

Dalton, Randy C

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 6:39 AM
To: Delano, Charles
Cc: Parrish, Tom
Subject: News
Attachments: DS l2e July.docx

Well, not great, but I guess could have been worse.

I put together a potential draft of a letter to the editor. Wondering if I should address or correct some of Katie's specifics? Wondering if we should run some other information pointing out that many of the positions have longer contracts, increased duties etc... Not sure I can do it all in a letter.

I'll be traveling up to CASE today after 1:00, then be up there all week. I do have time Monday morning and then I'll make time to talk as needed. I plan on calling KKCO for the phone interview Monday.

Thanks - Ken

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

In light of the recent article by Katie Langford, I feel compelled as the superintendent of schools to offer an expanded view into the current state of our district re-organization and some of the short and long-term opportunities that this undertaking has presented for our community.

As many are aware, under direction of our school board, a careful review of existing positions and those positions alignment to the pursuit of our district mission, we undertook that incredible task of completely re-organizing our district leadership. Taking high level executive positions and shifting those resources to more mid-manager coordinator and director positions, geared to getting out into our schools and meeting the needs of students and classroom teachers. That process took almost four months and involved hundreds of interviews to find the team that will lead our districts educational system for the foreseeable future. Those team members were selected for their vision, their work ethic and their desire to make our school district and community an incredible place for children to learn and our economy to benefit. What could not have been foreseen in this process is how completely underpaid those positions had become after a lengthy term of poor district recruiting and retention policies that left our local leaders severely below any comparable position around our state. It was very important that we corrected the salary structure so we could recruit and retain exceptional talent for our school district.

I certainly am aware that people will always question what people make in every position, and I also know that in talking with people from around our community there is a desire to see dramatic and systemic change in our schools to make them better. I am committing and promise that with the team that has been selected you will see that change. You will see student learning at higher levels. I am also confident you will see these teams shifting resources from long held administrative coffers back to classrooms. While our new teams are just getting started they are already looking for ways to shift significant resources back to classrooms. We will commit as a system to return more dollars to the classroom than the overall costs of the raises associated with our re-organization. I will also commit that if we do not see a significant shift in learning in the next two years that I will work with our board to either change our trajectory or help find another leader who can make this district as great as I know it can be.

As a system and community this is a bold step to completely overhaul an administration, especially in a system our size. This undertaken was done without a lot of thought and effort, and will probably not occur again any time soon. I would ask that our community give the change a chance and look at the change in an optimistic way as we look to remake what school can be for our kids, what a graduate will know and be able to do, and how our system integrates more tightly with the needs of children, parents, and our community at large.

Dalton, Randy C

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 7:16 AM
To: Delano, Charles; Parrish, Tom
Subject: Fw: 2018-19 Budget Requests.xlsx
Attachments: 2018-19 Budget Requests.xlsx

Hi - In looking back at our budget, I'm not sure how Katie got to the 1. whatever million in increased change due to the salary schedule. If you look at the budget request from Melanie in May, the total was only 616,635. Where is she getting the amount and how can we clarify?

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

From: Heath, Melanie
Sent: Thursday, May 24, 2018 8:49 AM
To: Haptonstall, Ken
Cc: Onofrio, Phil D; Crawford, Vi
Subject: 2018-19 Budget Requests.xlsx

Good Morning, Ken

Here's the line item detail of new expenditures included in the presented budget for general fund. I've tried to sort out the things that are truly new, opposed to just shifts. If you're ok with this list, do you want to send it to the Board, or we can?

Thanks,

Melanie Heath

Budget Analyst
Mesa County Valley School District #51
970-254-7535 or ext. 11236

2018-19 Presented Budget Detail

Revenues	Expenditures	Purpose
\$9,529,397		PPR Increase from State-\$452.09 per pupil
\$232,287		Miscellaneous adjustments to other revenue categories
\$9,761,684		
	\$1,047,784	Increase reserves to 5% of expenditures
	\$477,156	Additional transfers to charter schools for PPR funding
	\$190,593	Additional transfers to CPP for PPR funding
	\$31,204	BOCES contract increase
	(\$233,400)	Anticipated utility costs
	\$3,472,935	Employee negotiated increases
	\$113,065	Range/market adjustments: Support staff salary schedule
	\$355,598	Range/market adjustments: Teacher salary schedule
	\$24,035	Range/market adjustments: Co-curricular salary schedule
	\$22,498	Range/market adjustments: Health assistants
	\$146,364	Range/market adjustments: Sped and vocational paraprofessionals
	\$616,635	Range/market adjustments: Admin salary schedule
	\$209,602	Range/market adjustments: Principals/Assistant Principals
	\$67,000	1 PE teachers for FMS
	\$38,000	.5 specials teacher for New Emerson so that they can have enough planning time that is comparable to DIA.
	\$90,000	1 assistant principal at Pear Park. Other half went to Clifton
	\$21,000	8 additional hr/day music para to be shared by 30 secondary teachers
	\$502,500	7.5 FTE for Special Ed
	\$16,750	.25 counselor at Scenic
	\$33,500	Para new hire-Valley
	\$328,844	Move instructional coaches to General fund from Title I to expand placement beyond Title schools
	\$122,980	Extra Coaching Days/ to bring to 201
	\$70,174	Reorg-Add 1 additional clerical assistant/make 1 full time
	\$134,000	FTE Curriculum and Learning Design - 2 FTE
	\$67,000	OM Interventionist
	\$67,000	MTSS Coach/R5
	\$67,000	One teacher to absorb the 140 students on the GRA wait list
	\$34,232	Add 2 days to all Sped paras for training

\$225,890	Subs-increase pay, provide additional training
\$14,000	Supplemental pay for summer Ag duties at FMHS
\$9,197	Stipend pay for RMS teacher teaching a Math 2 class during his personal planning time
\$5,000	Subs-add to existing Curriculum sub budget
\$33,500	half day (or day) of training for paras on numerous topics to include suicide awareness (per board policy) De-escalation and regulations strategies for youth and adults. With a full day, this could start with 45-1 hour of suicide awareness and then anyone else with topics could offer a breakout session or choice session.
\$5,000	Stipend for staff to train KPP teachers uniformly to ensure the rigor and fidelity of the program and that all students are actually meeting graduation requirements
\$3,000	A stipend for staff to monitor data and support teachers using Grad Point as well as to work with the curriculum department to ensure alignment to CAS to ensure program participants are meeting graduation requirements and staff are using grad point with fidelity.
\$8,479	Increase campus liaison hours at F 8/9 and FMHS
\$15,000	Stipends for Robotics Advisors (1500 per 10 schools)
\$60,000	CTE Stipends for training/credentialed staff
\$20,000	MVEA Professional Leave Bank support
\$100,000	Professional development for staff in new positions
\$180,000	Teacher supply funds
\$50,000	Grow Your Own Alt Licensure program
\$38,160	School Messenger
\$30,000	Custodial additional supply/equipment budget
\$5,000	Custodial additional overtime budget
\$15,000	Careerwise tuition assistance & new finance apprentice
\$22,000	Technology professional development
\$102,558	Technology allocation increase to cover costs
\$38,250	6-12 Naviance
\$15,000	TSG Assessment: CDE will not be paying for TSG assessment that covers the Readiness Act requirement for kindergarteners. 2017 we had just short of 1500 students, TSG is ~\$10 a student.
\$164,000	Alpine Subscription
\$40,000	Cognitive Coaching training for site leaders
\$5,000	Ongoing Professional learning/consulting for Curriculum and Learning Design Team
\$34,000	Elementary PL: To sustain and scale the RTE3 initiative with two teacher leaders (TL) per site/ 48 total. This is would cover a stipend for teachers to attend 11 monthly PL design sessions (4:15-6:15) and to spend two hours working with site Admin to design and facilitate the PL at each school site. TLs would also support with coordinating the classroom observation/ sub component of RTE3, which is covered in the Bond/ Mill package. (Sub and Stipend Money)

\$18,000	Middle School Schoology Curriculum development and content PL teams. 39 teachers across 9 content areas (24 hours of work over the course of the year) will meet monthly to develop model units under the supervision of Content Specialists/ Coordinators. They will also work with the PL department to prepare for and support at Middle School In-services, in order to have authentic content based LCs that utilize common resources, rubrics, and assessments.
\$8,000	Schoology Site Teacher Leaders: 8 total TLs who will be the site point for Schoology logistics. They will work with the Instructional Tech Integration Coaches and tech department reps to meet day-tot day schoology needs at the site. They will deliver PL specific to the Schoology rollout plan and Shell Course design. They will also support with In-Services.
\$5,000	Coaching Conferences for small portion of coaches/ leadership to attend.
\$2,500	Options Exploration travel
\$2,611	Induction - Mid-year Protege PL
\$20,000	Knowledge Works - contracted services
\$12,200	Travel, food, hotel, registration for Mindspark STEM/ PBL, This costs already reflects a grant that covered half of the PL cost.
\$3,000	STEM/STEAM quarterly meetings, 1 teacher per site, 2 hr each meeting
\$6,000	Coding Camp for K-12 Teachers
\$5,000	STEM conference for girls
\$10,000	Destination Imagination/Science Fair Advisors (1500 per 10 schools)
\$10,000	Robotics Kits for Elem/Middle Schools
\$8,000	Maker Space Resources for Elem/Middle Schools
\$9,500	Advanced Placement Saturday Study Sessions (this year 600 students attended)
\$9,000	Advanced Placement- Mock Readings, Training from CEI, includes sub costs
\$6,000	Advanced Placement Summer Training, for math/sci/comp sci for other areas
\$8,000	AP Reimbursement for students on free and reduced lunches. Last year donated by WCCF.
\$10,000	Problem-based training for Tope/Orchard Ave/New Emerson (\$129 per day)
\$5,000	Design Challenge Costs - includes teacher stipends
\$3,000	Planning Days for OWL (2) days per teacher for 12 teachers, \$125 Saturday stipend)
\$24,300	Teacher Growth Model Pilot training time: 180 teachers, 1/2 day subs, 2x next year. 2 x 180 x \$67.50
\$20,000	Increase CTE budgets -\$20,000 to middle schools
\$19,000	Additional funds for band uniforms
\$12,000	Increase pay to middle school volleyball and basketball officials, from \$15/contest to \$22.50/contest
\$50,000	Increase/partially restore HS athletic budgets
\$58,190	School Library budget increase
\$36,800	Schoology for 2018-2019 FY (INV # 18086)
\$3,500	Challenge program pl

	\$2,500	Challenge Program
	\$2,500	Challenge Program stipends
\$9,761,684		<hr/>
	\$9,761,684	

Dalton, Randy C

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 9:45 AM
To: Pitton, Paul; Parrish, Tom; John Williams; Levinson, Doug; Davis, Amy
Subject: Re: New Article and Next Steps

I'll talk to Emily Monday. I don't believe there is an email. The discussion I believe she is referring to was our budget discussion and it was not about individual salaries, but was about adjustments to administrative salary schedule and all the other pieces of the budget. I'll probably need to have Melanie and Vi give us some information too as they were the ones presenting that information.

Ken

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From: Pitton, Paul
Sent: Sunday, July 22, 2018 9:35:48 AM
To: Haptonstall, Ken; Parrish, Tom; John Williams; Levinson, Doug; Davis, Amy
Subject: Re: New Article and Next Steps

Ken, Could you forward the BOE members the email that Emily referenced in today's article about the admin salary increases? I don't recall the details in the board breakfast on the line item salary increases or the email Emily mentioned that explained it. Thanks, Paul

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Haptonstall, Ken" <Ken.Haptonstall@d51schools.org>
Date: 7/22/18 8:48 AM (GMT-07:00)
To: "Parrish, Tom" <Tom.Parrish@d51schools.org>, John Williams <john@johnwilliamslegal.com>, "Pitton, Paul" <Paul.Pitton@d51schools.org>, "Levinson, Doug" <Doug.Levinson@d51schools.org>, "Davis, Amy" <Amy.Davis@d51schools.org>
Subject: New Article and Next Steps

Hello Everyone - First, I want to apologize to all of you for putting you in the position of defending this information without me clearly articulating all of the components of the re-organization. Here are some initial thoughts of how to respond and how to better get you clarity on the information published in the paper.

1. I am working on a letter to the editor to explain more clearly the intent of any added position, as well as the positions that do not exist any more. I plan on sharing this with all of you prior to sending it to the paper.
2. Staff will put together a complete overview of every single position we have in administration, including why they were added, their roles/responsibility, and any salary adjustment that was made.

We will show comparables to other systems and explain how our old salary schedule may have impacted any changes we made.

3. I also want to clarify the change in budget because it is not 1.2 million.
4. I will be working on a video over the next few weeks to speak to our staff about the purpose of the re-organization, and how we intend to look for resources and how those resources will be applied to support staff and teacher salaries and the administrative salary schedules should not need to be changed for the foreseeable future.
5. We will work with teacher leaders in buildings to help explain and communicate the changes and the expectations around the positions.
6. We will be, this week, creating very specific goals/objectives that are measurable to we can show exactly how we are impacting student learning. This will include direct teacher and principal feedback that will be transmitted back to you and our public.
7. Finally, the instructional team is already finding components in our budget that have been "horded" for a lack of a better word that we will be shifting back to schools. Those resources could well total over a million dollars when we get done with the analysis and re-alignment. I believe showing how these folks are already making a dent in meeting the needs of kids will be critical in demonstrating the need for these changes.

I will have Terri set up a board breakfast for the week of the 30th, with your permission of course, to get you as much of the above information as we have to that point. If you have other requests, please let me know and I will have staff get to work on requested information.

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

Dalton, Randy C

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 7:52 PM
To: Crawford, Vi;Heath, Melanie;Jost, Nikki
Subject: Re: Paper

Maybe trace down each number in the article to see where she got her figures. I looked back at our proposed budget and it isn't even close.

Maybe an updated version of the actual numbers from us later this week??

Ken

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From: Crawford, Vi
Sent: Sunday, July 22, 2018 2:15:03 PM
To: Haptonstall, Ken; Heath, Melanie; Jost, Nikki
Subject: Re: Paper

Ken. I questioned that number as well . I am not sure who she talked with. We will try to figure it out tomorrow..

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Haptonstall, Ken" <Ken.Haptonstall@d51schools.org>
Date: 7/22/18 12:47 PM (GMT-07:00)
To: "Crawford, Vi" <Vi.Crawford@d51schools.org>, "Heath, Melanie" <Melanie.Heath@d51schools.org>, "Jost, Nikki" <Nikki.Jost@d51schools.org>
Subject: Paper

Can you all help me figure out how Katie got to 1.1 million increase. I know the salary schedule didn't do that. The numbers she published don't add up right to me.

Thanks. Ken

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Dalton, Randy C

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 9:20 PM
To: Delano, Charles
Cc: Crawford, Vi; Heath, Melanie; Cooper, Scott; Jost, Nikki
Subject: Re: Interview

Thank you. There are just so many discrepancies in the story than actual numbers, I want to make sure we have our stuff lined up.

Maybe, if we can move it, we could do a morning conference call to discuss.

Ken

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From: Delano, Charles
Sent: Sunday, July 22, 2018 9:04:33 PM
To: Haptonstall, Ken
Cc: Crawford, Vi; Heath, Melanie; Cooper, Scott; Jost, Nikki
Subject: Re: Interview

Any additional time we can get to review the sentinels numbers versus the actual budget will make for a better interview. I will ask Emily if we can get Megan to reschedule the interview for later in the day.

Sent from my iPhone

On Jul 22, 2018, at 8:49 PM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

<Image.png>

I have a 9:00 am phone interview with KKCO. I would like to use the numbers from our budget that shows what we spent on market adjustments and everything else to push back a bit on the Sentinels numbers.

I'm using the 2018-2019 presented budget detail sheet. Showing \$616,635 in admin salary changes, but significant changes with other groups.

Thoughts?? Do we need to push the interview back in the day Anita to make sure we are all on the same page??

Ken

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Dalton, Randy C

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 6:37 AM
To: Jost, Nikki; Delano, Charles
Cc: Crawford, Vi; Heath, Melanie
Subject: Re: Interview

Well that's no fun!! Get well.

Ken

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From: Jost, Nikki
Sent: Monday, July 23, 2018 6:35:46 AM
To: Haptonstall, Ken; Delano, Charles
Cc: Crawford, Vi; Heath, Melanie
Subject: Re: Interview

All,

I won't be in today because I have the stomach flu. I did email Rachel last night and she is able to help this morning. I'll check email as much as possible and certainly call if you need anything. [REDACTED]

Nikki Jost

*Mesa County Valley School District 51
Executive Director, Human Resources*

njost@d51schools.org | 2115 Grand Avenue, Grand Junction, CO 81501 | tel. 970.254.5123 (ext. 11118) | fax 970.241.2344



Human Resources is committed to supporting District 51 through its most valuable resources – its people.

From: Haptonstall, Ken
Sent: Sunday, July 22, 2018 9:20:08 PM
To: Delano, Charles
Cc: Crawford, Vi; Heath, Melanie; Cooper, Scott; Jost, Nikki
Subject: Re: Interview

Thank you. There are just so many discrepancies in the story than actual numbers, I want to make sure we have our stuff lined up.

Maybe, if we can move it, we could do a morning conference call to discuss.

Ken

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From: Delano, Charles

Sent: Sunday, July 22, 2018 9:04:33 PM

To: Haptonstall, Ken

Cc: Crawford, Vi; Heath, Melanie; Cooper, Scott; Jost, Nikki

Subject: Re: Interview

Any additional time we can get to review the sentinels numbers versus the actual budget will make for a better interview. I will ask Emily if we can get Megan to reschedule the interview for later in the day.

Sent from my iPhone

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Thoughts?? Do we need to push the interview back in the day Anita to make sure we are all on the same page??

Ken

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Dalton, Randy C

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 8:10 AM
To: Heath, Melanie; Crawford, Vi; Jost, Nikki
Subject: Re: Paper

Can you have Rachel break out, from the budget sheet what positions were adjusted due to market range adjustments?

The budget sheet shows:

Support staff salary schedule. \$113,065

Teacher Salary schedule. \$355,598

Co-curricular. \$24,035

Sped and Vocational Paras. & \$146,364

Admin. \$616,635 (please check that all of these were due to re-org)

Principals/asst principals. \$209,602

Thanks. Ken

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From: Heath, Melanie
Sent: Sunday, July 22, 2018 8:08:14 PM
To: Haptonstall, Ken; Crawford, Vi; Jost, Nikki
Subject: Re: Paper

Ken,

I'll get with Rachel or Emily in the morning to get a copy of what was given to Katie and try to figure out exactly what numbers she was comparing year over year to arrive at that figure.

Melanie

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Haptonstall, Ken" <Ken.Haptonstall@d51schools.org>
Date: 7/22/18 7:51 PM (GMT-07:00)
To: "Crawford, Vi" <Vi.Crawford@d51schools.org>, "Heath, Melanie" <Melanie.Heath@d51schools.org>, "Jost, Nikki" <Nikki.Jost@d51schools.org>
Subject: Re: Paper

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Sent: Sunday, July 22, 2018 2:15:03 PM
To: Haptonstall, Ken; Heath, Melanie; Jost, Nikki
Subject: Re: Paper

Ken. I questioned that number as well . I am not sure who she talked with. We will try to figure it out tomorrow..

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Haptonstall, Ken" <Ken.Haptonstall@d51schools.org>
Date: 7/22/18 12:47 PM (GMT-07:00)
To: "Crawford, Vi" <Vi.Crawford@d51schools.org>, "Heath, Melanie" <Melanie.Heath@d51schools.org>, "Jost, Nikki" <Nikki.Jost@d51schools.org>
Subject: Paper

Can you all help me figure out how Katie got to 1.1 million increase. I know the salary schedule didn't do that. The numbers she published don't add up right to me.

Thanks. Ken

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Dalton, Randy C

From: Delano, Charles
Sent: Monday, July 23, 2018 1:06 PM
To: Haptonstall, Ken
Subject: Re: Reorganization

In addition to the letter to the editor, we are working on a staff email which outlines the information and messaging we provided to the media. Additionally, Cat will put an excellent graphic about this year's expenditures and the changes in percentage which is small on the website for our external audience. So far there hasn't been any outpouring of negative social media directed at us on district platforms. If we start using social media to address some of the items in the article, it may have a negative effect by drawing in more negative comments on our social media. We will continue to work on communications products and forward them to you to get your thoughts.

Sent from my iPhone

On Jul 23, 2018, at 12:20 PM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

Can we start creating social media and other pieces to get those points reiterated? I think the more places the better.

Ken

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From: Delano, Charles
Sent: Monday, July 23, 2018 12:15:27 PM
To: Haptonstall, Ken
Subject: RE: Reorganization

I agree. You were on point and consistent in your messaging. Thanks for taking the time for the interview.

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 12:10 PM
To: Delano, Charles <Charles.Delano@d51schools.org>
Subject: Re: Reorganization

Thanks. That went okay, I think.

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From: Delano, Charles
Sent: Monday, July 23, 2018 11:49:59 AM
To: Haptonstall, Ken
Subject: Fwd: Reorganization

Charles Delano

Director of Communications
Mesa County Valley School District 51
2115 Grand Avenue
Grand Junction, CO 81501
(970) 254-5152
charles.delano@d51schools.org

Begin forwarded message:

From: "Shockley, Emily" <Emily.Shockley@d51schools.org>
Subject: RE: Reorganization
Date: July 23, 2018 at 11:39:28 AM MDT
To: "Delano, Charles" <Charles.Delano@d51schools.org>

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 11:35 AM
To: Shockley, Emily <Emily.Shockley@d51schools.org>; Delano, Charles <Charles.Delano@d51schools.org>
Subject: Re: Reorganization

Talking points?

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From: Shockley, Emily
Sent: Monday, July 23, 2018 11:19:44 AM
To: Delano, Charles
Subject: FW: Reorganization

From: Shockley, Emily
Sent: Monday, July 23, 2018 11:04 AM
To: 'Megan McNeil' <megan.mcneil@kjct8.com>
Subject: RE: Reorganization

Hi Megan:

- The triangle chart is attached as "CORA chart."
- The student-to-teacher ratio for each level is attached in a PDF document.
- A one-sheet is in the works for the D51 Learning Model, but for now the next-best thing is an ad from May, which is also attached. The quick version explanation of the learning model is that it encompasses every learning opportunity in the district, from "traditional" classrooms to bilingual education to robotics to the International Baccalaureate program. What's new about it is that all classrooms in all D51 schools are working towards a model that allows kids to learn at the pace that's right for them, while remaining in the same classroom as kids their own age. Traditional education has one teacher teaching

a whole classroom of students the same thing at the same time. If someone “gets” it faster than the rest of the class, they have to sit there until the majority of the class catches up. If a student doesn’t quite understand the lesson, the class moves on before they get a chance to fully understand the lesson. The learning model establishes a culture where all kids believe they can learn all things if they work hard and invest time in getting it right. Teachers use this culture as a foundation for successful learning by encouraging students to show their learning in a way that works for their learning style (paper, project, artwork, etc.) and using a mix of one-on-one, small group, and large group instruction to individualize instruction. They can still lead lessons at the pace that works for the majority of students without leaving kids behind or letting others grow bored: the learning model allow kids who “get it” faster to work ahead and kids who need extra time to work on a concept until they truly understand it before moving forward.

I will send the rest as soon as I get it from HR.

Thanks,
Emily

From: Megan McNeil <megan.mcneil@kjct8.com>
Sent: Monday, July 23, 2018 9:21 AM
To: Shockley, Emily <Emily.Shockley@d51schools.org>
Subject: Reorganization

Hey Emily,

Can you send me that inverted pyramid graphic used in the video?

Also, was hoping to get a breakdown of:

- The average teacher salary (before and after the reorganization)
- The average student class size vs teachers
- A list of all the positions (new) that have pay increases or decreases and what the increase/decrease is (salaries)
- How many applicants applied for needed positions BEFORE salary increases and AFTER
- Is there a one-sheet of the D51 learning model?

That should be all for now (I know it’s a lot). Thanks for coordinating this, and I’ll let you know if I think of anything else.

Thanks again,

Megan McNeil
Reporter
[KKCO/KJCT](#)
(970)234-1111
Direct line (970)234-1114

How can you justify the raises given to administrators when teachers only made 3.6 percent?

We completed an extensive market study to ensure employees are fairly compensated. Teachers, who are the at the core of our learning model, received an adjustment to their pay range and additional paid days in addition to their increase. We wanted to ensure we had the right people in the right jobs to support the learning model. These people are considered administrators or support staff. Both types of employees received a market adjustment.

How do you explain the double digit raises for administrators when you said there would be a cost savings through the reorganization?

I hoped that the efficiencies and reduction of executive positions would result in a savings. To support teachers, students, and the learning model, we added positions that will directly impact the classroom, such as a counselor coordinator, an innovation coordinator, a director of academic options, and a director of college and career readiness. We increased all positions at a base of 3.6 percent and made market adjustments to some salaries and some pay ranges.

Why did administrators receive \$1.2 million in raises?

The majority of the budget for District 51 is being used in classrooms. The same goes for the nearly \$10 million we will receive from the state this year as they scale back the Budget Stabilization Factor. A portion of that money was used to provide a 3.6 percent increase for all positions across the district, plus market adjustments and days added back to the calendar. Administrator positions, which, in the inverted pyramid model support teachers and students, received a base salary increase of 3.6 percent and 2-4 contract days, like our teachers. In addition, some positions received a market adjustment.

Shockley, Emily

From: Shockley, Emily
Sent: Monday, July 23, 2018 2:40 PM
To: Haptonstall, Ken; Delano, Charles
Subject: FW: Reorganization
Attachments: Salary Changes.xlsx

From: Shockley, Emily
Sent: Monday, July 23, 2018 2:13 PM
To: 'Megan McNeil' <megan.mcneil@kjct8.com>
Subject: RE: Reorganization

Hi Megan:

The attached chart lists the 55 administrative staff in our system for 2018-19. It also lists the change in salary for the people in those positions and what positions those individual people had in 2017-18 if they were admin staff last year. For those people who stayed in the same job, the chart will give you the change in salary from one year to the next for a specific position. I can also get you the change in salary in a single position that switched people if you'd like.

The number of admin staff went from 46 last year to 55 this year. The net gain of 9 includes 6 assistant directors – a title level that did not exist last year. The goal is to have a better succession plan so that when directors move on or retire, someone is well-trained and ready to step up.

The 30 positions that stuck around from 2017-18 are:

- Superintendent
- Chief Operations Officer
- Executive Director of Human Resources
- Executive Director of Technology
- Director, Maintenance and Operations
- Director, Early Childhood Education
- Director, Athletics
- Director, Migrant
- Director, Nutrition Services
- Director, Safety
- Director, Professional Learning
- Director, Finance
- Director, Purchasing/Warehouse
- Coordinator, Instructional Coaches
- Coordinator, Construction Projects
- Coordinator, Custodial
- Coordinator, Safety
- Coordinator, Music
- Coordinator, Nursing
- Coordinator, Mental Health
- Coordinator, Prevention
- Coordinator, Special Education (4)

- Manager, Environment
- Manager, Resources
- Manager, Technology (2)
- Warehouse Supervisor

The 25 jobs that are new in 2018-19 are:

- Assistant Superintendent
- Executive Director, Implementation
- Executive Director, Site Leadership
- Director, West Area
- Director, East Area
- Director of College and Career Readiness
- Director of Academic Options
- Director, Gifted/Talented
- Director, Program Evaluation, Research and Development
- Director, Assessment
- Director, Communications
- Director, Curriculum
- Director, Student Services
- Assistant Director, West Area
- Assistant Director, East Area
- Assistant Director, Finance
- Assistant Director, Maintenance
- Assistant Director, College and Career Readiness
- Assistant Director, Preschool
- Coordinator, Community
- Coordinator, Counselors
- Coordinator, Federal Programs
- Coordinator, Induction
- Coordinator, Innovation
- Coordinator, Instructional Coaches (+1 – there was one last year and two this year)

The 16 jobs that no longer exist after 2017-18 are:

- Chief Academic Officer
- Executive Director, Student Services
- Executive Director, Elementary School Leadership Support
- Executive Director, Middle School Leadership Support
- Executive Director, High School Leadership Support
- Executive Director, School Leadership Support/Admin Support
- Executive Director, Resolution
- Executive Director, Community & Family Connections
- Executive Director, Teaching and Learning
- Executive Director, Performance Based Learning
- Director, Learning System Design
- Director, Educator Effectiveness
- Director, Instructional Services
- Assistant Coordinator, Preschool
- Coordinator, Gifted/Talented
- Coordinator, English Language Learners

From: Megan McNeil <megan.mcneil@kjct8.com>
Sent: Monday, July 23, 2018 9:21 AM
To: Shockley, Emily <Emily.Shockley@d51schools.org>
Subject: Reorganization

Hey Emily,

Can you send me that inverted pyramid graphic used in the video?

Also, was hoping to get a breakdown of:

- The average teacher salary (before and after the reorganization)
- The average student class size vs teachers
- A list of all the positions (new) that have pay increases or decreases and what the increase/decrease is (salaries)
- How many applicants applied for needed positions BEFORE salary increases and AFTER
- Is there a one-sheet of the D51 learning model?

That should be all for now (I know it's a lot). Thanks for coordinating this, and I'll let you know if I think of anything else.

Thanks again,

Megan McNeil
Reporter
[KKCO/KJCT](#)
(970)234-1111
Direct line (970)234-1114

2017-18 Job	2018-19 Job	2017-18 Salary	2018-19 Salary	% Change
Superintendent	Supterintendent	\$205,000	\$214,080	4.40%
N/A	Assistant Superintendent	N/A	\$136,287	N/A
Chief Operations Officer	Chief Operations Officer	\$145,165	\$155,327	7%
Exec Dir., Technology	Exec Dir, Technology	\$97,500*	\$125,445	28.70%
Exec Dir, Learning	Exec Dir, Leadership	\$127,732	\$137,312	8%
Exec Dir, PBL	Exec Dir, Implementation	\$122,964	\$131,571	7%
N/A	Exec Dir, HR	N/A	\$135,643	N/A
Director, Athletics	Director, Athletics	\$118,320	\$126,602	7%
Exec Dir, Resolution	Dir, College/Career Ready	\$114,349	\$109,111	-4.60%
Dir, Instructional Svcs	Dir, Assessment	\$95,742	\$102,444	7%
Dir, Migrant	Dir, Migrant	\$88,088	\$94,254	7%
Dir, Purchasing/Warehouse	Dir, Purchasing/Warehouse	\$96,902	\$103,685	7%
Dir, Nutrition Services	Dir, Nutrition Services	\$108,413	\$116,002	7%
Dir, ECE	Dir, Early Childhood Ed	\$82,865	\$88,666	7%
Dir, Professional Learn	Dir, Professional Learning	\$95,000	\$105,450	11%
Dir, Safety	Dir, Safety	\$84,766	\$91,547	8%
Exec. Dir, Student Svcs	Dir, Student Services	\$114,879	\$132,111	15%
Dir, Finance	Dir, Finance	\$114,180	\$132,449	16%
Coord, Gifted/Talented	Dir, Gifted/Talented	\$77,118	\$90,999	18%
Dir, Educator Effectiveness	Dir, West Area	\$102,757	\$125,364	22%
Exec Dir, Middle Schools	Dir, East Area	\$107,098	\$128,518	20%
Coord, Sped	Dir, Program Eval	\$72,823	\$88,900	22.10%
Coord, Prevention	Dir, Academic Options	\$97,586	\$124,910	28%
Dir, Maintenance	Dir, Maintenance/Grounds	\$92,978	\$120,871	30%
N/A	Dir, Curriculum	N/A	\$92,227	N/A
N/A	Dir, Communications	N/A	\$101,181	N/A
Budget Analyst	Asst Dir, Finance	\$73,524	\$88,229	20%
Asst Coord, Preschool	Asst Dir, Preschool	\$65,336	\$73,056	11.80%
Coord, CTE	Asst Dir, Career	\$61,117	\$73,056	19.50%
High School Principal	Asst Dir, West Area	N/A	\$124,359	N/A
Elementary Principal	Asst Dir, East Area	N/A	\$124,286	N/A
N/A	Asst Dir, Maintenance	N/A	\$83,918	N/A
Coord, Projects	Coord, Project	\$68,749	\$73,561	7%
Coord, Safety	Coord, Safety	\$64,776	\$69,310	7%
Coord, Nursing	Coord, Nursing	\$81,977	\$87,715	7%
Coord, Music	Coord, Music	\$54,143	\$57,933	7%
Coord, ELL	Coord, Fed Pgms	\$99,818	\$106,805	7%
N/A	Coord, Induction	N/A	\$91,948	N/A
Coord, sped	Coord, Sped	\$70,825	\$75,783	7%
Coord, Sped	Coord, Sped	\$71,395	\$76,393	7%
Coord, sped	Coord, Sped	\$68,895	\$73,718	7%
N/A	Coord, Sped	N/A	\$82,699	N/A
Facilitator	Coord, Innovate	\$64,556	\$74,239	15%
Trauma Coach	Coord, Prevention	\$59,813	\$73,056	22.10%
Coord, Custodial	Coord, Custodial	\$61,177*	\$67,853	10.90%
Coord, Mental Health	Coord, Mental Health	\$61,177*	\$67,817	10.90%

N/A	Coord, Counselors	N/A	\$67,817	N/A
N/A	Coord, Community	N/A	\$85,054	N/A
Specialist, Prof Learning	Coord, Instructional Coach	\$77,684	\$89,337	15%
Coord, Instructional Coach	Coord, Instructional Coach	\$88,360	\$94,545	7%
Manager, Enviro	Manager, Enviro	\$88,878	\$95,099	7%
Manager, Tech	Manager, Tech	\$94,874	\$101,622	7%
Manager, Tech	Manager, Tech	\$83,709*	\$89,568	7%
Manager, Resource	Manager, Resource	\$81,442	\$87,143	7%
Supervisor, Warehouse	Supervisor, Warehouse	\$63,723	\$68,184	7%

* = For people who changed jobs during the year, what that person would have mad

e in that position if they had been in that job all year long.

Dalton, Randy C

From: Delano, Charles
Sent: Monday, July 23, 2018 3:09 PM
To: Haptonstall, Ken
Subject: RE: News Noon?

No. Emily was in on an interview Megan requested with Tom at 12:30. Emily has sent Megan all the info she requested and we haven't heard anything since.

Emily did receive a call from a citizen who voiced that he wanted to recall board members and had some questions about the article. Emily clarified the information about salaries and told Tom about the call.

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 3:04 PM
To: Delano, Charles <Charles.Delano@d51schools.org>
Subject: Re: News Noon?

Any new news?

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From: Delano, Charles
Sent: Monday, July 23, 2018 10:24:45 AM
To: Haptonstall, Ken
Subject: Re: News Noon?

Copy. We tested out the conferencing feature and I'll work with IT to see if we can mask your number.

Charles Delano
Director of Communications
Mesa County Valley School District 51
2115 Grand Avenue
Grand Junction, CO 81501
(970) 254-5152
charles.delano@d51schools.org

On Jul 23, 2018, at 10:09 AM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

Land line does not appear to be working

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From: Delano, Charles
Sent: Monday, July 23, 2018 8:06:40 AM
To: Haptonstall, Ken
Subject: Re: News Noon?

Vi is working on numbers to support some talking points and we will be ready by noon. I will talk with you at 9 and send you the info we compiled. Emily asked Megan to delay the interview.

Sent from my iPhone

On Jul 23, 2018, at 8:00 AM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

9:00 works for me with you guys. The bigger question is will Vi and HR have a clear picture by then? I think we got one good shot at clearing this up and I want to get it right.

So yes, noon, if we are prepared.

Ken

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From: Delano, Charles
Sent: Monday, July 23, 2018 7:52:52 AM
To: Haptonstall, Ken
Subject: Re: News Noon?

Emily said the news deadline is 2 for evening stories. When is a good time for us to talk? 9? Can you talk with Megan at noon?

Charles

Sent from my iPhone

On Jul 22, 2018, at 6:38 AM, Haptonstall, Ken
<Ken.Haptonstall@d51schools.org> wrote:

Well, not great, but I guess could have been worse.

I put together a potential draft of a letter to the editor.
Wondering if I should address or correct some of Katie's specifics? Wondering if we should run some other information pointing out that many of the positions have longer contracts, increased duties etc... Not sure I can do it all in a letter.

I'll be traveling up to CASE today after 1:00, then be up there all week. I do have time Monday morning and then I'll make time to talk as needed. I plan on calling KKCO for the phone interview Monday.

Thanks - Ken

Dr. Ken Haptonstall, Ph.D.

Superintendent of Schools

Mesa County Valley School District No. 51

<DS 12e July.docx>

In light of the recent article by Katie Langford, I feel compelled as the superintendent of schools to offer an expanded view into the current state of our district re-organization and some of the short and long-term opportunities that this undertaking has presented for our community.

As many are aware, under direction of our school board, a careful review of existing positions and those positions alignment to the pursuit of our district mission, we undertook that incredible task of completely re-organizing our district leadership. Taking high level executive positions and shifting those resources to more mid-manager coordinator and director positions, geared to getting out into our schools and meeting the needs of students and classroom teachers. That process took almost four months and involved hundreds of interviews to find the team that will lead our districts educational system for the foreseeable future. Those team members were selected for their vision, their work ethic and their desire to make our school district and community an incredible place for children to learn and our economy to benefit. What could not have been foreseen in this process is how completely underpaid those positions had become after a lengthy term of poor district recruiting and retention policies that left our local leaders severely below any comparable position around our state. It was very important that we corrected the salary structure so we could recruit and retain exceptional talent for our school district.

I certainly am aware that people will always question what people make in every position, and I also know that in talking with people from around our community there is a desire to see dramatic and systemic change in our schools to make them better. I am committing and promise that with the team that has been selected you will see that change. You will see student learning at higher levels. I am also confident you will see these teams shifting resources from long held administrative coffers back to classrooms. While our new teams are just getting started they are already looking for ways to shift significant resources back to classrooms. We will commit as a system to return more dollars to the classroom than the overall costs of the raises associated with our re-organization. I will also commit that if we do not see a significant shift in learning in the next two years that I will work with our board to either change our trajectory or help find another leader who can make this district as great as I know it can be.

As a system and community this is a bold step to completely overhaul an administration, especially in a system our size. This undertaken was done without a lot of thought and effort, and will probably not occur again any time soon. I would ask that our community give the change a chance and look at the change in an optimistic way as we look to remake what school can be for our kids, what a graduate will know and be able to do, and how our system integrates more tightly with the needs of children, parents, and our community at large.

Dalton, Randy C

From: Parrish, Tom
Sent: Monday, July 23, 2018 3:51 PM
To: ambildavis@earthlink.net; Doug Levinson; John Williams; Pitton, Paul
Subject: Salary Up-Date

Good afternoon,

I will be forwarding to you two e-mails that have sent to Ken regarding the salary situation. The e-mails show a disconnect from Ken understood to the reality of the situation to where we are now. Ken understood that salary increases might be close to \$600,000 based on information he received from Gi in Human Resources. Vi and Melanie reported that figure to us at our recent BOE budget hearings as well. Upon further investigation by Melanie you will see how the reality of the \$1,000,000 dollar increase was discovered.

This leaves us where we are at presently, not a comfortable spot, wondering where do we as a BOE go. I would entertain meeting with each of you to listen and develop a game plan on what we do as a collective group. I would also welcome you meeting among yourselves as well should you see the need and incorporate that thinking in to our next steps. I am hoping that we not overreact but move forward with a clear plan. I would also suggest that we schedule a time to meet with Ken regarding his evaluation ASAP.

I did reach out to Bridget regarding a July meeting and she checked with our new HR Director, Nikki Jost, and Nikki indicated that she would like to wait until our BOE meeting August 7th. So no July meeting.

Let me know your schedule so that we can engage in a conversation about our present situation. I tend to have a positive outlook and believe that we will move on from this set back but it will take hard work and time. We have no choice, our students' education depends on it.

E-mails to follow.

Tom

Dalton, Randy C

From: Parrish, Tom
Sent: Monday, July 23, 2018 3:51 PM
To: ambildavis@earthlink.net; Doug Levinson; John Williams; Paul Pitton (ppitton55@gmail.com)
Subject: FW: APT Salary Schedule
Attachments: StaffData with calculations.xlsx

From: Heath, Melanie
Sent: Monday, July 23, 2018 11:17 AM
To: Haptonstall, Ken <Ken.Haptonstall@d51schools.org>; Crawford, Vi <Vi.Crawford@d51schools.org>
Cc: Jost, Nikki <Nikki.Jost@d51schools.org>; Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: RE: APT Salary Schedule

All,

The best thing is just to disregard the calculations from 2017-18 salaries in Gi's original salary schedule comparison. The 2018-19 numbers are accurate and up to date, but the comparison doesn't take into consideration factors such as negotiated increase, additional days, and restructuring of positions.

I think the cleanest way for those types of costs to be calculated is from the data sent in the CORA. Rachel and I have added a tab called "R Calculations Post Article" in the attached document. We were able to come up with Katie's methodology for the \$1.2 million in the article, but have adjusted it to closer to \$1 million by factoring in the increases that would have been paid for negotiated increases and days, regardless of the market adjustments.

From a budget perspective, the 2018-19 tab shows salaries that have changed since presented budget and positions that were filled highlighted in orange, bringing our total closer to \$1 million that would have been shared on the budget docs had we known then what we know now. Please call Vi or I to talk through any of this if needed.

Thanks,
Melanie

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 10:50 AM
To: Heath, Melanie <Melanie.Heath@d51schools.org>; Crawford, Vi <Vi.Crawford@d51schools.org>
Cc: Jost, Nikki <Nikki.Jost@d51schools.org>; Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: Re: APT Salary Schedule

Wonderful!!

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From: Heath, Melanie
Sent: Monday, July 23, 2018 10:46:34 AM
To: Haptonstall, Ken; Crawford, Vi
Cc: Jost, Nikki; Parrish, Tom
Subject: RE: APT Salary Schedule

It should make the difference in cost larger. Essentially everyone from section D down is showing their 2018-19 and 2017-18 salaries as being equal. The 2018-19 salaries are correct, the 2017-18 salaries are not.

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 10:40 AM
To: Heath, Melanie <Melanie.Heath@d51schools.org>; Crawford, Vi <Vi.Crawford@d51schools.org>
Cc: Jost, Nikki <Nikki.Jost@d51schools.org>; Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: Re: APT Salary Schedule

Is that a good thing, or a bad thing???

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

From: Heath, Melanie
Sent: Monday, July 23, 2018 10:38:48 AM
To: Haptonstall, Ken; Crawford, Vi
Cc: Jost, Nikki; Parrish, Tom
Subject: RE: APT Salary Schedule

Hello,

We just noticed that the 2017-2018 Actual Salary column is incorrect as well on the spreadsheet. We'll go back and update and send out a new version.

Thanks,
Melanie

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 10:06 AM
To: Crawford, Vi <Vi.Crawford@d51schools.org>; Heath, Melanie <Melanie.Heath@d51schools.org>
Cc: Jost, Nikki <Nikki.Jost@d51schools.org>; Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: Fw: APT Salary Schedule

Here is the last communication I can find from Gi describing the changes to the APT salary schedule. The change here is \$528,573. While there have been a few other minor changes, I cannot see a jump to a million dollars. Can somebody help me to see where and how we got to that point?

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

From: Woodard-Moon, Gi
Sent: Monday, May 21, 2018 3:57 PM
To: Haptonstall, Ken
Subject: APT Salary Schedule

Hi Ken, attached is the latest updates to the APT salaries. This gives you the best overview of what happened to everyone on this schedule. You can also click into the far right column and see what the current salary and increase components are individually.

As we discussed earlier, Vi is looking to fix a self-perception that her salary was undercut from the start of taking her current role. Historical analysis of her salary does not support this perception and she knows we don't fix something that may or may not have occurred 9 years ago but I have had several conversations with her the past 3 years. For this reason and others we have been cautious to make any further increases beyond the 8% increase offered this year and the addition of an Assistant Director.

I look forward to hearing what you decide,

Gi Woodard-Moon

Compensation Specialist

Mesa County Valley School District 51

2115 Grand Avenue

Grand Junction, CO 81501

(970)254-5902

Internal#11456

Gi.Woodard-Moon@D51schools.org

ID	NAME	TTL FTE	POS FTE	Classification
11255	ALMOND, IRENE B	1.00000	1.00000	Administrative Staff
16403	ANDERSON, ERIC J	1.00000	1.00000	Administrative Staff
11916	APODACA, PETE	1.00000	1.00000	Administrative Staff
12792	BASKIN, HEATHER LYN	1.00000	1.00000	Administrative Staff
11781	BIAGINI, MARY ADELE	1.00000	1.00000	Administrative Staff
20610	BIKKI, TANNY M	1.00000	1.00000	Administrative Staff
17036	BOLTON, ANDREA L	1.00000	1.00000	Administrative Staff
13789	BURKE, DANIEL P	1.00000	1.00000	Administrative Staff
13249	CAIN, PAUL NELSON	1.00000	1.00000	Administrative Staff
11953	COULTER, LAURA	1.00000	1.00000	Administrative Staff
10178	CRAWFORD, VIOLA P	1.00000	1.00000	Administrative Staff
20547	DALTON, RANDY C	1.00000	1.00000	Administrative Staff
12381	DIERS, MATTHEW KENT	1.00000	1.00000	Administrative Staff
21596	DONATHAN, KRISTIE J	1.00000	1.00000	Administrative Staff
10971	EBEL, CATHERINE S	1.00000	1.00000	Administrative Staff
17034	GALLEGOS, TRACY W	1.00000	1.00000	Administrative Staff
21886	GARNER, KATHRYN O	1.00000	1.00000	Administrative Staff
21046	GIURADO, ANTONIO D	1.00000	1.00000	Administrative Staff
11044	GRASSO, CYNTHIA LEIGH	1.00000	1.00000	Administrative Staff
11429	HAPTONSTALL, KENNETH GLENN	1.00000	1.00000	Administrative Staff
10811	HOWELL, VERN J	1.00000	1.00000	Administrative Staff
22006	HUDDLE, SALLY M	1.00000	1.00000	Administrative Staff
21486	JEBE, PAUL A	1.00000	1.00000	Administrative Staff
10942	JOSEPH, KATHY A	0.50000	0.50000	Administrative Staff
17054	LEON, TIMOTHY	1.00000	1.00000	Administrative Staff
10952	LYN, KATHY	1.00000	1.00000	Administrative Staff
16305	MARTIN, COLLEEN E	1.00000	1.00000	Administrative Staff
10827	MARVIN, TANYA K	1.00000	1.00000	Administrative Staff
13565	MCDOWELL, TERRY D	1.00000	1.00000	Administrative Staff
22349	MEDVED, DANIEL P	1.00000	1.00000	Administrative Staff
14300	MELCHIOR, LISA MARIE	1.00000	1.00000	Administrative Staff
21622	MIDLES, REBECCA H	1.00000	1.00000	Administrative Staff
13341	NEWTON, CURRY L	1.00000	1.00000	Administrative Staff
11241	NILSEN, ERIC A	1.00000	1.00000	Administrative Staff
20691	ONOFRIO, PHILIP D	1.00000	1.00000	Administrative Staff
11491	OPPENHEIM, MARLA J	1.00000	1.00000	Administrative Staff
14155	POPE, CHARLES T	1.00000	1.00000	Administrative Staff
10586	REQUA, TERRIE L	1.00000	1.00000	Administrative Staff
13168	SELF, KIMBERLY ANN	1.00000	1.00000	Administrative Staff
16332	SHARP, DANIEL S	1.00000	1.00000	Administrative Staff
14896	SHARP, LISA A	1.00000	1.00000	Administrative Staff
12404	STATES, STEVEN L	1.00000	1.00000	Administrative Staff
13251	TAYLOR, CHERYL L	1.00000	1.00000	Administrative Staff
11724	WAKEFIELD, JENANN L	1.00000	1.00000	Administrative Staff
16427	WESTBROOK, BRITNI L	1.00000	1.00000	Administrative Staff
15743	WITTRICK, SUSANA	1.00000	1.00000	Administrative Staff

SHORT POSITION	Counted	HOURS	ANNUAL	+2 days	+3.6%	HOURLY
COORD, ELL	Yes	8.00	99,818	983	104,430	61.46
MGR, RESOURCE	Yes	8.00	81,442	631	85,028	39.46
COORD, CUST	Yes	8.00	45,883	473	48,025	29.56
COORD, G/T	Yes	8.00	77,118	760	80,681	47.49
COORD, INSTCOACH	Yes	8.00	88,360	871	92,443	54.41
COORD, SAFETY	Yes	8.00	64,776	502	67,628	31.38
COORD, CTE	Yes	8.00	61,117	602	63,941	37.63
MGR, TECH	Yes	8.00	83,709	647	87,393	40.45
DIR, ATHLETIC	Yes	8.00	118,320	917	123,530	57.33
COORD, SPED	Yes	8.00	71,395	703	74,694	43.96
DIR, FINANCE	Yes	8.00	114,180	885	119,207	55.32
EX DIR, TECH	Yes	8.00	73,125	754	76,539	47.12
EX DIR, SCHOOL	Yes	8.00	124,083	962	129,546	60.12
AST COORD, PRE	Yes	8.00	65,336	644	68,355	40.23
COORD, PREVNTN	Yes	8.00	97,586	756	101,883	47.28
DIR, MIGRANT	Yes	8.00	88,088	683	91,967	42.68
COORD, MENTAL	Yes	8.00	30,739	603	32,470	37.67
OFFICER, ACADEMC	Yes	8.00	142,168	1,102	148,428	68.88
EX DIR, LEARN	Yes	8.00	127,732	990	133,356	61.89
SUPERINTENDENT	Yes	8.00	205,000	1,589	214,026	99.32
COORD, CONST PR	Yes	8.00	68,749	533	71,776	33.31
COORD, SPED	Yes	8.00	72,823	717	76,188	44.84
DIR, ED EFFECTV	Yes	8.00	102,757	797	107,281	49.79
COORD, MUSIC	Yes	4.00	54,143	1,969	58,132	123.05
DIR, SFTY	Yes	8.00	84,766	657	88,498	41.07
COORD, SPED	Yes	8.00	70,825	698	74,098	43.61
EX DIR, HR	Yes	8.00	135,298	1,049	141,255	65.55
COORD, NURSING	Yes	8.00	81,977	850	85,808	53.09
SUPER, WAREHOUSE	Yes	8.00	63,723	494	66,529	30.87
DIR, PL	Yes	8.00	95,000	736	99,183	46.03
COORD, SPED	Yes	8.00	68,895	679	72,078	42.42
EX DIR, PBL	Yes	8.00	122,964	953	128,378	59.58
DIR, INST SVCS	Yes	8.00	95,742	742	99,958	46.39
DIR, MAINT/OPER	Yes	8.00	92,978	721	97,072	45.05
OFFICER, OPERATE	Yes	8.00	145,165	1,125	151,557	70.33
EX DIR, STU SVCS	Yes	8.00	114,879	891	119,937	55.66
MGR, ENVIRNMNT	Yes	8.00	88,878	689	92,791	43.06
EX DIR, SCHOOL	Yes	8.00	107,098	830	111,814	51.89
DIR, ECE	Yes	8.00	82,865	642	86,514	40.15
DIR, FOOD SVCS	Yes	8.00	108,413	840	113,187	52.53
DIR, PURCH WRHSE	Yes	8.00	96,902	751	101,169	46.95
EX DIR, SCHOOL	Yes	8.00	107,098	830	111,814	51.89
EX DIR, RESOLVE	Yes	8.00	114,349	886	119,384	55.40
MGR, TECH	Yes	8.00	94,974	736	99,156	46.01
COORD, ADVOCATE	Yes	8.00	68,641	676	71,813	42.27
EX DIR, ENGAGE	Yes	8.00	121,238	940	126,576	58.74

PCN Location	ASSGT STAR	ASSIGN REASON
ELL	7/27/2017	STEP/COLA
MAINTENANCE	7/1/2017	AT SALARY MAX
CUSTODIAL DEPT	10/1/2017	NEW ASSIGNMENT
CURRICULUM DEPT	7/27/2017	RETRO
CURRICULUM DEPT	7/27/2017	STEP DOWN (YEAR 1)
RISK MANAGEMENT	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
CENTRALIZED	7/27/2017	NEW ASSIGNMENT
TECHNOLOGY SVC	10/1/2017	NEW ASSIGNMENT
ATHLETICS	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
Sped	7/27/2017	STEP/COLA
FISCAL SERVICES	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
TECHNOLOGY SVC	10/1/2017	NEW ASSIGNMENT
ADMINISTRATIVE	7/1/2017	RETIRE
PRESCHOOL	7/27/2017	STEP/COLA
ELL	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
EQUITY	7/1/2017	NEW ASSIGNMENT
CENTRALIZED	1/8/2018	NEW ASSIGNMENT
ADMINISTRATIVE	7/1/2017	RES/RET/TERM
CURRICULUM DEPT	7/1/2017	NEW TITLE
SUPERINTENDENT	7/1/2017	NEW ASSIGNMENT
MAINTENANCE	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
Sped	7/27/2017	STEP/COLA
ADMINISTRATIVE	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
MUSIC	7/27/2017	STEP/COLA
MAINTENANCE	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
Sped	7/27/2017	STEP/COLA
HUMAN RESOURCES	7/1/2017	RES/RET/TERM
HAWTHORNE	8/3/2017	STEP/COLA
WAREHOUSE	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
CURRICULUM DEPT	7/1/2017	NEW ASSIGNMENT
Sped	7/27/2017	STEP/COLA
EMERSON	7/1/2017	CHANGE RATE
CENTRALIZED	7/1/2017	NEW ASSIGNMENT
MAINTENANCE	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
SUPPORT SERV	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
BTK	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
MAINTENANCE	7/1/2017	AT SALARY MAX
ADMINISTRATIVE	7/1/2017	NEW TITLE
PRESCHOOL	7/1/2017	RECLASS
NUTRITION SVCS	7/1/2017	AT SALARY MAX
PURCHASING	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
ADMINISTRATIVE	7/1/2017	RECLASS
ADMINISTRATIVE	7/1/2017	NEW TITLE
TECHNOLOGY SVC	7/1/2017	STEP/COST OF LIVING ADJUSTMENT
ADMINISTRATIVE	7/27/2017	NEW ASSIGNMENT
EQUITY	7/1/2017	NEW TITLE

ID	NAME	TTL FTE	POS FTE	Classification
10178	CRAWFORD, VIOLA P	1.00000	1.00000	Administrative Staff
10586	REQUA, TERRIE L	1.00000	1.00000	Administrative Staff
10811	HOWELL, VERN J	1.00000	1.00000	Administrative Staff
10827	MARVIN, TANYA K	1.00000	1.00000	Administrative Staff
10942	JOSEPH, KATHY A	0.50000	0.50000	Administrative Staff
10952	LYN, KATHY	1.00000	1.00000	Administrative Staff
10971	EBEL, CATHERINE S	1.00000	1.00000	Administrative Staff
11044	GRASSO, CYNTHIA LEIGH	1.00000	1.00000	Administrative Staff
11163	TURNER, MELISSA A	1.00000	1.00000	Administrative Staff
11241	NILSEN, ERIC A	1.00000	1.00000	Administrative Staff
11255	ALMOND, IRENE B	1.00000	1.00000	Administrative Staff
11369	FLICK, HEATHER O	1.00000	1.00000	Administrative Staff
11429	HAPTONSTALL, KENNETH GLENN	1.00000	1.00000	Administrative Staff
11491	OPPENHEIM, MARLA J	1.00000	1.00000	Administrative Staff
11724	WAKEFIELD, JENANN L	1.00000	1.00000	Administrative Staff
11781	BIAGINI, MARY ADELE	1.00000	1.00000	Administrative Staff
11860	BUNNELL, WILLIAM D	1.00000	1.00000	Administrative Staff
11916	APODACA, PETE	1.00000	1.00000	Administrative Staff
11953	COULTER, LAURA	1.00000	1.00000	Administrative Staff
12578	HEATH, MELANIE A	1.00000	1.00000	Administrative Staff
12792	BASKIN, HEATHER LYN	1.00000	1.00000	Administrative Staff
13168	SELF, KIMBERLY ANN	1.00000	1.00000	Administrative Staff
13249	CAIN, PAUL NELSON	1.00000	1.00000	Administrative Staff
13251	TAYLOR, CHERYL L	1.00000	1.00000	Administrative Staff
13341	NEWTON, CURRY L	1.00000	1.00000	Administrative Staff
13565	MCDOWELL, TERRY D	1.00000	1.00000	Administrative Staff
13789	BURKE, DANIEL P	1.00000	1.00000	Administrative Staff
14155	POPE, CHARLES T	1.00000	1.00000	Administrative Staff
14300	MELCHIOR, LISA MARIE	1.00000	1.00000	Administrative Staff
14896	SHARP, LISA A	1.00000	1.00000	Administrative Staff
14987	DEUEL, MARIA	1.00000	1.00000	Administrative Staff
16332	SHARP, DANIEL S	1.00000	1.00000	Administrative Staff
16403	ANDERSON, ERIC J	1.00000	1.00000	Administrative Staff
17034	GALLEGOS, TRACY W	1.00000	1.00000	Administrative Staff
17036	BOLTON, ANDREA L	1.00000	1.00000	Administrative Staff
17054	LEON, TIMOTHY	1.00000	1.00000	Administrative Staff
19031	HOBBS, SHAUNA MARIE	1.00000	1.00000	Administrative Staff
20547	DALTON, RANDY C	1.00000	1.00000	Administrative Staff
20605	KRAEUTER, LEIA J	1.00000	1.00000	Administrative Staff
20610	BIKKI, TANNY M	1.00000	1.00000	Administrative Staff
20673	MORT, EDDIE L	1.00000	1.00000	Administrative Staff
20691	ONOFRIO, PHILIP D	1.00000	1.00000	Administrative Staff
21464	GOLDBERG, ARI Z	1.00000	1.00000	Administrative Staff
21486	JEBE, PAUL A	1.00000	1.00000	Administrative Staff
21596	DONATHAN, KRISTIE J	1.00000	1.00000	Administrative Staff
21622	MIDLES, REBECCA H	1.00000	1.00000	Administrative Staff

21886 GARNER, KATHRYN O	1.00000	1.00000	Administrative Staff
22006 HUDDLE, SALLY M	1.00000	1.00000	Administrative Staff
22349 MEDVED, DANIEL P	1.00000	1.00000	Administrative Staff
22407 BRENNAN, MARGERY A	1.00000	1.00000	Administrative Staff
22810 JOST, NICOLE A	1.00000	1.00000	Administrative Staff
22813 DELANO, CHARLES W	1.00000	1.00000	Administrative Staff
22840 COOPER, SCOTT T	1.00000	1.00000	Administrative Staff
22848 HAUPT, DIANE R	1.00000	1.00000	Administrative Staff
22851 CARLEO, LUKE J	1.00000	1.00000	Administrative Staff

SHORT POSITION	Counted	INDEX	STAT	HOURS	CALENDAR	DAYS
DIR, FINANCE	Yes	AY/F/MP	A	8.00	2X260	260
DIR, AREA	Yes	AY/G/MP	A	8.00	2X260	260
COORD, CONST PR	Yes	AY/D/MP	A	8.00	2X260	260
COORD, NURSING	Yes	AL/C/MP	A	8.00	10197	197
COORD, MUSIC	Yes	AL/D/MX	A	4.00	10207	207
COORD, SPED	Yes	AL/D/MP	A	8.00	10207	207
DIR,ACDMC OPTNS	Yes	AY/G/MP	A	8.00	2X260	260
EX DIR, LEAD	Yes	AY/H/MP	A	8.00	2X260	260
DIR, CURRICULUM	Yes	AL/E/MP	A	8.00	10207	207
DIR, MAINT/OPER	Yes	AY/F/MP	A	8.00	2X260	260
COORD, FED PRGM	Yes	AL/C/MX	A	8.00	10207	207
COORD,INSTCOACH	Yes	AL/C/MP	A	8.00	10207	207
SUPERINTENDENT	Yes	B/01/01	A	8.00	2X260	260
DIR, STU SVCS	Yes	AY/G/MP	A	8.00	2X260	260
MGR, TECH	Yes	AY/D/MP	A	8.00	2X260	260
COORD,INSTCOACH	Yes	AL/C/MP	A	8.00	10207	207
AST DIR,AREA	Yes	AY/F/MP	A	8.00	2X260	260
COORD, CUST	Yes	AY/C/MP	A	8.00	2X260	260
COORD, SPED	Yes	AL/D/MP	A	8.00	10207	207
AST DIR,FINANCE	Yes	AY/E/MP	A	8.00	2X260	260
DIR, G/T	Yes	AY/E/MP	A	8.00	20260	260
DIR, ECE	Yes	AY/E/MP	A	8.00	2X260	260
DIR, ATHLETIC	Yes	AY/E/MP	A	8.00	2X260	260
DIR,COLLEGE	Yes	AY/D/MP	A	8.00	2X260	260
DIR, ASSMT	Yes	AY/E/MP	A	8.00	2X260	260
SUPER,WAREHOUSE	Yes	AY/A/MP	A	8.00	2X260	260
MGR, TECH	Yes	AY/D/MP	A	8.00	2X260	260
MGR, ENVIRNMNT	Yes	AY/B/MP	A	8.00	2X260	260
COORD, SPED	Yes	AL/D/MP	A	8.00	10207	207
DIR,PURCH WRHSE	Yes	AY/D/MP	A	8.00	2X260	260
COORD, INNOVATE	Yes	AL/C/MP	A	8.00	10207	207
DIR, FOOD SVCS	Yes	AY/D/MP	A	8.00	2X260	260
MGR, RESOURCE	Yes	AY/B/MP	A	8.00	2X260	260
DIR, MIGRANT	Yes	AY/D/MP	A	8.00	2X260	260
AST DIR, CAREER	Yes	AY/D/MN	A	8.00	2X260	260
DIR, SFTY	Yes	AY/E/MP	A	8.00	2X260	260
COORD,COUNSELOR	Yes	AL/C/MP	A	8.00	10207	207
EX DIR, TECH	Yes	AY/H/MP	A	8.00	2X260	260
COORD,INDUCTION	Yes	AL/C/MP	A	8.00	10207	207
COORD, SAFETY	Yes	AY/C/MP	A	8.00	2X260	260
AST DIR,MAINTCE	Yes	AY/E/MN	A	8.00	2X260	260
OFFICER,OPERATE	Yes	AY/H/MX	A	8.00	2X260	260
AST DIR,AREA	Yes	AY/F/MP	A	8.00	2X260	260
DIR, AREA	Yes	AY/G/MP	A	8.00	2X260	260
AST DIR,PRESCHL	Yes	AL/D/MP	A	8.00	10207	207
EX DIR,IMPLEMET	Yes	AY/H/MP	A	8.00	2X260	260

COORD, MENTAL	Yes	AL/C/MN	A	8.00	10207	207
DIR, PROGRAM	Yes	AY/E/MP	A	8.00	2X260	260
DIR,PL	Yes	AY/E/MP	A	8.00	2X260	260
COORD, PREVNTN	Yes	AY/D/MP	A	8.00	2X260	260
EX DIR, HR	Yes	AY/H/MP	A	8.00	2X260	260
DIR, COMM	Yes	AY/D/MP	A	8.00	2X260	260
ASST SUPER	Yes	AY/I/MP	A	8.00	2X260	260
COORD, SPED	Yes	AL/D/MP	A	8.00	10207	207
COORD,COMMUNITY	Yes	AY/C/MP	A	8.00	2X260	260

1st of 2 Days	ANNUAL		HOURLY	POSITION #	LOC# PCN Location	PAYCLASS
1,018.84	132,449	123,314	63.68	6211030000	621 FISCAL SERVICES	106
988.60	128,518		61.79	6011040ARE	601 ADMINISTRATIVE	106
565.85	73,561		35.37	7301080PRJ	730 MAINTENANCE	106
890.51	87,715		55.66	6081080NRS	608 HAWTHORNE	203
559.74	57,933		131.67	6141070MUS	614 MUSIC	223
732.20	75,783		45.76	6501070SPE	650 SPED	203
960.85	124,910		60.05	6011040OPT	601 ADMINISTRATIVE	106
1,056.25	137,312		66.02	6011040LED	601 ADMINISTRATIVE	106
891.08	92,227		55.69	6101070PRC	610 CURRICULUM DEPT	203
929.78	120,871		58.11	7301030MTO	730 MAINTENANCE	106
1,031.93	106,805		64.50	6101070TTL	610 CURRICULUM DEPT	203
863.16	89,337		53.95	6101070ISC	610 CURRICULUM DEPT	203
1,646.77	214,080	212,380	102.92	6021010000	602 SUPERINTENDENT	101
1,016.24	132,111		63.51	6501040STS	650 SPED	106
781.71	101,622		48.86	6261030SDB	626 TECHNOLOGY SVC	106
913.48	94,545		57.09	6101070ISC	610 CURRICULUM DEPT	203
956.05	124,286		59.75	6011070ARE	601 ADMINISTRATIVE	106
521.95	67,853	67,817	32.62	7321080CUS	732 CUSTODIAL DEPT	106
738.10	76,393		46.13	6501070SPE	650 SPED	203
678.68	88,229		42.42	6211080000	621 FISCAL SERVICES	106
699.99	90,999		43.75	6101040GFT	610 CURRICULUM DEPT	106
682.05	88,666		42.63	6591040000	659 PRESCHOOL	106
973.86	126,602		60.87	6151030000	615 ATHLETICS	106
839.32	109,111		52.46	6001040CAR	600 CENTRALIZED	106
788.03	102,444		49.25	6061040SMT	606 EMERSON	106
524.49	68,184		32.78	7236130WHS	723 WAREHOUSE	106
688.98	89,568		43.06	6261030CSS	626 TECHNOLOGY SVC	106
731.53	95,099		45.72	7303330MGR	730 MAINTENANCE	106
712.25	73,718		44.52	6501070SPE	650 SPED	203
797.58	103,685		49.85	6221030000	622 PURCHASING	106
717.29	74,239		44.83	6101070INO	610 CURRICULUM DEPT	203
892.32	116,002		55.77	7401030FDS	740 NUTRITION SVCS	106
670.33	87,143		41.90	7301030RCM	730 MAINTENANCE	106
725.03	94,254		45.31	6461040MIG	646 EQUITY	106
561.97	73,056	67,817	35.12	6001080CAR	600 CENTRALIZED	106
704.21	91,547	90,700	44.01	7301030SFF	730 MAINTENANCE	106
655.24	67,817		40.95	6101070CNS	610 CURRICULUM DEPT	203
964.96	125,445		60.31	6261030TCS	626 TECHNOLOGY SVC	106
888.39	91,948		55.52	6101070IND	610 CURRICULUM DEPT	203
533.15	69,310		33.32	6291080SFT	629 RISK MANAGEMENT	106
645.52	83,918		44.07	7301080000	730 MAINTENANCE	106
1,194.82	155,327		74.68	6201020000	620 SUPPORT SERV	106
956.61	124,359		59.79	6011070ARE	601 ADMINISTRATIVE	106
964.34	125,364		60.27	6011040ARE	601 ADMINISTRATIVE	106
705.86	73,056		44.12	6591070ECE	659 PRESCHOOL	203
1,012.08	131,571		63.26	6011040IMP	601 ADMINISTRATIVE	106

655.24	67,817	
683.85	88,900	86,950
811.15	105,450	
561.97	73,056	
1,043.41	135,643	
778.32	101,181	
1,048.36	136,287	
799.02	82,699	
654.26	85,054	
45,007.53	5,535,059	

258,580 315,157

931,792

40.95	6001080MNT	600 CENTRALIZED	203
42.74	6101070PRG	610 CURRICULUM DEPT	106
50.70	6101070PRL	610 CURRICULUM DEPT	106
35.12	6481070PRV	648 ELL	106
65.21	6191030HRS	619 HUMAN RESOURCES	106
48.64	6281030COM	628 COMMUNICATION	106
65.52	6041020000	604 ASST SUPR	106
49.94	6501070SPE	650 SPED	203
40.89	6281080CPC	628 COMMUNICATION	106

ACTUAL DAY BARG UNIT ASSIGN REASON

260 BOARD	CHANGE RATE
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
197 BOARD	UPDATE SALARY
110 BOARD	UPDATE SALARY
207 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
207 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
207 BOARD	NEW ASSIGNMENT
207 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
207 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
207 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	UPDATE SALARY
260 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
260 BOARD	CHANGE RATE
260 BOARD	CHANGE RATE
207 BOARD	UPDATE SALARY
260 BOARD	CHANGE RATE
207 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
260 BOARD	CHANGE RATE
260 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
207 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
207 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
238 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE RATE
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
207 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT

207 BOARD	UPDATE SALARY
260 BOARD	NEW ASSIGNMENT
260 BOARD	CHANGE DISTRBTN
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT
207 BOARD	NEW ASSIGNMENT
260 BOARD	NEW ASSIGNMENT

	2018-19	2017-18	Differences
Cost of Total Annual Salaries	\$6,139,120	\$4,824,673	\$1,314,447
Total Count of Positions	68	59	9
Non-Admin Salaries Included	\$604,061	\$524,485	
Non-Admin Staff Counts	13	13	
Actual	\$5,535,059	\$4,300,188	\$1,234,871
Actual incl negotiated increases	\$5,535,059	\$4,515,515	\$1,019,544

Dalton, Randy C

From: Parrish, Tom
Sent: Monday, July 23, 2018 3:53 PM
To: ambildavis@earthlink.net; Doug Levinson; John Williams; Paul Pitton (ppitton55@gmail.com)
Subject: FW: Avg teacher salary, retention

[Additional FYI](#)

[Tom](#)

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 12:09 PM
To: Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: Fwd: Avg teacher salary, retention

FYI

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From: Shockley, Emily
Sent: Monday, July 23, 2018 12:07:03 PM
To: Megan McNeil
Subject: Avg teacher salary, retention

Hi Megan:

The salary increases listed below for teachers are a result of a 1.6% + \$500 step up in the salary schedule, a 1% cost of living increase, additional days, an increase in the maximum a teacher can make, an increase in entry-level pay (for a teacher that is brand new) and a market adjustment. It's not a perfect apples-to-apple comparison because the demographics change each year with turnover (in a typical year, 50-100 teachers retire and are replaced with people straight out of college, for example). Here's the breakdown of licensed staff, which is teachers as well as counselors and instructional coaches:

2017-18 (Average teacher salary = \$49,983)

Salary Range

Entry Level: \$34,280

Top of Salary Scale: \$71,477

2018-19 (Average teacher salary = \$52,016)

Salary Range

Entry Level: \$37,440

Top of Salary Scale: \$75,780

Year-to-Year Change

Average teacher salary: **9.2% increase**

Entry Level: **10.45% increase**

Top of Salary Scale: **6.02% increase**

The most recent CDE report on retention that we have is attached. I think it helps with your question about admin staff retention: admin staff have the highest turnover rate in D51 – 20%, well ahead of the overall staff average of 13.76%.

The application numbers and increases per person should be coming this afternoon.

Thanks,
Emily

Dalton, Randy C

From: Parrish, Tom
Sent: Monday, July 23, 2018 3:51 PM
To: ambildavis@earthlink.net; Doug Levinson; John Williams; Paul Pitton (ppitton55@gmail.com)
Subject: FW: APT Salary Schedule
Attachments: Reorganization APT Salary Schedule May 21, 2018.xlsx

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 10:06 AM
To: Crawford, Vi <Vi.Crawford@d51schools.org>; Heath, Melanie <Melanie.Heath@d51schools.org>
Cc: Jost, Nikki <Nikki.Jost@d51schools.org>; Parrish, Tom <Tom.Parrish@d51schools.org>
Subject: Fw: APT Salary Schedule

Here is the last communication I can find from Gi describing the changes to the APT salary schedule. The change here is \$528,573. While there have been a few other minor changes, I cannot see a jump to a million dollars. Can somebody help me to see where and how we got to that point?

Dr. Ken Haptonstall, Ph.D.
Superintendent of Schools
Mesa County Valley School District No. 51

From: Woodard-Moon, Gi
Sent: Monday, May 21, 2018 3:57 PM
To: Haptonstall, Ken
Subject: APT Salary Schedule

Hi Ken, attached is the latest updates to the APT salaries. This gives you the best overview of what happened to everyone on this schedule. You can also click into the far right column and see what the current salary and increase components are individually.

As we discussed earlier, Vi is looking to fix a self-perception that her salary was undercut from the start of taking her current role. Historical analysis of her salary does not support this perception and she knows we don't fix something that may or may not have occurred 9 years ago but I have had several conversations with her the past 3 years. For this reason and others we have been cautious to make any further increases beyond the 8% increase offered this year and the addition of an Assistant Director.

I look forward to hearing what you decide,

Gi Woodard-Moon
Compensation Specialist
Mesa County Valley School District 51
2115 Grand Avenue

Grand Junction, CO 81501

(970)254-5902

Internal#11456

Gi.Woodard-Moon@D51schools.org

Range	New Position Title	Range Minimum	Range Midpoint	Range Maximum	RANGE % Increase	2017 - 2018 ACTUAL SALARY
A	Supervisor, Warehouse Terry McDowell	\$46,652	\$61,975	\$76,727	10%	63723
				\$68,184	7%	
B	Manager, Resource Conservation - Eric Anderson	\$60,444	\$77,817	\$98,524	Merge 25% & 10%	81442
	Manager, Environmental Health & Safety - Petie Pope			\$87,143	7%	
				\$95,099	7%	88878
C	Coordinator, School Counselors - Shauna Hobbs	\$67,817	\$86,099	\$109,185	10%	52217
	Coordinator, CTE - Andrea Bolton			\$67,818	29.88%	61117
	Coordinator, Mental Health and Crisis - Katie Garner			\$67,818	10.97%	61177
	Coordinator, Custodial Services - Pete Apodaca			\$67,853	10.86%	61019
	Coordinator, Safety and Security - Tanny Bikki			\$69,310	11.14%	64776
	Coordinator, Innovative Programs - Lea Deuel			\$74,239	7%	64556
	Coordinator, Community Partnerships - Luke Carleo			\$85,054	15%	New
	Coordinator, Nursing - Tanya Marvin			\$87,715	7%	81977
	Coordinator, Coaching Secondary - Heather Flick			\$89,337	15%	77684
	Coordinator, Administrative Induction - Lea Kraeuter			\$91,948	5%	91948
	Coordinator, Coaching Elementary - Mary Biagini			\$94,545	7%	88360
	Coordinator, Federal Programs - Irene Almond			\$106,805	7%	99818
D	Coordinator, Music - Kathy Joseph (.5FTE)	\$73,056	\$93,637	\$121,271	11%	57933
	Assistant Director of Early Childhood Education - Kristie Donathan			\$57,933	7%	73056
	Coordinator, Construction Projects - Vern Howell			\$73,056	11.82%	73561
	Coordinator SPED - Lisa Melchior			\$73,561	7%	73718
	Coordinator, SPED - Kathy Lyn			\$73,718	7%	75783
	Coordinator, SPED - Laura Coulter			\$75,783	7%	76393
	Manager, Technology Platforms & Architecture - Dan Burke			\$76,393	7%	89568
	Director, Regional Migrant Services - Tracy Gallegos			\$89,568	7%	94254
	Director Communications - Charles Delano			\$94,254	7%	New
	Manager, Technology Software & Applications - Jennan Wakefield			\$101,181	7%	101622
	Director, Contracts, Purchasing and Warehouse - Lisa Sharp			\$101,622	7%	103685
	Director, Career & College Readiness - Cheri Taylor			\$103,685	7%	Reduction
	Director, Nutrition Services - Dan Sharp			\$109,111	7%	116002
	Coordinator, Prevention Services - Pending			\$116,002		
	Coordinator, SPED - Pending					
	Manager, Risk - Shelia Naski (RT)					
E	Assistant Director of Maintenance & Grounds - Pending	\$82,100	\$105,879	\$136,673	10%/9%	
	Assistant Director of Finance - Melanie Heath			\$88,229	20%	88229
	Director, Early Childhood Education - Kim Self			\$88,666	7%	88666
	Director Program Evaluation /R & D - Sally Huddle			\$88,900	22%	88899
	Director, Gifted & Talented - Heather Baskin			\$90,999	18%	90999
	Director, Safety - Tim Leon			\$91,547	8%	91547
	Director, Curriculum & Learning Design - Melissa Turner			\$92,227	10%	92227
	Director, Assessment - Curry Newton			\$102,444	7%	102444
	Director, Professional Learning - Danny Medved			\$105,450	11%	105450
	Director, Athletics & Activities - Paul Cain			\$126,602	7%	126602
F	Director, Maintenance, Operations & Grounds - Eric Nilsen	\$100,862	\$127,453	\$154,045	16%	120871
	Director, Financial Services - Vi Crawford			\$120,871	30%	123314
	Assistant Director of Area East - Ari Goldberg			\$123,314	8%	124359
	Assistant Director of Area West - Dan Bunnell			\$124,359	10%	124286
				\$124,286	41%	
G	Director, of Academic Options - Cathy Ebel	\$105,571	\$133,403	\$161,237	15%	124910
	Director of Area/West - Paul Jebe			\$124,910	28%	125364
	Director of Area/East - Terrie Requa			\$125,364	22%	128518
	Director, Student Services - Marla Oppenheim			\$128,518	20%	132111
				\$132,111	15%	
H	Executive Director, Technology Services - Randy Dalton	\$115,713	\$145,169	\$174,622	14%	125445
	Executive Director, D51 Implementation - Rebecca Midles			\$125,445	28%	131571
	Executive Director, Human Resources - Nikki Jost			\$131,571	7%	135644
	Executive Director, Site Leadership - Leigh Grasso			\$135,644	New	137312
	Chief Operations Officer - Phil Onofrio			\$137,312	7.5%	155327
				\$155,327	7%	
I	Assistant Superintendent of Schools - Scott Cooper	\$126,187	\$158,232	\$190,278	20%	0
				\$136,287		
	Superintendent of Schools	\$205,000			BOE determines	\$4,538,363
				\$5,066,936		

Range	New Positon Title	Range Minimum	Range Midpoint	Range Maximum	Comments
A	Supervisor, Warehouse - Terry McDowell	\$46,652	\$58,031	\$71,844	
				\$67,864	
B	Manager, Resource Conservation - Eric Anderson	\$49,621	\$60,233	\$74,928	
				\$84,535	Max (+2 days, no increase)
C	Assistant Director of Early Childhood Education - Kristie Donathan	\$54,163	\$67,166	\$82,870	
				\$69,256	
D	Manager, Environmental Health & Safety- Petie Pope	\$56,598	\$72,865	\$92,254	
				\$92,254	Max (+2 days, no increase)
E	Coordinator, Custodial Services - Pete Apodaca	\$63,501	\$80,620	\$102,236	
	Coordinator, CTE - Andrea Bolton			\$65,151	
	Coordinator, Mental Health and Crisis - Katie Garner			\$65,860	
	Coordinator, Safety and Security - Tanny Bikki			\$65,924	
	Coordinator, Nursing - Tanya Marvin			\$68,984	
	Coordinator, Coaching Elementary & ELL - Mary Biagini			\$88,428	
	Coordinator, Federal Programs - Irene Almond			\$95,216	
	Coordinator, Coaching Secondary & ELL - Heather Flick			\$102,236	Max (+2 days, partial increase)
	Coordinator, Innovative Programs - Maria Deul			\$83,899	8%
	Coordinator, School Counselors - Pending			\$69,770	8%
				Pending	
F		\$67,790	\$86,889	\$112,531	
	Coordinator, Music - Kathy Joseph (.5FTE)			\$58,344	.5 FTE
	Coordinator, Construction Projects - Vern Howell			\$73,215	
	Coordinator SPED - Lisa Melchior			\$74,241	
	Coordinator, SPED - Kathy Lyn			\$76,321	
	Coordinator, SPED - Laura Coulter			\$76,936	
	Coordinator, SPED - Open Positon				
	Assistant Director of Finance - Melanie Heath			\$83,040	new (9% increase)
	Manager, Technology Platforms & Architecture - Dan Burke			\$89,148	
	Director, Regional Migrant Services - Tracy Gallegos			\$93,811	
	Manager, Technology Software & Applications - Jenann Wakefield			\$101,145	
	Director, Contracts, Purchasing and Warehouse - Lisa Sharp			\$103,198	
	Director, Nutrition Services - Dan Sharp			\$115,457	Max+, given the 2.6%
	Assistant Director of Area East - Dan Bunnell			\$98,813	new (8% increase)
	Assistant Director of Area West - Ari Goldberg			\$117,348	new (+2 days, max, no increase)
	Manager, Risk - Shelia Naski - Retiring				
	Coordinator, Prevention Services - Pending				
	Assistant Director of Maintenance & Grounds - Pending				
	Director Communications - Pending				
	Director, Career & College Readiness - Pending				
G		\$72,332	\$93,105	\$121,518	
	Director, Early Childhood Education - Kim Self			\$88,249	
	Director, Assessment - Curry Newton			\$101,963	
	Director, Professional Learning - Danny Medved			\$108,988	+ Range (11% increase)
	Director, Gifted & Talented - Heather Baskin - Pending			\$83,287	8%
H		\$76,875	\$99,142	\$129,149	
	Director of Safety - Tim Leon			\$90,273	
	Director, Maintenance, Operations & Grounds - Eric Nilsen			\$103,970	new (8% increase, add custodial
	Director, Athletics and Activities - Paul Cain			\$126,007	
	Elementary Principals	\$83,599	\$94,905	\$106,210	
I		\$89,558	\$113,169	\$136,780	
	Director, Program Evaluation Research & Development - Sally Huddle			\$89,572	23% bring to range min
	Director of Curriculum - Melissa Turner			\$93,990	New (8% increase)
	Director, Financial Services - Vi Crawford			\$121,599	
	Middle School Principals	\$90,234	\$102,436	\$114,638	
J		\$91,095	\$115,111	\$139,127	
	Director, Academic Options - Cathy Ebel			\$107,877	New (6.5% Increase)
	Director of Area - West - Paul Jebe			\$113,593	New (6.5% Increase)
	Director of Area - East - Terrie Requa			\$114,057	
	Director, Student Services - Maral Oppenheim			\$122,343	
	High School Principals	\$99,971	\$113,490	\$127,009	
K*		\$104,548	\$131,161	\$157,773	
	Executive Director, Technology Services - Randy Dalton			\$104,548	Increase to Range Minimum
	Executive Director, Implementation - Rebecca Midles			\$130,953	
	Executive Director, Site Leadership - Leigh Grasso			\$136,031	
	Executive Director, Human Resources - Nikki Jost			\$139,713	New (Superintendent Offer)
	Chief Operations Officer = Phil Onofrio			\$154,597	
L*		\$108,311	\$135,816	\$163,322	
	Assistant Superintendent of Schools			Pending	
	Superintendent of Schools		\$215,250		Project 5%, BOE Determines

\$4,312,004

Range	Position Title	Range Minimum	Range Midpoint	Range Maximum
1	Supervisor, Warehouse	\$44,945	\$55,908	\$69,215
2	Manager, Resource Conservation	\$47,805	\$58,029	\$72,186
3	Assistant Coordinator, Early Childhood	\$52,181	\$64,708	\$79,837
4	Manager, Environmental Health & Safety	\$54,526	\$70,199	\$88,878
5	Coordinator, Advocacy and Support Coordinator, CTE Coordinator, Instructional Coaches Coordinator, Mental Health and Crisis Coordinator, Nursing Coordinator, Safety and Security	\$61,177	\$77,670	\$98,495
6	Coordinator, Construction Projects Coordinator, ELL Coordinator, Gifted/Talented Coordinator, Music Coordinator, Prevention Services Coordinator, SPED Director, Communications Director, Contracts, Purchasing and Warehouse Director, Custodial/Grounds Director, Nutrition Services Director, Professional Learning Director, Regional Migrant Services Manager, Customer Service and Support Manager, Infrastructure (Tech) Manager, Risk Manager, Software Dev (software)	\$65,309	\$83,709	\$108,413
7	Director, Early Childhood Director, Instructional Data Services	\$69,685	\$89,698	\$117,071
8	Director, Maintenance and Operations Director, Athletics & Activities Director, Safety	\$74,061	\$95,514	\$124,423
9	Director, Educator Effectiveness Director, Financial Services	\$78,437	\$101,156	\$131,775
10	No Positions	\$82,814	\$106,625	\$139,127
11		\$87,190	\$111,923	\$145,607

Was a coordinator - change

Moved from Range 6

Change in title 2017-18

	Executive Director, Human Resources			
	Executive Director, Performance Based Systems			
	Executive Director, Resolution and Support			
	Executive Director, School Leadership Support			
	Executive Director, Student Re-engagement and Support			
	Executive Director, Student Services			
	Executive Director, Teaching and Learning Design			
	Executive Director, Technology Services			
12		\$91,566	\$117,048	\$151,999
	Chief Operations Officer			
13		\$95,942	\$122,000	\$157,345
	Chief Academic Officer			

ed 2017-18

Dalton, Randy C

From: Haptonstall, Ken
Sent: Monday, July 23, 2018 5:42 PM
To: Delano, Charles; Cooper, Scott
Subject: Re: Editing the Letter to the Staff 7/23/18 - Invitation to edit

I guess my thinking was that 50%. Was classroom focused.

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From: Delano, Charles
Sent: Monday, July 23, 2018 5:38:40 PM
To: Cooper, Scott
Cc: Haptonstall, Ken
Subject: Re: Editing the Letter to the Staff 7/23/18 - Invitation to edit

We incorporated the edits. We didn't include the 90% because Melanie and Vi provided additional data. 10% was used for admin increases but about 50% was used for salary increases across the board. edited letter is on its way back.

Sent from my iPhone

On Jul 23, 2018, at 5:25 PM, Scott Cooper (via Google Docs) <drive-shares-noreply@google.com> wrote:

scottc@d51schools.org has invited you to **edit** the following document:



Editing the Letter to the Staff 7/23/18



Please make these corrections and email it back to us.

Thanks

Open in Docs

Google Docs: Create and edit documents online.

Google LLC, 1600 Amphitheatre Parkway, Mountain View, CA 94043, USA

You have received this email because someone shared a document with you from Google Docs.

Google

Shockley, Emily

From: Paul Pitton <ppitton55@gmail.com>
Sent: Tuesday, July 31, 2018 5:35 PM
To: Shockley, Emily
Subject: Fwd: Message from the Superintendent

Paul Pitton
D51 address paul.pitton@d51schools.org

----- Forwarded message -----

From: District51 Communications Department <communicate@d51schools.org>
Date: Mon, Jul 23, 2018 at 6:04 PM
Subject: Message from the Superintendent
To: allstaff <allstaff@d51schools.org>
Cc: Davis, Amy <Amy.Davis@d51schools.org>, Doug Levinson <doug.levinson1@gmail.com>, John Williams <john@johnwilliamslegal.com>, Paul Pitton <ppitton55@gmail.com>, Tom Parrish <t.parrish@bresnan.net>, Wells, Terri <Terri.Wells@d51schools.org>

Good evening D51 Staff:

As the 2018-19 school year approaches, a reorganized central administrative staff is already hard at work supporting the D51 Learning Model. The reorganization of administrative staff is the result of months of research, redesign and interviews. I am confident that we have the right people in the right positions to do this important work. As a result, we can move from a top-down administration to one that focuses on directly supporting teachers and students, and moving the D51 Learning Model forward.

All employees received email updates as hiring decisions were made this spring. In a continued commitment to keeping our staff informed, I am writing to you today to confirm that we will have more administrators this year. It is important to me that you know why.

I am excited to welcome some new faces to the district and continue working with some familiar faces in new roles. We have 30 administrative positions from 2017-18 that will remain in 2018-19. These roles support the learning model and district operations.

Sixteen administrative positions – including nine executive directors and a chief academic officer – no longer exist. The work done in these positions is appreciated and served an important purpose during design of the learning model. Now, we need to further implement the D51 Learning Model.

The 25 positions new to administration this year have all been created with implementation in mind. New positions, including an innovation coordinator, a college and career readiness director, a student options director, and a coordinator for school counselors, will have a greater impact on students and offer more direct support for teachers. Administrators will spend more time in buildings and with school-level staff.

This summer, we found out that the state was returning some money that was previously withheld from the funding formula. The majority of these extra funds went straight to classrooms, while a portion of it was put towards increasing salaries across the district. No bond or mill levy override funds were used.

As the reorganization took shape, I realized that recruiting and retaining the best available talent was imperative for our work. In order to do so, we used the extra funds from the state to increase pay across the board with a 2.6% step up in pay (1.6% increment plus \$500 for teachers), a 1% cost-of-living adjustment. In addition, mill levy override funds were used to add 2-4 days for every employee. Bond and mill dollars were not used for any salary increases outside of these additional days.

With continued support from the state, our goal is to get all employees' wages to a real market value. This year, we made adjustments to salary schedules based on a comprehensive market study. This resulted in an increase in the starting pay as well as the salary cap for teachers. Each salary adjustment is unique, and averages draw from a wide range. I am happy to report that the average teacher's salary increased by 9.2% from last year to this year. Administrative pay increased by an average of 9% for the 30 administrative positions carried over from 2017-18.

New positions in the reorganization gave several employees an opportunity to move up or into new positions, in some cases moving up from the building level. Many of these people now have more responsibility and more contract days than they had in their previous roles. As a result, salary increases for all people in administrative roles varied widely, with an average increase of 12.2% overall.

The reorganization was an effort to better align our personnel to support the implementation of the D51 Learning Model. We took away some high-level executive positions to create positions to support work out in schools and to support the evaluation of how we are using resources. I am excited to see the progress that is now possible in our system.

Sincerely,

Dr. Ken Haptonstall, Superintendent

Mesa County Valley School District 51

Shockley, Emily

From: Shockley, Emily
Sent: Monday, July 23, 2018 7:25 PM
To: Haptonstall, Ken
Cc: Delano, Charles
Subject: Re: Average Teacher's Salary

Melanie is correct. I incorrectly read Rachel's email to say 10.45% for a starting teacher, 6% for teachers at the cap, and 9.2% as the average, but 9.2% is actually first-year teachers for this year, and 10.45% is for second-year teachers. I apologize for not being more thorough.

I will email Randy to check on email recall possibilities. If that is not possible, I can send a second email.

On Jul 23, 2018, at 6:47 PM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

Can you guys help with this?! It sounds like our numbers might be off.

Ken

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From: Heath, Melanie
Sent: Monday, July 23, 2018 6:45:24 PM
To: Haptonstall, Ken
Subject: Fwd: Average Teacher's Salary

The 9.2% increase to the start of the salary schedule and 6.02% to the top are correct %'s. Maybe IT can recall the message and change that sentence to read "I am happy to report that the teacher starting pay increased 9.2% from last year to this year."

Per Rachel's example below there are teachers that received much more than the average and the max of the schedule moved 6.02%.

Melanie

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Heath, Melanie" <Melanie.Heath@d51schools.org>
Date: 7/23/18 6:32 PM (GMT-07:00)
To: "Haptonstall, Ken" <Ken.Haptonstall@d51schools.org>
Subject: Fwd: Average Teacher's Salary

Ken,

Just read your allstaff email. Concerned about the teacher pay language. The 9.2% was an increase to starting teacher salary. The average teacher salary increased by 4.06%. Wanted to get this info to you asap. Rachel's original email is below.

Melanie

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Talley, Rachel" <Rachel.Talley@d51schools.org>
Date: 7/23/18 11:09 AM (GMT-07:00)
To: "Shockley, Emily" <Emily.Shockley@d51schools.org>
Cc: "Heath, Melanie" <Melanie.Heath@d51schools.org>
Subject: Average Teacher's Salary

Hi Emily,

The average teacher's salary can be misleading if used to identify increases made to a salary schedule because it is based on the individual demographics making up the average. Every school year we have a number of highly paid teachers retire and many new teacher's join our district with limited experience.

However, in 2018-19, the starting teacher's salary increased from \$34,280 to \$37,440. This is a **9.2%** increase which is a result of the cost of living, movement through the salary schedule, additional days and market adjustment. The maximum of the teacher's salary schedule also increased from \$71,477 to \$75,780 (**6.02%** increase). Because of the focused market adjustment that teacher's negotiated, there are a range of pay impacts for teachers depending on where they are in the salary range.

For example, a teacher that joined our district directly out of college last year (no prior teaching experience) would have made \$34,280. This year (2018-19), because of the focused market adjustment, that teacher will be making \$37,861. That is a **10.45%** increase!

2017-18

Salary Range: \$34,280 to \$71,477
Average teacher* salary: \$49,983

2018-19

Salary Range: \$37,440 to \$75,780
Average teacher* salary: \$52,016

*Teachers, counselors, instructional coaches, etc.

I'll pull off the retention information from CDE and Cindy is working on the application data. We won't have before and after data but we may be able to give you an idea of the application pool.

Let me know if you need anything else.

Thank you!
Rachel Talley
Human Resource Data Analyst

Shockley, Emily

From: Shockley, Emily
Sent: Monday, July 23, 2018 8:41 PM
To: allstaff
Cc: Doug Levinson; Paul Pitton; John Williams; Davis, Amy; Parrish, Tom
Subject: Message from the Superintendent

Good evening D51 Staff:

As the 2018-19 school year approaches, a reorganized central administrative staff is already hard at work supporting the D51 Learning Model. The reorganization of administrative staff is the result of months of research, redesign and interviews. I am confident that we have the right people in the right positions to do this important work. As a result, we can move from a top-down administration to one that focuses on directly supporting teachers and students, and moving the D51 Learning Model forward.

All employees received email updates as hiring decisions were made this spring. In a continued commitment to keeping our staff informed, I am writing to you today to confirm that we will have more administrators this year. It is important to me that you know why.

I am excited to welcome some new faces to the district and continue working with some familiar faces in new roles. We have 30 administrative positions from 2017-18 that will remain in 2018-19. These roles support the learning model and district operations.

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The 25 positions new to administration this year have all been created with implementation in mind. New positions, including an innovation coordinator, a college and career readiness director, a student options director, and a coordinator for school counselors, will have a greater impact on students and offer more direct support for teachers. Administrators will spend more time in buildings and with school-level staff.

This summer, we found out that the state was returning some money that was previously withheld from the funding formula. The majority of these extra funds went straight to classrooms, while a portion of it was put towards increasing salaries across the district. No bond or mill levy override funds were used.

As the reorganization took shape, I realized that recruiting and retaining the best available talent was imperative for our work. In order to do so, we used the extra funds from the state to increase pay across the board with a 2.6% step up in pay (1.6% increment plus \$500 for teachers), a 1% cost-of-living adjustment. In addition, mill levy override funds were used to add 2-4 days for every employee. Bond and mill dollars were not used for any salary increases outside of these additional days.

With continued support from the state, our goal is to get all employees' wages to a real market value. This year, we made adjustments to salary schedules based on a comprehensive market study. This resulted in an increase in the starting pay as well as the salary cap for teachers. Each salary adjustment is unique, and averages draw from a wide range. I am happy to report that the average starting teacher's salary increased by 9.2% from last year to this year, and the maximum teacher pay increased by 6%. Pay increased by an average of 9% for the 30 administrative positions carried over from 2017-18.

New positions in the reorganization gave several employees an opportunity to move up or into new positions, in some cases moving up from the building level. Many of these people now have more responsibility and more contract days than they had in their previous roles. As a result, salary increases for all people in administrative roles varied widely, with an average increase of 12.2% overall.

The reorganization was an effort to better align our personnel to support the implementation of the D51 Learning Model. We took away some high-level executive positions to create positions to support work out in schools and to support the evaluation of how we are using resources. I am excited to see the progress that is now possible in our system.

Sincerely,
Dr. Ken Haptonstall, Superintendent
Mesa County Valley School District 51

Dalton, Randy C

From: Delano, Charles
Sent: Tuesday, July 24, 2018 11:58 AM
To: Haptonstall, Ken
Subject: Re: LTE

Nothing from media or social media but I will keep you and Scott informed of positive or negative comments/calls about the article or editorial. Emily is working on some projects and I have started a draft LTE.

I hope CASE is going well.

Sent from my iPhone

On Jul 24, 2018, at 11:53 AM, Haptonstall, Ken <Ken.Haptonstall@d51schools.org> wrote:

Any new news?

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From: Delano, Charles
Sent: Tuesday, July 24, 2018 8:24:23 AM
To: Haptonstall, Ken
Cc: Cooper, Scott
Subject: LTE

Our best course of action is to change the conversation. No matter what we say, raises for administrators of any kind are unpopular by the public.

The editorial made a point to say that we are not transparent in our decision making but the plan is sound. It also takes a wait and see stance.

If we keep trying to throw out numbers to explain our rationale, we will keep salaries in the conversation.

We are crafting a letter to the editor that points out how we will continue to keep the public informed of our decisions, lightly touch on teachers raises and money that is going to the classrooms, Finally, stress the implementation of the learning model and how the new positions will support our teachers and students.

We will also ensure that the 19 videos we are creating on the learning model include how administrative positions directly support our efforts and support student success.

CD

Charles Delano
Director of Communications
Mesa County Valley School District 51
2115 Grand Avenue
Grand Junction, CO 81501

On Jul 24, 2018, at 7:16 AM, Haptonstall, Ken
<Ken.Haptonstall@d51schools.org> wrote:

Read the editorial this morning. Do you see value in adding a piece to my LTE that explains I didn't know what the cost was in January and that the numbers I had going into late May were around 500K?

Ken

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From: Haptonstall, Ken
Sent: Monday, July 23, 2018 5:41:45 PM
To: Delano, Charles; Cooper, Scott
Subject: Re: Editing the Letter to the Staff 7/23/18 - Invitation to edit

I guess my thinking was that 50%. Was classroom focused.

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From: Delano, Charles
Sent: Monday, July 23, 2018 5:38:40 PM
To: Cooper, Scott
Cc: Haptonstall, Ken
Subject: Re: Editing the Letter to the Staff 7/23/18 - Invitation to edit

We incorporated the edits. We didn't include the 90% because Melanie and Vi provided additional data. 10% was used for admin increases but about 50% was used for salary increases across the board. edited letter is on its way back.

Sent from my iPhone

On Jul 23, 2018, at 5:25 PM, Scott Cooper (via Google Docs) <drive-shares-noreply@google.com> wrote:

scottc@d51schools.org has invited you to **edit** the following document:



[Editing the Letter to the Staff 7/23/18](#)



Please make these corrections and email it back to us.

Thanks

[Open in Docs](#)

Google Docs: Create and edit documents online.

Google LLC, 1600 Amphitheatre Parkway, Mountain View, CA 94043, USA

You have received this email because someone shared a document with you from Google Docs.

Shockley, Emily

From: Paul Pitton <ppitton55@gmail.com>
Sent: Tuesday, July 31, 2018 5:37 PM
To: Shockley, Emily
Subject: Fwd: Board Breakfast

Paul Pitton
D51 address paul.pitton@d51schools.org

----- Forwarded message -----

From: **Davis, Amy** <Amy.Davis@d51schools.org>
Date: Tue, Jul 24, 2018 at 10:01 PM
Subject: Re: Board Breakfast
To: Thomas M. Parrish <T.Parrish@bresnan.net>
Cc: John Williams <john@johnwilliamslegal.com>, Pitton, Paul <Paul.Pitton@d51schools.org>, Doug Levinson <doug.levinson1@gmail.com>, Paul Pitton <ppitton55@gmail.com>

*Hi Amy,
Hear my disappointment in both Dr. Haptonstall and the Board.*

*Dr. Haptonstall's behavior is disingenuous at best. The Board appears oblivious and less than engaged regarding his perfidious actions.
Where is the Board going with this?*

Thanks for your email and for your concerns ****. I think there are 3 issues which have caused me to lose sleep and which require some thoughtful deliberation.

1. You should be aware that I am not convinced that all of the information presented in the paper has been accurately nor objectively presented; nor am I necessarily convinced that I have all of the appropriate information from the superintendent's office. I cannot satisfactorily answer anyone's questions until I feel like I have vetted the situation thoroughly. The board's first action is to meet and try to understand the above and avoid being overly reactionary.
2. In the short time which I have known Dr. Haptonstall, I have not found him to be disingenuous. That being said... I have not known him that long and have a mere 6 months under my belt of school board experience. This is not an excuse but merely an explanation of the fact that I refuse to judge people quickly and without adequate information. I take my job as a board member very seriously. I have read the job description as put out by the Colorado Association of school boards several times; and

clearly one of the primary roles of the school board is to hire the superintendent and hold that person accountable for the management of the district. In theory, the superintendent should have the skill set, the knowledge, and education to handle the affairs of the school district. Now, that we have controversial action, I would interpret that our duty is to investigate and act accordingly if warranted.

3. The vision of the school district, as I understand it, warranted changes in both management and leadership at the building level. Those trying to push forward the new learning model have found that barriers existed at leadership levels within individual schools. I would prefer not to speak ill of previous school building leaders, but my understanding is that this needed to change for the district to really move forward. Many of these positions are actually in the buildings working directly with teachers as coaches and rubric developers. Obviously, "administration" is considered a "dirty word" and distant from students.... however I'm not actually sure this is the case. Probably where the rubber hits the road is the magnitude of who we are willing to hire and how much we are willing to pay; and this certainly merits investigation of possible "perfidious" action – great word by the way. I had to look it up.

So you probably get the gist of the rub at this point. We want to have quality programs with improved outcomes and change in the school district to get the results that everyone has been asking for. We also need to have the right people to do it; and we want people with capacity and qualification. However, we need to be good stewards of funds and make sure that salaries are fair yet competitive. This is true across industry in the community.

Again, I appreciate your email and will count on folks such as yourself to give me(us) feedback so we can do the right thing in the right way.

Respectfully,

Amy