

MEMORANDUM

July 10, 2012

TO: Board Members

FROM: Terry B. Grier, Ed.D.
Superintendent of Schools

CONTACT: Carla Stevens, 713-556-6700

SUBJECT: **2010-2011 ASPIRE Award Inquiry Report and 2010-2011 ASPIRE Award Payout Report**

In January 2007, HISD inaugurated the Teacher Performance Pay Model, 2005-2006, becoming the first school district in the nation to implement a performance pay system of this magnitude based on individual teacher effectiveness. Improvements and enhancements of that model became the "Recognize" component of the district's comprehensive education-improvement model, "Accelerating Student Progress. Increasing Results and Expectations" (ASPIRE).

The 2010-2011 ASPIRE Award program, designed to award teachers and staff for students' progress and performance in the 2010-2011 school year, was paid out on January 25, 2012. The Principal Re-confirmation Period was open from October 5 through October 21, 2011. This period allowed principals to view the final categorization, eligibility, and percentage time on campus for the staff at their campuses and request changes where necessary. Awards were then calculated and award notices were posted live on the ASPIRE portal on December 9, 2011, at which time the formal inquiry process opened. All current staff were able to submit an inquiry via the ASPIRE portal from December 9, 2011 through January 9, 2011. Individuals who were no longer employed were mailed their award notice, eligibility documentation, an inquiry form, and directions for submitting inquiries, and were directed to submit any necessary inquiries via mail or fax with the inquiry form provided or via a secure online site.

Attached is the 2010-2011 ASPIRE Award Inquiry Report and the 2010-2011 ASPIRE Award Payout Report.

Some of the highlights are as follows:

Award Payout:

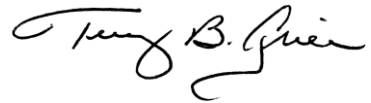
- For the 2010-2011 ASPIRE Award year, a total of 21,528 campus-based employees were considered. Of those, 13,737 (63.8%) met eligibility requirements. This is as compared to the 2009-2010 ASPIRE Award year, where a total of 24,497 campus-based employees were considered, and 18,000 (73.5%) met eligibility requirements.
- The 2010-2011 ASPIRE Award was paid out on January 25, 2012. The final total payout was \$35,362,083.25 for 7,468 core teachers, 1,759 noncore teachers, 2,644 campus-based support staff, 333 assistant principals/deans, and 254 principals, reflecting 57.9 percent of considered staff receiving an award, compared to 67.5 percent for 2009-2010.
- In spite of a lowered maximum award amount, the average award earned was higher in 2010-2011 than in 2009-2010 in nearly all award categorizations. In 2010-2011, among core foundation teachers who received some award, amounts ranged from \$100 to \$10,300, with an average award of \$3,753.89.
- The total amount awarded for the 2010-2011 ASPIRE Award was \$35,362,083.25 – a

decrease of approximately \$7.1 million from the prior year.

Inquiry Results

- A total of 21,528 employees were considered for the 2010-2011 ASPIRE Award, of which 856 (4%) submitted inquiries. Of these, 61% (521) were resolved with no changes.
- In comparison, a total of 24,497 employees were considered for the 2009-2010 ASPIRE Award, of which 455 (1.9%) submitted inquiries. Of these, 68% (310) were resolved with no changes.
- 2010-2011 inquiries were placed into one of six types of issues: Communication Issues, Value-Added Issues, Verification/Confirmation Issues, Human Resources (HR) Issues, Award Calculation Issues, and Not Applicable Issues. HR Issues comprised 66% of all submitted inquiries.

Should you have any further questions, please contact my office or Carla Stevens in Research and Accountability at 713-556-6700.



TBG

Attachment

cc: Superintendent's Direct Reports
Chief School Officers
School Improvement Officers
Principals



RESEARCH

Educational Program Report

2010–2011 ASPIRE AWARD PAYOUT REPORT

DEPARTMENT OF RESEARCH AND ACCOUNTABILITY
HOUSTON INDEPENDENT SCHOOL DISTRICT



2012 BOARD OF EDUCATION

Michael L. Lunceford
PRESIDENT

Anna Eastman
FIRST VICE PRESIDENT

Juliet Stipeche
SECOND VICE PRESIDENT

Rhonda Skillern-Jones
SECRETARY

Greg Meyers
ASSISTANT SECRETARY

Paula Harris
Lawrence Marshall
Harvin C. Moore
Manuel Rodriguez, Jr.

Terry B. Grier, Ed.D.
SUPERINTENDENT OF SCHOOLS

Carla Stevens
ASSISTANT SUPERINTENDENT
DEPARTMENT OF RESEARCH AND ACCOUNTABILITY

Victoria Mosier
RESEARCH SPECIALIST

Don Hilber
RESEARCH MANAGER

Houston Independent School District

Hattie Mae White Educational Support Center
4400 West 18th Street
Houston, Texas 77092-8501

www.houstonisd.org

It is the policy of the Houston Independent School District not to discriminate on the basis of age, color, handicap or disability, ancestry, national origin, marital status, race, religion, sex, veteran status, or political affiliation in its educational or employment programs and activities.

2010-2011 ASPIRE Award Payout Report

Executive Summary

Program Description

In January 2007, HISD inaugurated the Teacher Performance Pay Model, 2005-2006, becoming the first school district in the nation to implement a performance pay system of this magnitude based on individual teacher effectiveness. Improvements and enhancements of that model became the “Recognize” component of the district’s comprehensive education-improvement model, “Accelerating Student Progress. Increasing Results and Expectations” (ASPIRE). This report focuses on the 2010-2011 ASPIRE Award, which was paid out on January 25, 2012.

Highlights

- For the 2010-2011 ASPIRE Award year, a total of 21,528 campus-based employees were considered. Of those, 13,737 (63.8%) met eligibility requirements. This is as compared to the 2009-2010 ASPIRE Award year, where a total of 24,497 campus-based employees were considered, and 18,000 (73.5%) met eligibility requirements.
- For the 2010-2011 ASPIRE Award year, 12,458 (57.9%) of the 21,528 considered employees were paid.
- In spite of a lowered maximum award amount, the average award earned was higher in 2010-2011 than in 2009-2010 in nearly all award categorizations. In 2010-2011, among core foundation teachers who received some award, amounts ranged from \$100 to \$10,300, with an average award of \$3,753.89.
- The total amount awarded for the 2010-2011 ASPIRE Award was \$35,362,083.25 – a decrease of approximately \$7.1 million from the prior year.

Conclusions

1. This report informs a part of several other reports released through the HISD Research and Accountability department regarding the ASPIRE Award Teacher Performance Pay.
2. This report in part informs senior staff and the Award Program Advisory Committee in the development of future ASPIRE Award models.

Introduction

In January 2007, the Houston Independent School District (HISD) inaugurated the Teacher Performance-pay Model, 2005-2006, becoming the first school district in the nation to implement a performance-pay system of this magnitude based on individual teacher effectiveness. The experience gained in the first year and consultations with national experts and teachers provided the impetus for recommending the improvement and enhancement of the model, which became the “Recognize” component of the district’s comprehensive education-improvement model, “Accelerating Student Progress. Increasing Results and Expectations” (ASPIRE). The ASPIRE Award has been paid out each January for the prior school year since January of 2008. The most recent ASPIRE Award, for the 2010-2011 school year, was paid out on January 25, 2012. The 2010-2011 ASPIRE Award was organized into three strands (see **Appendix A**).

Teachers were given the opportunity to opt out of the ASPIRE Award program, and every HISD teacher meeting ASPIRE Award eligibility requirements had the opportunity to participate in the first and third strands of the performance award. Teachers of reading, English language arts, mathematics, science, and social studies (the five core foundation subjects) were additionally eligible for Strand II. Fourth, seventh, and high school writing teachers had an additional award under Strand III-C to recognize their contributions and could earn an extra \$200 over the total potential amount for teachers of core foundation subjects.

For the purposes of the 2010-2011 ASPIRE Award, employees were considered in one of 11 categories (see **Appendix B**).

Results

For the 2010-2011 ASPIRE Award year, a total of 21,528 campus-based employees were considered. Of those, 13,737 (63.8%) met eligibility requirements. This is as compared to the 2009-2010 ASPIRE Award year, where a total of 24,497 campus-based employees were considered, and 18,000 (73.5%) met eligibility requirements. For this award year (2010-2011), the district implemented several additional eligibility requirements, which had the effect of lowering the total number of staff eligible to be awarded. The attendance eligibility criteria was changed from requiring that an employee must be in attendance for at least 90% of the school year (2009-2010) to requiring that an employee be absent no more than 10 instructional school days (2010-2011) in order to be considered as eligible for the ASPIRE Award. In addition to requiring that employees be assigned to a campus, for the 2010-2011 award year, employees were required to have a campus ID as their department ID in order to be considered as eligible. New for the 2010-2011 award year, employees who were on a Growth Plan, Prescriptive Plan of Assistance (PPA), or Intervention Plan at any time during the 2010-2011 school year and whose performance goals were not met were not considered as eligible for the 2010-2011 ASPIRE Award. These changes to eligibility account for the marked decrease in the number of employees considered as eligible for the 2010-2011 award year as compared to the 2009-2010 award year (see **Figure 1**).

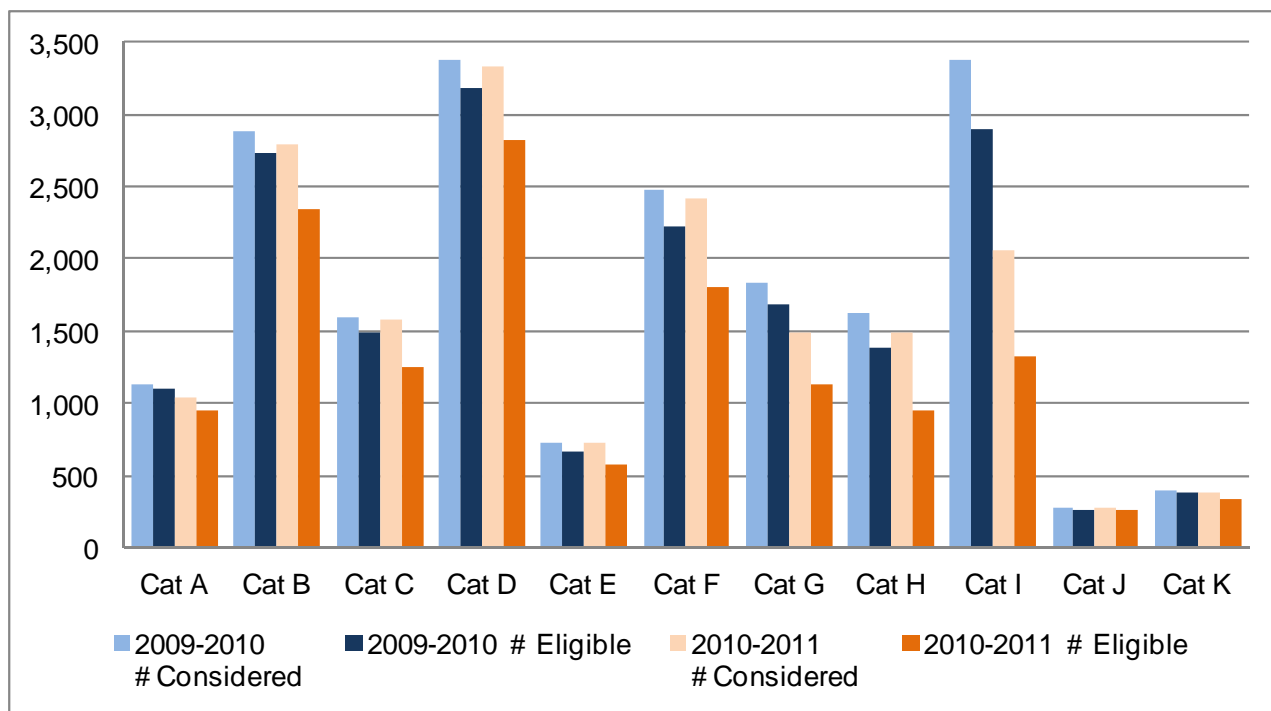


Figure 1. 2009-2010 to 2010-2011 Comparison - Number Considered and Number Eligible

Figure 2 displays the number of employees paid by each award categorization in 2009-2010 as compared to 2010-2011. For 2009-2010, 16,544 (67.5%) of the 24,497 considered employees were paid. For 2010-2011, 12,458 (57.9%) of the 21,528 considered employees were paid.

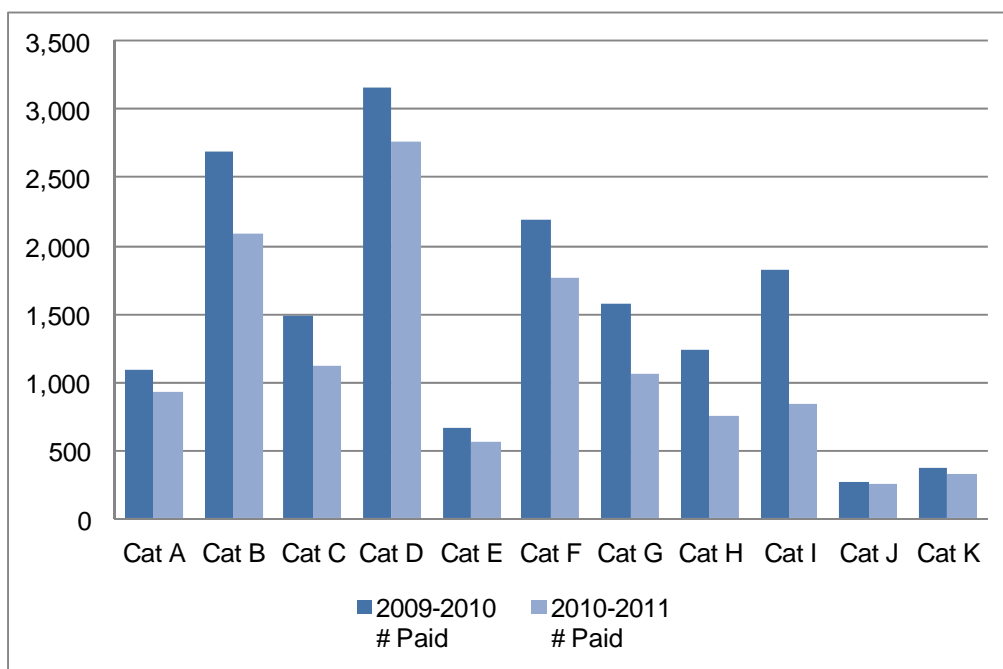


Figure 2. 2009-2010 to 2010-2011 Comparison - Number Paid

Figure 3 displays the total amounts for all employees for the 2010-2011 award year. As can be seen in this figure, the majority of awarded staff earned up to \$2,500 for the 2010-2011 ASPIRE Award. While the maximum payout for teachers was \$10,300, principals could earn up to \$15,530.

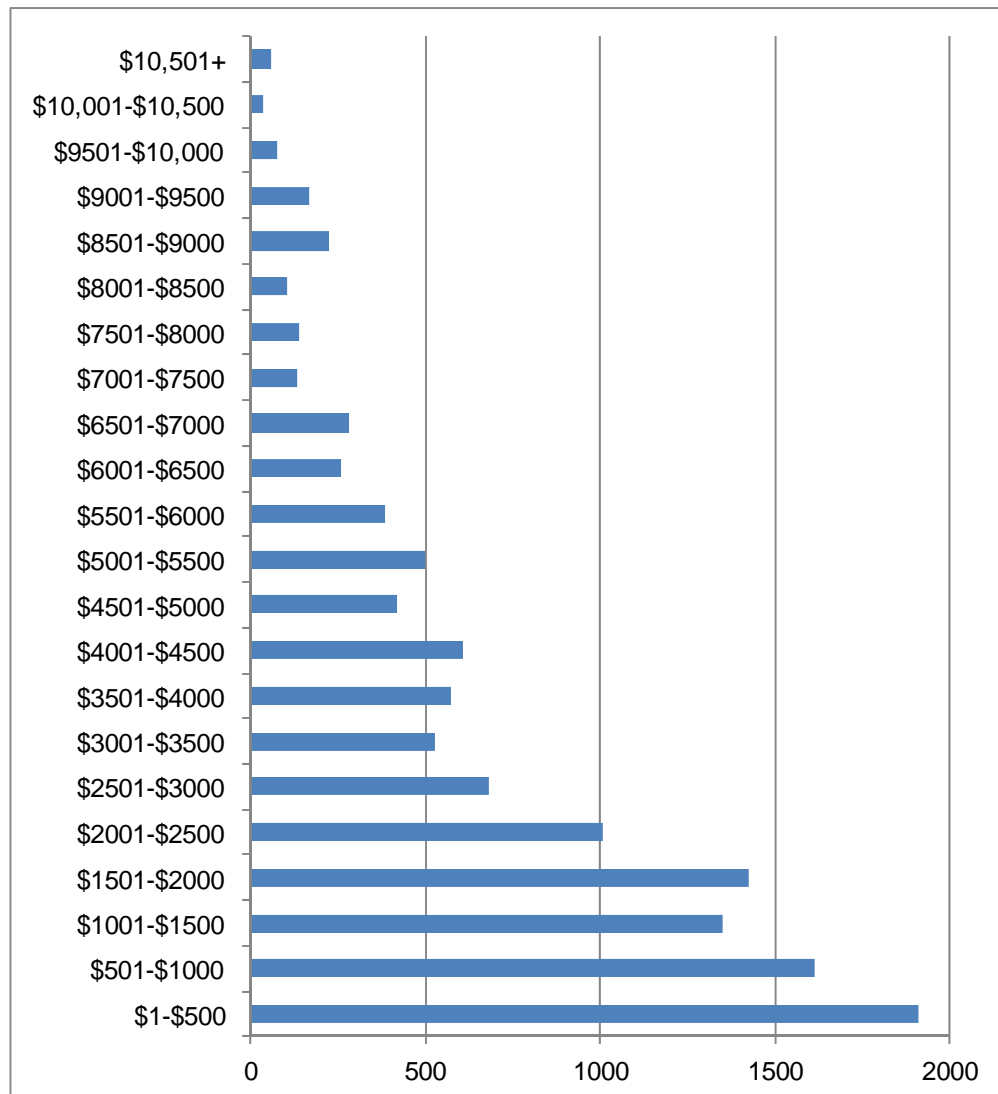


Figure 3. Number Paid, 2010-2011 ASPIRE Award

Maximum award amounts were lowered for all categorizations except principals and assistant principals for the 2010-2011 ASPIRE Award year. In spite of a lowered maximum award amount, the average award earned was higher in 2010-2011 than in 2009-2010 in nearly all award categorizations. In 2010-2011, among core foundation teachers who received some award, amounts ranged from \$100 to \$10,300 with an average award of \$3,753.89. In 2009-2010, award amounts ranged from \$100 to \$11,330 with an average award of \$3,614.65. In 2010-2011, among principals who received some award, amounts ranged from \$240 to \$15,530 with an average award of \$6,555.09, as compared to 2009-2010 where award amounts ranged from \$200 to \$15,530 with an average award of \$6,300.54. **Tables 1** and **2** in **Appendix C** also detail the minimum, maximum, and mean amounts by category of the employees who received an award for 2009-2010 and 2010-2011.

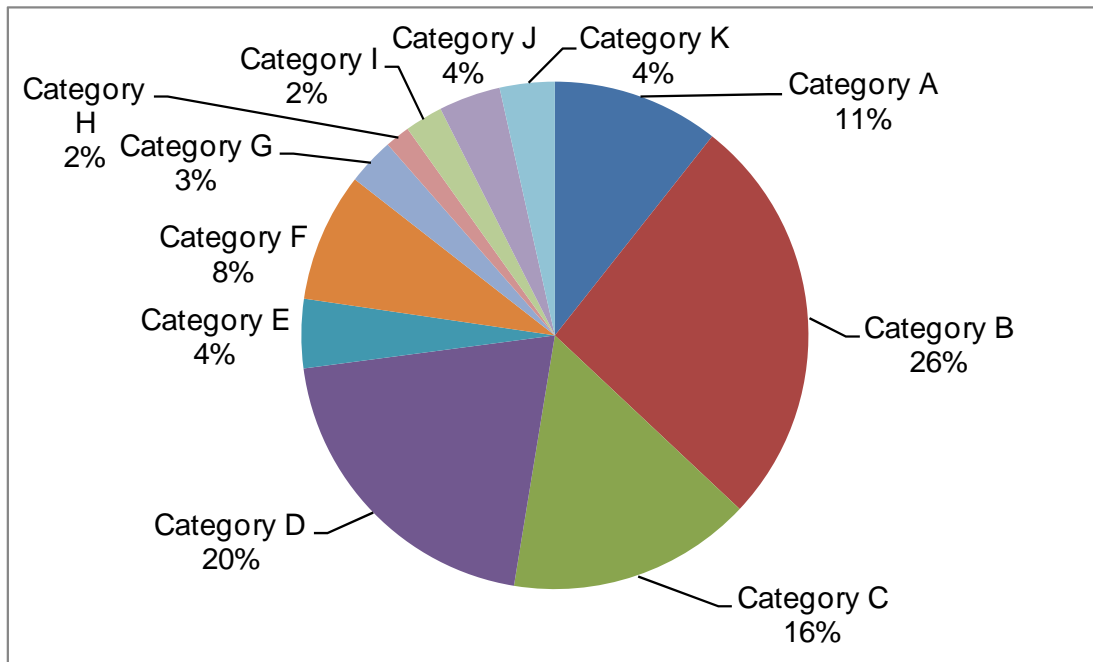


Figure 4. 2009-2010 Total for All Paid Employees by Category

In 2009-2010, a total of \$42,467,370.00 (**Figure 4**) was paid in ASPIRE Awards, as compared to a total of \$35,362,083.25 for 2010-2011 (**Figure 5**). There was a decrease in total awards of approximately \$7.1 million from 2009-2010 to 2010-2011 due to budget cuts and decreased grant funding. As in prior years, of the three strands, Strand II reflected the highest amount paid to employees (\$18,485,521.11). All strands of the award showed a decrease in amount awarded, with the smallest decrease in Strand III awards. Amounts by strand are displayed in **Table 3 (Appendix C)** for the 2009-2010 and 2010-2011 ASPIRE Awards, along with the difference in total award amounts per strand.

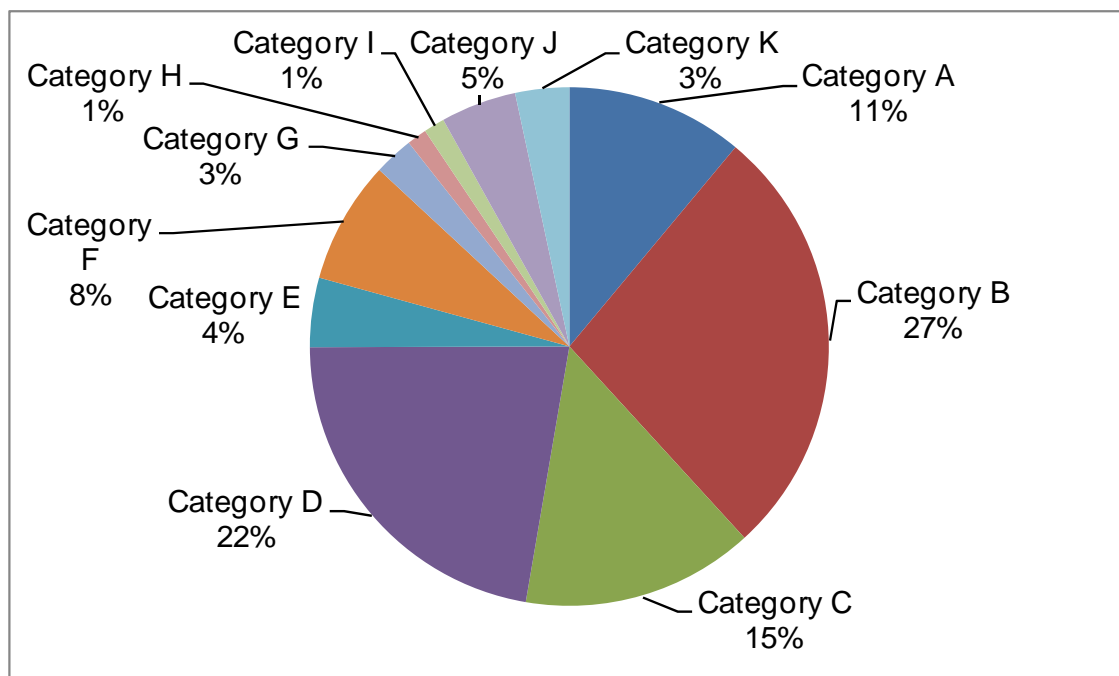


Figure 5. 2010-2011 Total for All Paid Employees by Category

Core teachers were paid a total of \$28,034,028.62 in awards in 2010-2011, comprised of Strand I awards (\$5,281,410.00), Strand II awards (\$16,720,021.11), and Strand III awards (\$6,032,597.52), as listed in **Table 4 (Appendix C)**. As a comparison, in 2009-2010, core teachers were paid a total of \$32,831,845.63, comprised of Strand I awards (\$6,433,320.00), Strand II awards (\$18,718,350.97), Strand III awards (\$7,388,067.00), and Attendance bonus amounts (\$292,107.66), as described in **Table 5 (Appendix C)**. Of note, the Attendance bonus award was eliminated for the 2010-2011 ASPIRE Award, and total amounts paid for each strand of the award also decreased significantly; despite this, average award amounts still increased for most categorizations (see **Tables 1 and 2 in Appendix C**).

Conclusions

The district has successfully awarded teachers through a performance pay program for the last six consecutive years. Beginning in 2005-2006, the Teacher Performance Pay Model (TPPM) was awarded. The experience gained in the first year and consultations with national experts and teachers provided the impetus for recommending the improvement and enhancement of the model, which became the “Recognize” component of the district’s comprehensive education-improvement model, “Accelerating Student Progress: Increasing Results and Expectations” (ASPIRE). While teacher performance awards have been paid for six consecutive years, the ASPIRE Award has been paid out for the past five years. The original TPPM model and the calculations used to determine awards bear little resemblance to the model and calculations used in the ASPIRE Award; therefore, this award payout report discusses the ASPIRE Award only. For the 2006-2007 award year, a total of \$24,653,724.71 was paid; for the 2007-2008 award year, a total of \$31,581,703.46 was paid; for the 2008-2009 award year, a total of \$40,564,693.83 was paid; for the 2009-2010 award year, a total of \$42,467,370.00 was paid; and for the 2010-2011 award year, a total of \$35,362,083.25 was paid.

This report informs a part of several other reports released through the HISD Research and Accountability department regarding the ASPIRE Award and Teacher Performance Pay. The “ASPIRE Award Inquiry Report: 2010-2011” provides a detailed description of the inquiries that were submitted for

the 2010-2011 award year. Inquiries received and answered in 2009-2010 are compared to inquiries from 2010-2011 in this report. Improvements made to the originating data and the inquiry process are described. The “2006-2007 ASPIRE Award Program Evaluation,” the “2007-2008 ASPIRE Award Program Evaluation,” the “2008-2009 ASPIRE Award Program Evaluation,” and the “2009-2010 ASPIRE Award Program Evaluation” assess the effectiveness of the 2005-2006, 2006-2007, 2007-2008, 2008-2009, and 2009-2010 ASPIRE Award programs in relation to the stated goals and the impact on the participants after two years and three years, respectively, of implementing a performance-pay program. The “2010-2011 ASPIRE Award Program Evaluation,” due to be released in the spring of 2013, assesses the effectiveness of the award program through the sixth year of implementing a performance-pay program.

The 2010-2011 ASPIRE Award model retained the categorizations and award amounts used for the 2009-2010 award year. Some methodological changes occurred. For high schools, Strand IIIA no longer used comparable improvement quartiles, as these are no longer provided for high school campuses by the Texas Education Agency. Instead, campus level Advanced Placement (AP), International Baccalaureate (IB), and Dual Credit participation and achievement were used to determine awards for Strand IIIA. For the 2010-2011 award year, an attendance bonus was not calculated and awarded. Also for the 2010-2011 award year, core foundation regular education teachers of grades 3-12 and administrators eligible for awards in Strand II were not awarded in any strand if all of the value-added (EVAAS) scores used to calculate their Strand II awards were -2.0 or less. This ensured that teachers and administrators who were not positively impacting student growth in core foundation subjects were also not awarded in the campus-level strands. Eligibility changes were also put into place. For the 2010-2011 award year, employees were required to have no more than 10 days absence in order to be eligible for the award. Only staff who were paid by a campus (department ID was a campus ID) were eligible for the 2010-2011 awards. And finally, employees who were on a PPA/Growth Plan, or Intervention Plan were not eligible for the award.

The 2011-2012 ASPIRE Award model is currently under construction; changes to the award model strands have not yet been completed. Eligibility criteria will most likely remain the same as for the 2010-2011 award year. The processes of identifying appropriate employee categorizations, student linkages, and campus assignment began from the data perspective in February of 2012, and at the campus level in May of 2012. It is scheduled to be paid out in January of 2013.

APPENDIX A

ASPIRE AWARD STRANDS

The 2010-2011 ASPIRE Award was organized into three strands.

Strand I – Campus Progress Award: paid to all eligible campus-based staff at campuses with above-average EVAAS value-added campus composite scores (cumulative gain index). Campuses were compared to other campuses of the same level (i.e., elementary campuses were compared to other elementary campuses).

Strand II – Teacher Progress Award: rewarded individual teachers who taught core subjects (reading, math, science, social studies, and language arts) on the basis of student progress when compared with teachers in similar instructional settings. EVAAS calculates value-added subject scores for reading, math, and language arts for grades 3 through 8, and science and social studies for grades 4 through 8.

- Self-contained elementary core teachers (Strand IIA): The teacher's value-added cumulative gain index for each subject were ranked in quartiles comparing self-contained teachers by grade and by subject.
- Departmentalized elementary school teachers (Strand IIB): The teacher's value-added cumulative gain index for each subject were ranked in quartiles comparing departmentalized teachers by academic level and subject.
- Middle school teachers of multiple grade levels (Strand IIB): The teacher's value-added cumulative gain index for each subject were ranked in quartiles comparing middle school teachers of multiple grade levels by academic level and subject.
- Middle-school teachers of one grade level (Strand IIB): The teacher's value-added gain index for the single grade level/subject was ranked in quartiles comparing middle school teachers of one grade level by subject at the same grade level.
- High school teachers (Strand IIC): Department-level value-added grade and subject scores were ranked in quartiles comparing grade levels and subjects.
- Early-childhood through second-grade teachers (Strand IID): Campus-level third grade reading and math value-added scores were ranked in quartiles comparing elementary campuses.
- Special Education teachers (Strand IIE): Those without value-added data were awarded on the basis of campus-level gain scores for core subjects with elementary-, middle-, and high-school campuses compared to other same-level campuses, respectively, for each subject.
- Special Education teachers with value-added data were awarded on the basis of their own value-added analysis.

Strand III – Campus Improvement and Achievement Awards: separated into three parts.

- Part A Campus Elementary and Middle School Improvement Award: rewarded all instructional and instructional support staff at campuses where the TEA Comparable Improvement ranking was in the top 50 percent when compared with 40 other schools with similar demographics around the state.

APPENDIX A (CONTINUED)

ASPIRE AWARD STRANDS

- Part A High School Campus College Credit Participation/Performance Award: rewarded all instructional and instructional support staff at campuses where the school had 45% or more of students in grades 10-12 enrolled in at least one AP, IB, or dual credit course, or where improvement in the percentage of students enrolled in at least one course was ranked in the top half. Instructional and instructional support staff were also awarded at campuses where the school had 50% or more of all AP or IB exams taken with scores of 3 (AP) or 4 (IB) or higher, or where improvement in the percentage of AP/IB exams with these scores was ranked in the top half.
- Part B Campus Achievement Award: rewarded instructional and instructional support staff as well as teaching assistants at campuses that achieved or maintained a state accountability rating of Exemplary or Recognized.
- Part C Campus Writing Achievement Award: rewarded writing teachers, and other instructional staff at half the amount, at campuses where at least 70 percent of students met the TAKS writing/ELA readiness standard of 2200 or better and a written composition score of 3 or better. Staff at campuses that did not meet this award standard could still qualify for Strand III-C awards if their campus ranked in the top half of the progress distribution of percentage of students who reached the readiness standard.

APPENDIX B

ASPIRE AWARD CATEGORIZATIONS

For the purposes of the 2010-2011 ASPIRE Award, employees were considered in one of 11 categories:

- Category A: Self-contained Core Foundation Teachers, grades 3-6.
- Category B: Departmentalized Core Foundation Teachers, grades 3-8.
- Category C: Core Foundation Teachers, grades 9-12.
- Category D: Core Foundation Teachers, grades PK-2.
- Category E: Special Education Core Foundation Teachers, grades 3-12.
- Category F: Elective/Ancillary Teachers.
- Category G: Instructional Support Staff.
- Category H: Teaching Assistants.
- Category I: Operational Support Staff.
- Category J: Principals.
- Category K: Assistant Principals.

APPENDIX C

ASPIRE AWARD TABLES

Table 1. Eligibility by Categorization, 2009-2010 ASPIRE Award

	Considered	Eligible	Not Eligible	Eligible Employees # Not Paid		Of Paid Employees		
				# Paid	# Not Paid	Minimum	Maximum	Mean
Category A	1,132	1,103	29	1,088	15	\$100.00	\$11,330.00	\$4,157.42
Category B	2,880	2,724	156	2,687	37	\$100.00	\$11,110.00	\$4,164.49
Category C	1,600	1,494	106	1,493	1	\$200.00	\$10,670.00	\$4,431.71
Category D	3,378	3,186	192	3,154	32	\$100.00	\$7,260.00	\$2,737.30
Category E	728	671	57	661	10	\$100.00	\$7,040.00	\$2,826.94
Category F	2,472	2,221	251	2,191	30	\$100.00	\$3,410.00	\$1,593.99
Category G	1,839	1,678	161	1,572	106	\$44.00	\$1,870.00	\$813.09
Category H	1,630	1,380	250	1,235	145	\$25.00*	\$1,155.00	\$544.36
Category I	3,370	2,889	481	1,829	1,060	\$150.00	\$750.00	\$563.89
Category J	275	268	7	266	2	\$200.00	\$15,530.00	\$6,300.54
Category K	389	374	15	368	6	\$100.00	\$7,765.00	\$4,036.20
Ineligible Category	4,804	12	4,792	N/A	12	N/A	N/A	N/A
Total	24,497	18,000	6,497	16,544	1,456			
Core Teachers" (Categories A-E)								
	9,718	9,178	540	9,083	95	\$100.00	\$11,330.00	\$3,614.65
"Teachers" (Categories A-F)								
	12,190	11,399	791	11,274	125	\$100.00	\$11,330.00	\$3,221.95

*Only one employee was paid a total award of \$25. This employee was a 0.50 FTE teaching assistant who was awarded Strand IIIB funds only. Strand IIIB for this campus was \$50 for Teaching Assistants, as this campus was rated "Recognized."

Table 2. Eligibility by Categorization, 2010-2011 ASPIRE Award

	Considered	Eligible	Not Eligible	Eligible Employees # Not Paid		Of Paid Employees		
				# Paid	# Not Paid	Minimum	Maximum	Mean
Category A	1,037	944	93	928	16	\$200.00	\$10,300.00	\$4,212.94
Category B	2,788	2,348	440	2,091	257	\$100.00	\$10,300.00	\$4,592.92
Category C	1,574	1,247	327	1,123	124	\$200.00	\$10,100.00	\$4,557.09
Category D	3,335	2,818	517	2,767	51	\$100.00	\$6,600.00	\$2,846.13
Category E	728	573	155	559	14	\$100.00	\$6,600.00	\$2,733.06
Category F	2,415	1,809	606	1,759	50	\$100.00	\$3,100.00	\$1,536.75
Category G	1,489	1,129	360	1,056	73	\$25.00*	\$1,700.00	\$822.43
Category H	1,486	951	535	752	199	\$50.00	\$1,100.00	\$581.38
Category I	2,055	1,325	730	836	489	\$183.75	\$750.00	\$556.31
Category J	274	258	16	254	4	\$240.00	\$15,530.00	\$6,555.09
Category K	381	335	46	333	2	\$100.00	\$7,765.00	\$3,571.04
Ineligible Category	3,966	0	3,966	N/A	N/A	N/A	N/A	N/A
Total	21,528	13,737	7,791	12,458	1,279			
Core Teachers" (Categories A-E)								
	9,462	7,930	1,532	7,468	462	\$100.00	\$10,300.00	\$3,753.89
"Teachers" (Categories A-F)								
	11,877	9,739	2,138	9,227	512	\$100.00	\$10,300.00	\$3,331.22

*Only one employee was paid a total award of \$25. This employee was a 0.50 FTE librarian who was awarded Strand IIIB funds only. Strand IIIB for this campus was \$50 for Instructional Support Staff, as this campus was rated "AEA: Academically Acceptable."

Table 3. Strand Totals for all Paid Employees

	2009-2010 Total	2010-2011 Total	09-10 to 10-11 Difference
Strand I Total	\$11,158,730.00	\$8,561,767.50	(\$2,596,962.50)
Strand II Total	\$20,704,593.47	\$18,485,521.11	(\$2,219,072.36)
Strand III Total*	\$10,260,804.01	\$8,314,794.64	(\$1,946,009.37)
Strand IIIA Total	\$5,962,957.81	\$5,510,752.64	(\$452,205.17)
Strand IIIB Total	\$2,768,442.20	\$1,695,966.00	(\$1,072,476.20)
Strand IIIC Total	\$1,529,404.00	\$1,108,076.00	(\$421,328.00)
Total Pre-Attendance	\$42,124,127.48	\$35,362,083.25	(\$6,762,044.23)
Attendance Total	\$343,242.52	\$0.00	(\$343,242.52)
DATE Supplement Total	\$0.00	\$0.00	\$0.00
Total Award	\$42,467,370.00	\$35,362,083.25	(\$7,105,286.75)

*Strand III Total does not add up to Strand IIIA and Strand IIIB for 2006-2007 as various adjustments were made after payout had been completed.

Table 4. Strand Totals for All Paid Employees by Category, 2010-2011

Paid Categories	Number	Strand I	Strand II	Strand III	Total
Category A	928	\$617,625.00	\$2,473,245.83	\$818,733.82	\$3,909,604.65
Category B	2,091	\$1,633,650.00	\$6,220,987.50	\$1,749,158.20	\$9,603,795.70
Category C	1,123	\$920,085.00	\$3,391,873.34	\$805,656.50	\$5,117,614.84
Category D	2,767	\$1,744,425.00	\$3,874,132.50	\$2,256,674.00	\$7,875,231.50
Category E	559	\$365,625.00	\$759,781.94	\$402,375.00	\$1,527,781.94
Category F	1,759	\$1,333,503.75	\$0.00	\$1,369,640.37	\$2,703,144.12
Category G	1,056	\$509,562.50	\$0.00	\$358,926.05	\$868,488.55
Category H	752	\$399,250.00	\$0.00	\$37,950.00	\$437,200.00
Category I	836	\$465,071.25	\$0.00	\$0.00	\$465,071.25
Category J	254	\$318,000.00	\$1,022,125.00	\$324,868.06	\$1,664,993.05
Category K	333	\$254,970.00	\$743,375.00	\$190,812.65	\$1,189,157.65
Total	12,458	\$8,561,767.50	\$18,485,521.11	\$8,314,794.65	\$35,362,083.25
"Core Teachers" (Categories A-E)					
	7,468	\$5,281,410.00	\$16,720,021.11	\$6,032,597.52	\$28,034,028.63
"Teachers" (Categories A-F)					
	9,227	\$6,614,913.75	\$16,720,021.11	\$7,402,237.89	\$30,737,172.75

Table 5. Strand Totals for All Paid Employees by Category, 2009-2010

Paid						
Categories	Number	Strand I	Strand II	Strand III	Attendance	Total
Category A	1,088	\$717,000.00	\$2,815,108.33	\$942,075.00	\$49,089.17	\$4,523,272.50
Category B	2,687	\$1,921,470.00	\$6,957,317.50	\$2,217,586.00	\$93,614.85	\$11,189,988.35
Category C	1,493	\$1,328,850.00	\$4,084,002.22	\$1,140,651.00	\$63,035.02	\$6,616,538.24
Category D	3,154	\$1,987,500.00	\$3,946,075.00	\$2,626,980.00	\$72,884.25	\$8,633,439.25
Category E	661	\$478,500.00	\$915,847.92	\$460,775.00	\$13,484.37	\$1,868,607.29
Category F	2,191	\$1,733,370.00	\$0.00	\$1,726,557.00	\$32,502.95	\$3,492,429.95
Category G	1,572	\$744,920.00	\$0.00	\$516,859.50	\$16,404.41	\$1,278,183.91
Category H	1,235	\$594,900.00	\$0.00	\$75,155.00	\$2,227.50	\$672,282.50
Category I	1,829	\$1,031,362.50	\$0.00	\$0.00	\$0.00	\$1,031,362.50
Category J	266	\$317,497.50	\$1,035,655.00	\$322,790.91	\$0.00	\$1,675,943.41
Category K	368	\$303,360.00	\$950,587.50	\$231,374.60	\$0.00	\$1,485,322.10
Total	16,544	\$11,158,730.00	\$20,704,593.47	\$10,260,804.01	\$343,242.52	\$42,467,370.00

"Core Teachers" (Categories A-E)						
	9,083	\$6,433,320.00	\$18,718,350.97	\$7,388,067.00	\$292,107.66	\$32,831,845.63
"Teachers" (Categories A-F)						
	11,274	\$8,166,690.00	\$18,718,350.97	\$9,114,624.00	\$324,610.61	\$36,324,275.58