assist us with budgeting for competitive employee compensation in FY21 (2020-2021 school year) and FY22 (2021-2022 school year)
- Lean Six Sigma uses a process similar to what you used for the science fair as a kid
- Admittedly, there's a lot less yelling back and forth between kids and their parents, but it helps you take an in-depth look at processes and procedures to be sure that you're maximizing your efficiency

- Human Resources started using Lean Six Sigma for Greenbelt Projects three (3) years ago and we continue to find ways to cut and save through this process; other Divisions are now doing the same thing and we're beginning to see cross-divisional projects
- The information presented by the District has taken about eighteen (18) months to prepare; it's part of an on-going process of looking at budgets in order to find areas where we can save
- For example, there is the opportunity for millions of dollars in savings for "outside contracted services"; the District currently spends about 90 million dollars in this area
- We're closing the gap on budgeting for positions in schools that remain unfilled and we are now better able to forecast the needs of schools, so funding isn't set aside for vacant positions
- Dr. Adkins stated that teacher pay is at the 55th percentile for the State of Florida, when are we projected to be at the 75th percentile?
- The District has prepared a proposal, which we will share tonight, that brings teachers to about the 70th percentile by the end of FY20 (2019-2020 school year)
- Anecdotally, the increases in supplemental pay for Speech/Language Pathologists, Occupational Therapists, and Physical Therapists have allowed us to retain employees and to recruit some employees who left to become outside contractors
- On the screen right now is the District's proposal, which we can talk through some if you'd like (see attachment)
- The District proposal is based on when funds will be available, so there would be no retroactive pay increase; the first increase in pay would take place July 1, 2019 and a second increase in pay would take place when Final Performance Evaluations results come out in November 2019 or December 2019
- The proposal takes into account the fact that there would be salary compression issues in FY19 (2018-2019 school year) if we tried to spend the money for the less than one percent increase when it is available; it is better for employees to receive increases at these times of year
- To clarify, the first increase in pay would show up in the first paycheck of the school year? It would be there when teachers return from the summer, so it's a summer increase? The second increase in pay would show up in the December paycheck so it's a winter increase and would arrive around the holidays?
Yes, that's correct
- So the fact that funding isn't available until July 1, 2019 means that when employees return in August 2019 they would see an increase in pay, so it's not tied to the timing of the release of Final Performance Evaluations? Yes, that's correct
- Payment before July 1, 2019 would also create some compliance issues, since Florida Statute provides some very limiting parameters for how increases in pay are supposed to take place
- The District's proposal includes an increase for everyone: instructional staff with Professional Service Contract status, Continuing Contract status, and Annual Contract status
- Instructional staff who moved on the Career Ladder will still receive a \$1,000.00 increase in base salary

- We want to maintain the equity of Career Ladder Movement, by keeping the amount consistent from year to year, so instructional staff do not feel disadvantaged by moving in a year where there is a lower dollar amount than another year
- Will the \$500 per year of creditable experience for the New Hire Salary Schedule remain the same?
Yes, increases are based on Final Performance Evaluations and employees with Probationary Contract Status will not have a Final Performance Evaluation on file with the District, so they will not be eligible for an increase in the first year
- If applied on July 1, 2019 would the increase be available for employees that were hired in FY19 (2018-2019 school year)?
No, the first increase would be based on an FY18 (2017-2018 school year) Final Performance Evaluation
- So if you were employed by the District in FY18 (2017-2018 school year), then you would be eligible for the “summer” increase?
Yes
- The District used to accept outside evaluations, however this became a manageability issue; charter schools were notorious for providing Final Performance Evaluations late and employees who came from out of state submitted evaluations that don’t meet the state’s requirements, there were also districts who would not provide a copy of the evaluation at all; fixing the New Hire Salary Schedule fixed the underlying issues, so this is no longer needed
- Is it true that some increases are based on the Final Performance Evaluation and some are based on only the Manager’s Rating? No, that’s not correct
- The increase on July 1, 2019 would be based on the Final Performance Evaluation for FY18 (2017-2018 school year) and the increase in December 2019 would be based on the Final Performance Evaluation for FY19 (2018-2019 school year)
- At the end of FY18 (2017-2018 school year), the District average for salary per years of experience was \$775
- As a reminder, salary per years of experience is calculated by subtracting the minimum base salary, \$40,000, from your base salary (as displayed on PeopleSoft), you then divide that number by the number of creditable years of service on file with the District
- The 75th percentile for the State of Florida is a salary per years of experience of about \$915; the increase in FY18 (2017-2018 school year) moved teachers who were rated Highly Effective closer to the 75th percentile; the proposed increase for FY19 (2018-2019 school year) and FY20 (2019-2020 school year) moves teachers who are rated Highly Effective and Effective closer to the 75th percentile
- We have to take into consideration that Collier County and Charlotte County recently passed local tax referendums and will have more operational dollars than Lee County in coming years, which may make it more difficult to compete with these counties for teachers
- The District’s proposal includes an increase to the New Hire Salary Schedule of \$1,000.00, bringing the minimum base salary to \$41,000 and as you can see we have included the cost of a “true-up”, to remove concerns that someone with a similar amount of experience can be hired in at a higher rate

- Raising the minimum base salary will also increase all supplements, since we indexed supplements a few years ago; more than 50% of all teachers receive one or more supplements, so again there is something for everyone
- Also, the Opportunity School Supplement Program (OSSP) will sunset this year, but the Turnaround Schools Supplement, which is currently a supplement of \$5,000 for instructional staff at five schools is still in place for FY19 (2018-2019 school year) and we plan to extend it into FY20 (2019-2020 school year)

Caucus

TALC Report out: TALC reviewed the proposal in detail. We need more time to digest the information presented, there is a lot of depth. It does not seem like retroactive pay is feasible for FY19 (2018-2019 school year). Since the District proposal is a two year plan, and we still need to discuss Articles 5 (General Employment Practices) and Article 9 (Disciplinary Procedures), we do not want to rush things. TALC would like to postpone bargaining until the start of the New Year.

District Report out: District Bargaining Team members who arrived late were brought up to speed on the proposal and discussion that they missed.

Calendar

- The TALC Labor/Management Committee will meet on December 12, 2018 to schedule bargaining dates for 2019.
- We have a JOINT Bargaining Session with SPALC schedule for December 17, 2018 in the Caloosahatchee Room, Side "B", to discuss Article 11 (Benefits).

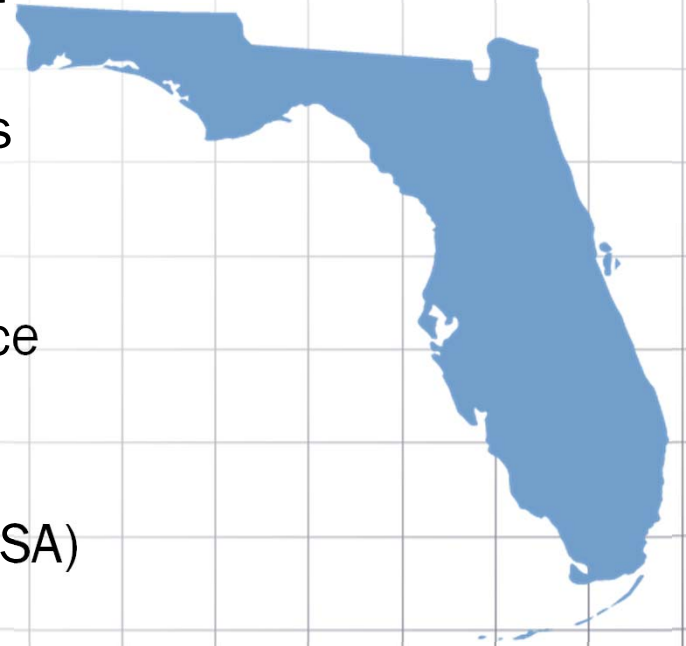
TALC BUDGET PRESENTATION FY19 & BEYOND

December 10, 2018



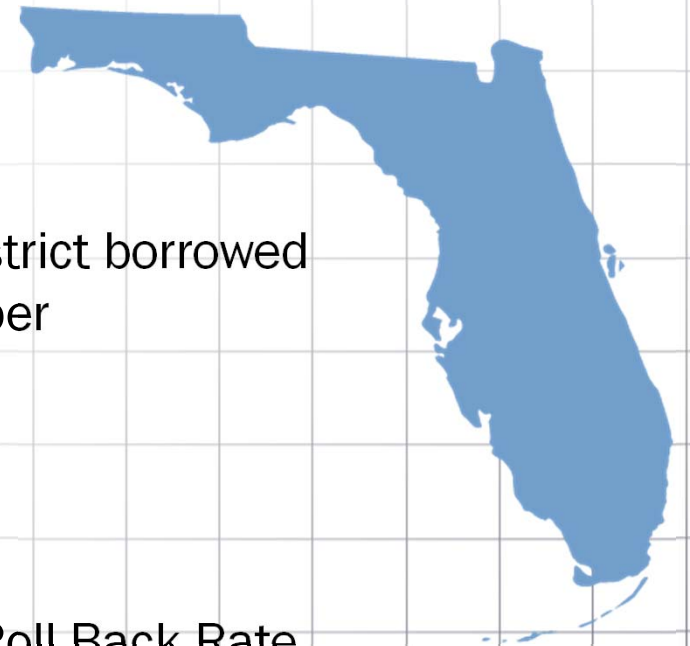
DISTRICT BUDGET TRENDS

- 94,000 students – ten straight years of student growth for the district
- \$15 million – despite the continued growth, this year's increase in state funding was slight at 1.18%
- \$7 million – State Mandate of a School Resource Officer (SRO) in every school and the Mental Health Allocation
- \$ 0.47 – increase in Base Student Allocation (BSA)
- 0.44% - net increase in funding



BUDGET TRENDS, *continued*

- **\$31 million**
 - Fiscal impact of *Hurricane Irma*
 - **\$2 million** has been reimbursed to date
- **\$25 million**
 - Amount of Tax Anticipation Notes (TANS) the District borrowed to fund projected cash flow shortage in December
 - First time since 2014
- **4.15 millage**
 - FY19 Required Local Effort (RLE) millage
 - 3.52 % **less** than FY18
 - Second straight year it has been less than the Roll Back Rate



DISTRICT PRIORITIES

- Compensation
- Retention and Recruitment
- Keeping our students, teachers and staff safe and secure
- Resources to students who need it most
- Operational efficiency and effectiveness

All centered around student achievement

MULTI-YEAR PLAN

FY19 & FY20: \$16.25 million

- Commitment to retention and recruitment
- Commitment to our teachers and staff
- Commitment to our students

Option 1

Estimate of Fiscal Impact for TALC FY19 Contract Options

Budget vs. Proposed Estimates	
Budgeted Amount of TALC Increases	\$ 16,250,000.00
Estimated Performance Pay FY19	\$ 7,124,060.42
Estimated Performance Pay FY20	\$ 7,124,060.42
Estimated Career Ladder Movement FY18	\$ 395,253.10
Estimated Career Ladder Movement FY19	\$ 492,617.50
New Hire Salary Schedule	\$ 1,114,212.50
Total of Proposed Changes	\$ 16,250,203.94
Difference	\$ (203.94)

Performance Pay Details			
Estimated number of IPRF Employees			3,747
Estimated number of ITUN/IRTC Employees			2,163
Estimated Total Number of Instructional Employees			5,910
Retirement Rate			8.26%
FICA/Med Rate			7.65%

Estimates: Performance Pay FY19					
Final Evaluation Rating	Estimated Number of Employees	Proposed Performance Pay Amount	Estimated Total	Estimated FRS Retirement and FICA/Med	Estimated Total with FRS and FICA/MED
IPRF					
Highly Effective	1,356	\$ 1,580.00	\$ 2,142,480.00	\$ 340,868.57	\$ 2,483,348.57
Effective	1,776	\$ 790.00	\$ 1,403,040.00	\$ 223,223.66	\$ 1,626,263.66
Other/No Increase	615	\$ -	\$ -	\$ -	\$ -
ITUN/IRTC					
Highly Effective	1,148	\$ 1,580.00	\$ 1,813,840.00	\$ 288,581.94	\$ 2,102,421.94
Effective	996	\$ 790.00	\$ 786,840.00	\$ 125,186.24	\$ 912,026.24
Other/No Increase	19	\$ -	\$ -	\$ -	\$ -
Totals	5,910		\$ 6,146,200.00	\$ 977,860.42	\$ 7,124,060.42

Draft Estimates for FY19 TALC Negotiations

Estimates: Performance Pay FY20					
Final Evaluation Rating	Estimated Number of Employees	Proposed Performance Pay Amount	Estimated Total	Estimated FRS Retirement and FICA/Med	Estimated Total with FRS and FICA/MED
IPRF					
Highly Effective	1,356	\$ 1,580.00	\$ 2,142,480.00	\$ 340,868.57	\$ 2,483,348.57
Effective	1,776	\$ 790.00	\$ 1,403,040.00	\$ 223,223.66	\$ 1,626,263.66
Other/No Increase	615	\$ -	\$ -	\$ -	\$ -
ITUN/IRTC					
Highly Effective	1,148	\$ 1,580.00	\$ 1,813,840.00	\$ 288,581.94	\$ 2,102,421.94
Effective	996	\$ 790.00	\$ 786,840.00	\$ 125,186.24	\$ 912,026.24
Other/No Increase	19	\$ -	\$ -	\$ -	\$ -
Totals	5,910		\$ 6,146,200.00	\$ 977,860.42	\$ 7,124,060.42

FY18 Career Ladder Movement					
Career Ladder Level	Estimated Number of Employees	Career Ladder Movement Incentive	Estimated Total	Estimated FRS Retirement and FICA/Med	Estimated Total with FRS and FICA/MED
Apprentice to Career	334	\$ 1,000.00	\$ 334,000.00	\$ 53,139.40	\$ 387,139.40
Career to Accomplished	7	\$ 1,000.00	\$ 7,000.00	\$ 1,113.70	\$ 8,113.70
Totals	341		\$ 341,000.00	\$ 54,253.10	\$ 395,253.10

FY19 Career Ladder Movement					
Career Ladder Level	Estimated Number of Employees	Career Ladder Movement Incentive	Estimated Total	Estimated FRS Retirement and FICA/Med	Estimated Total with FRS and FICA/MED
Apprentice to Career	350	\$ 1,000.00	\$ 350,000.00	\$ 55,685.00	\$ 405,685.00
Career to Accomplished	75	\$ 1,000.00	\$ 75,000.00	\$ 11,932.50	\$ 86,932.50
Totals	425		\$ 425,000.00	\$ 67,617.50	\$ 492,617.50

Estimates: Proposed New Hire Salary Schedule Effective July 1, 2019					
Salary Increase (\$41,000 plus \$500/year)	Estimated Number of Employees	Estimated Average Increase	Estimated Total	Estimated FRS Retirement and FICA/Med	Estimated Total with FRS and FICA/MED
Tru-Up for Current Employees	275	\$ 1,000.00	\$ 275,000.00	\$ 43,752.50	\$ 318,752.50
New Hires	600	\$ 1,000.00	\$ 600,000.00	\$ 95,460.00	\$ 695,460.00
Salary Supplements			\$ 100,000.00	\$ -	\$ 100,000.00
Totals	875		\$ 875,000.00	\$ 139,212.50	\$ 1,114,212.50

DRAFT



**THE SCHOOL DISTRICT OF LEE COUNTY and
THE TEACHER'S ASSOCIATION OF LEE COUNTY**

**TALC Bargaining Committee
December 10, 2018
Sign-In**

COMMITTEE MEMBERS		
Name	Position	Initials
Dr. Angela Pruitt, Chair	Chief Human Resources Officer	[Signature]
William Rothenberg	Director, Compensation & Labor Relations	WR
Mike Gatewood	Compensation & Labor Relations	MG
Ben Ausman	Principal (Bayshore Elementary)	BA
Greg Blurton	Business & Finance	GB
Carl Burnside	Principal (Dunbar High)	CB
Jessica Duncan	Director, ESE	
Rachel Gould	Principal (Mariner Middle)	RG
Kim Hutchins	Director, Payroll	[Signature]
Bonnie McFarland	Insurance & Benefits	BM
Shannon Smith	Staffing & Talent Management	SS
Brian Williams	Staff Attorney	BW
Dr. Kerr Fazzone	Director, Island Coast FEA	KF
Kevin Daly	President, TALC	KD
Heidi Brennan	Curriculum & Staff Development	[Signature]
Christine Carberry	Buckingham Exceptional Cener	CC
Jill Castellano	East Lee County High	JC
Samantha Hower	Mariner High	SH
Amy Johnson	Mariner Middle	AJ
Christina Linder	Ray V. Pottorf	CL
Bob Scoppettuolo	Three Oaks Middle	BS
Christina Sterrett	Tortuga Preserve	CS
Sheena Torres-Nunez	Student Welfare	[Signature]
Anna Whitten	Colonial Elem	AW

Kelly Litch Budget

Mission: To ensure that each student achieves his/her highest personal potential
Vision: To be a world-class school system

TALC Bargaining Committee
FY19 (2018-2019 School Year)

