BERKELEY SCHOOLS EXCELLENCE PROGRAM

ANNUAL PLAN FY 2013

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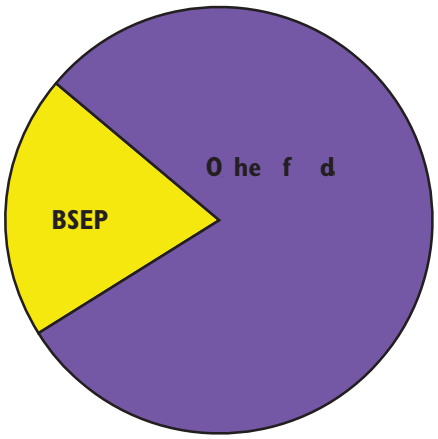
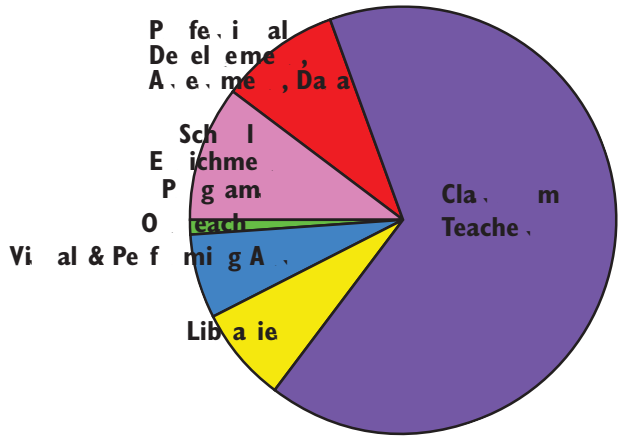


BSEP :



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Teachers – Class Size Reduction — 66% ($14.5 million)

The bulk of the BSEP tax money goes to keeping class sizes as small as possible, so teachers can give maximum individual attention to students. In 2012-13, class sizes throughout the district average 20 in grades kindergarten through 3rd grade, 26 in grades 4-5, and 28 in grades 6-12. BSEP pays for over 30% of Berkeley's classroom teachers. Providing K-3 classes of 20, as well as other intensive programs, such as middle school math classes no larger than 20 students, would be impossible without BSEP.

School Enrichment Programs — 10.25% ($2.2 million)

This portion of the BSEP funds, approximately $233/student, goes directly to each school to provide programs chosen by the School Governance Council (SGC), which is comprised of parents, staff, and the principal. These programs encompass both academic and enriched experiential learning, in such areas as art, science, PE, after-school tutoring, counseling, sports, student activities, and much more. The SGC is also responsible 0.376 0 Td(-)Tj6 [illegible]

BERKELEY UNIFIED SCHOOL DISTRICT
BERKELEY SCHOOLS EXCELLENCE PROGRAM (BSEP/Measure A of 2006)
PLANNING & OVERSIGHT COMMITTEE - School Year 2011-12

CO-CHAIRS: Elisabeth Hensley & Chris Martin

	Planning & Oversight Committee Representatives	**School Governance Council Chairpersons**
PRE-K PROGRAM	Ardel Thomas	Vicki Davis
BERKELEY ARTS MAGNET	Nicole Bowen	Michael Sowle
CRAGMONT	Dialy Paulino	Jessica Hilton
EMERSON	Dawn Paxson	Ellen Kinoy (co-Chair) Katherine Perymon (co-Chair)
JEFFERSON	Shauna Rabinowitz	Holly Potter
JOHN MUIR	Sara Tool	David Bogdonoff
LECONTE	Chris Martin	August Fern
MALCOLM X	Brett Cook Catherine Huchting (Alt)	Brett Cook (co-Chair) Sean Poremba (co-Chair)
OXFORD	Greg Wiberg Lea Baechler-Brabo (Alt)	Richard Harris (co-Chair) Derek Suring (co-Chair)
ROSA PARKS	Juliet Bashore	Ty Alper
THOUSAND OAKS	Patrick Hamill	Diana Cox (co-Chair) Kevin Edwards (co-Chair)
WASHINGTON	Brittni Milam Bell Keira Armstrong (Alt)	Eva Kline (co-Chair) Sara Zimmerman (co-Chair)
LONGFELLOW	Margot Reed Evon Williams Abigail Surasky (Alt)	Monica Gyulai (co-Chair) Lisa Hopkins (co-Chair)
KING	Elisabeth Hensley John Lavine Jay Nitschke (Alt)	Dan Robinson (co-Chair) Christine Staples (co-Chair)
WILLARD	Catherine Lazio Vacant	Rani Marx
BERKELEY HIGH SCHOOL	Mariane Ferme Aaron Glimme Larry Gordon Esther Hirsh Marjorie Alvord (Alt) Diana Kuderna (Alt)	BHS BSEP Committee: Hector Cardenas (Chair) Carol Brownstein (Vice Chair) Karen Laws (Vice Chair) BHS SSC: Richard Conn (co-Chair – Teacher) Eli Davey (co-Chair – Student)
BERKELEY ALTERNATIVE HIGH	Ruby Holder	Meres-Sia Gabriel (co-Chair) Roger Smith-Truss (co-Chair)
INDEPENDENT STUDY	Vacant	Ken Lewis

Adopted by Bo

The name of the committee shall be the BSEP Planning and Oversight (P&O) Committee.

The P&O is established in accordance with Section 5 (B)(i) of the *Berkeley Public Schools Educational Excellence Act of 2006* (Measure A of 2006--see Appendix A). The purpose of this Committee is to:

> Develop and recommend to the Board of Education annual expenditure plans for each of the Purposes of this Measure;
>
> Provide communication among school sites to enhance their

Adopted

In order to ensure representation of all schools at P&O meetings, the following protocol will be followed in the case of a

There is no limit to the number of terms that a Chair (or Co-Chairs) may serve.

Elections for the P&O Committee Chair(s) shall follow Robert's Rules of Order, except that the nomination and second of a candidate for Chair must come from a P&O Representative.

Responsibilities of the P&O Chair include:

- Convening and presiding over the meetings of the P&O Committee;
- Making arrangements for an Alternate Chair or Co-Chair to preside at any meetings which the Chair is unable to attend;
- Convening and chairing Steering Committee meetings, as needed;
- Setting meeting agendas in conjunction with district staff;

amended at any time by a majority vote of the Committee or by decision of the P&O Chair(s).

The P&O shall meet no fewer than six times a year. The Committee shall follow the Ralph M. Brown Act (Government Code 54950). Meetings shall be in a public place, held at times of reasonable public access, open to the public and noticed at least 72 hours in advance (preferably longer).

A closed session may not be convened without the express authority of the Board or its designee.

Except where specified by Law, Board Policy or in these bylaws, the P&O will follow standard meeting procedures (e.g. Roberts Rules of Order) with meetings conducted in an open and civil manner.

The Committee shall perform the standard record-keeping functions including: having written agendas, recording

Any component of or recommendation pertaining to the annual expenditure plans or any amendment to the Bylaws, that is to be voted on by the P&O Committee, shall first be presented to the Committee as a Discussion Item, at which time it cannot come up for a vote. At a subsequent meeting of the Committee the item can be presented as an Action Item, and the vote may then be taken.

Where urgent action is needed the two meeting rule may be waived by a majority vote of all voting members pre

with BSEP monies, and to assist the P&O in developing recommendations for the expenditures of BSEP funds. Subcommittees

and Second Interim Reports, and an Annual Report of the previous year (by November 1

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BERKELEY UNIFIED SCHOOL DISTRICT

BYLAWS FOR
SCHOOL GOVERNANCE COUNCILS (SGC)

I. Purpose and Philosophy

The success of a school and the students it serves comes through the shared

develop, monitor, and evaluate programs. This training will include a written handbook distributed to all School Governance Council members.
The District will also make available regularly to the Principal and the School Governance Councils revenue and expenditure reports, including an annual revenue and expenditure report, to enable the School Governance Council to prepare its Single Plan for Student Achievement. The District will provide student data to the Principal to be shared with the SGC in a format that allows the data to be used as a basis for decision-making in developing the School Plan.

The District will also make available to the BSEP Planning & Oversight Committee (P&O) information needed to demonstrate that SGCs are properly constituted and also actively and properly involved in the development, monitoring, and evaluation of the School Plan.

Responsibilities of the School Principal

A principal's leadership is critical to the success of the School Governance Council. The greater the principal's ability to engage and involve the SGC and other members of the community in planning, program and budget development, the more effectively student learning will be improved at that site.

The principal is a voting member of the School Governance Council, and vital to the success of the planning and implementation of the School Plan. By law, the principal has no administrative authority over the SGC and therefore may not veto decisions made by the SGC nor make changes to the School Plan after it has been approved by the School Governance Council. Because it is the principal's responsibility to implement the School Plan, the School Governance Council should give weight and consideration to the principal's view.

The principal has the following duties with respect to the development of the School Plan:

- **Provide vision, leadership and information to the School Governance Council.**
- **Provide student data to the SGC in a format that allows the data to be used as a basis for decision-making in developing the School Plan.**
- **Provide clear revenue and expenditure information for the SGC to use in developing a realistic and accountable School Plan.**
- **Administer the school-level activities of the approved Single Plan for Student Achievement.**
- **Ensure that District guidelines with respect to hiring, procurement of materials and conflict of interest are followed.**
- **Together with members of the previously elected SGC, ensure that elections for the School Governance Council are open, widely publicized, and timely.**

SCHOOL GOVERNANCE COUNCIL BYLAWS

- **Meetings must be open to the public.**
- **The public may address the SGC on any item within the jurisdiction of the SGC.**
- **Notice of the meeting must be posted at the school site at least 72 hours before the meeting (preferably longer).**
- **The notice must specify the date, time, and place of the meeting and the agenda.**
- **The SGC cannot take action on an item not described on the posted agenda.**
- **Questions and brief statements of no impact on students or employees that can be resolved by providing information need not be described on the posted agenda.**
- **If these procedures are violated, upon demand of any person, the SGC must reconsider the item at its next meeting, after allowing for public input on the item.**

Voting

Although reaching consensus in decision-making is desirable, when a vote is taken it must be open and recorded; secret ballots are not permitted.

Record keeping

The School Governance Council shall maintain records of the following:

- **elections**
- **official correspondence**
- **agendas of SGC meetings**
- **evidence of input from school advisory committees and groups**
- **minutes of meetings, copies of current and prior year Sch OTmf(·)T15()18.9302(t)8.95**

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SCHOOL GOVERNANCE COUNCIL BYLAWS

Adopted by the Board of Education 4-23-08

SCHOOL GOVERNANCE COUNCIL B

SCHOOL GOVERNANCE COUNCIL BYLAWS

Adopted by the Board of Education 4-23-08

- The School Governance Council may appeal to the School Board to resolve issues of planning or implementation, to clarify an issue in doubt, or to establish a needed policy.
- The administration may recommend that the Board not approve a Single Plan believed to be flawed.
- The School Board may develop policies to regulate or inform School Governance Councils and staff in the performance of their duties.

IX. Berkeley High School BSEP Committee and School Governance Council

Effective in the 2007-08 school year, each school except Berkeley High School combined the former BSEP Site Committee and School Site Council into a single body, the School Governance Council. At Berkeley High, due to its size and complexity, the BSEP Committee remains a discrete committee, focused on the school's BSEP/Measure A Site Discretionary Funds. The Berkeley High School Governance Council acts as the School Site Council (SSC), allocating state and federal categorical funds.

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The BHS BSEP Committee composition, quorum, and P&O Representative allocation is shown on the SGC Composition, Quorum & P&O Representation Chart (attached following).

Regarding elections:

- **Parents/guardians, residents, or other community members will be elected in September at the first PTSA meeting of the school year. Such members may not all reside in the same BUSD attendance zone, or have children who all attend the same BHS Small School or Program,**
- **Student members will be elected by the student body during the spring prior to the school year in which they will serve,**
- **Administrative/Classified staff will be appointed by the Principal,**
- **Teacher members will be elected by the certificated staff.**

The BHS BSEP Committee will elect one parent, one student member, and Alternates for each to non-voting seats on the School Governance Council.

At least two of the four BHS P&O Committee Representatives shall be parents or community members.

X. Amendment or Suspension of Bylaws

Amendment or suspension of these bylaws must be authorized by the School Board. These bylaws shall remain in effect until amended or rescinded by the Berkeley School Board.

* Per Measure A of 2006 Section 5-B-ii: “Parents/g

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+# >]bcadRcX^]P[P]S PdgX[XPah bTaeXRTb c^ \TTc cWT b_TRXP[ ]TTSb ^U]^]& :]V[XbW&b_TPZX]V ^a [X\XcTS&:]V[XbW&b_TPZX]V bcdST]cb% X]R[dSX]V X]bcadRcX^] X] P [P]VdPVT bcdST]cb fX[[d]STabcP]S4 P]S X]bcadRcX^] ^U TSdRPcX^]P[[h SXbPSeP]cPVTS bcdST]cb% VXUcTS P]S cP[T]cTS bcdST]cb% P]S bcdST]cb fXcW TgRT_cX^]P[ ]TTSb'

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-# D]V^X]V TeP[dPcX^] ^U cWT TSdRPcX^]P[_a^VaP\ ^U cWT bRW^^['

.# DcWTa PRcXeXcXTb P]S ^QYTRcXeTb Pb TbcPQ[XbWTS Qh cWT 8^d]RX['

/# IWT _a^_^bTS Tg_T]SXcdaT ^U Ud]Sb PePX[PQ[T c^ cWT bRW^^[cWa^dVW cWT bRW^^[&QPbTS bcPcT P]S UTSTaP[RPcTV^aXRP[_a^VaP\b P]S ^cWTa Ud]Sb PePX[PQ[T c^ cWT bRW^^[U^a cWT QT]TUXc ^U cWT bcdST]cb'[2]

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- :A68 8^\ \XccTTkb E[P] U^a Tg_T]SXcdaT ^U :A Ud]Sb'
- HRW^^[HPUTch E[P]'
- 7H:E HXcT E[P] U^a cWT Tg_T]SXcdaT ^U 7H:E HRW^^[9XbRaTcX^]Pah Ud]Sb'

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>] bd\ \Pah% cWT _a^RTbb U^a STeT[^_X]V cWT 6<AGGD 5D:F Xb3*)

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- :8 HTRcX^] /-))"W#

03@93:3G C<74732 A16==: 27AB@71B
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IWT bXiT P]S R^_^bXcX^] ^U cWT 7=H HH8 bWP[[QT Pb U^[[^ fb3

;LS ILXYOPV . ') VLXYUTY

AJOUUR
EaX]RX_P[
* 8[PbbXUXTS HcPUU

>HXLTZY! AZ[KLTZY! 1USS[TPZ_
/ EPaT]cb ^a 8^\ \ d]Xch3
/ HcdST]cb

&% 1LXZPMPJHZLK AZHMM&*
STbXV]PcTS Pb U^[[^ fb3
+ Ua^\ cWT H\P[[HRW^^[b
+ Ua^\ 6RPST\XR 8W^XRT
+ Ua^\ >]cTa]PcX^]P[7PRRP[PdaTPcT
* C^] PUUX[XPcTS

>HXLTZY! AZ[KLTZ! 1USS[TPZ_
STbXV]PcTS Pb U^[[^ fb3
* Ua^\ cWT H\P[[HRW^^[b
* Ua^\ 6RPST\XR 8W^XRT
* Ua^\ >]cTa]PcX^]P[=XVW HRW^^[

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

D77# 3RLJZPUTY

6 fT[[&_dQ[XRXiTS T[TRcX^] c^ cWT HH8 bWP[[QT R^]SdRcTS SdaX]V HT_cT \QTa TPRW hTPa fXcW cWT T[TRcX^]b R^_[TcTS Qh DRc^QTa *'

GTRadXc\T]c ^U RP]SXSPcTb P]S T[TRcX^] ^U \T\QTab bW^d[S QT R^]SdRcTS X] bdRW P \P]]Ta Pb c^ _a^\^cT P] HH8 fWXRW aTU[TRcb cWT TcW]XR% [X]VdXbcXR% b^RX^TR^]^\XR P]S _a^VaP\ \PcXR R^_^bXcX^] ^U cWT bRW^^[' >c Xb bca^]V[h STbXaPQ[T cWPc \T\QTab aT_aTbT]c cWT SXeTabXch ^U cWT bcdST]c _^_d[PcX^] ^U cWT bRW^^[% Pb fT[[Pb cW^bT bcdST]cb fW^ PaT _PacXRX_PcX]VX] b_TRXP[_a^VaP\b bdRW Pb X]bcadRcX^] U^a bTR^]S [P]VdPVT bcdST]cb% b_TRXP[TSdRPcX^]% VXUcTS P]S cP[T]cTS% P]S R^_T]bPc^ah TSdRPcX^]'

I^ cWXb T]S% TUU^acb bW^d[S QT \PST c^ T]bdaT cWPc X]U^a\PcX^] PQ^dc cWT \XbbX^] P]S a^[T ^U cWT HH8 Xb fXST[h SXbbT\X]PcTS P]S cWPc cWT T[TRcX^] _a^RTbb Xb \PST PRRTbbXQ[T c^ P[[\T\QTab ^U cWT bRW^^[R^\ \d]Xch'

C^ _PaT]c% cTPRWTa ^a R[PbbXUXTS bcPUU _Tab2 P □□ □□‰

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

3# /RZLXTHZLY

;^a bcdST]cb P]S _PaT]cb% cWT]Tgc cf^ _Tab^]b ^QcPX]X]V cWT WXVWTbc]d\QTa ^U e^cTb \Ph QT STbXV]PcTS Pb]^]&e^cX]V 6[cTa]PcTb U^a cW^bT cf^ Va^d_b'

;^a cTPRWTab% cWTaT \Ph QT ^]T]^]&e^cX]V P[cTa]PcT Ua^\ TPRW ^U cWT

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

0# @LYVUTYPIPRPZPLY UM AJOUUR APZL 1U[TJPR 1OHPX$1U"1OHPXY

- EaTbXST ^eTa cWT \TTcX]Vb ^U cWT HH8'
- BPZT PaaP]VT\T]cb U^a cWT 8^&8WPXa c^ _aTbXST ^eTa P]h \TTcX]Vb fWXRW cWT 8WPXa Xb d]PQ[T c^ PccT]S'
- P • LXcW cWT HH8 \T[\QTabWX_% _dQ[XRXiT cWT d_R^\X]V HH8 T[TRcXT[TRcXT[□ □ □

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

- IWT HH8 RP]]^c cPZT PRcX^] ^] P] XcT\ ]^c STbRaXQTS ^] cWT _^bcTS PVT]SP d][Tbb% Qh d]P]X\^db e^cT% Xc UX]Sb P]TTS U^a PRcX^] d]Z]^f] fWT] cWT PVT]SP fPb _^bcTS'
- IWT _dQ[XR \Ph PSSaTbb cWT HH8 ^] P]h XcT\ fXcWX] cWT bdQYTRc \PccTa YdaXbSXRcX^] ^U cWT HH8'
- FdTbcX^]b P]S QaXTU bcPcT\T]cb ^U]^ X_PRc ^] bcdST]cb ^a T_[^hTTb cWPc RP] QT aTb^[eTS Qh _a^eXSX]V X]U^a\PcX^]]TTS]^c QT STbRaXQTS ^] cWT _^bcTS PVT]SP'
- >U cWTbT _a^RTSdaTb PaT eX^[PcTS% d_^] ST\P]S ^U P]h _Tab^]% cWT HH8 \dbc aTR^]bXSTa cWT XcT\ Pc Xcb]Tgc \TTcX]V% PUcTa P[[^fX]V U^a _dQ[XR X]_dc ^] cWT XcT\'

0# 7TMUXSHZPUT PT AVHTPYO

>]U^a\PcX^] X] cWT H_P]XbW [P]VdPVT PQ^dc cWT HH8 PVT]SPb% \X]dcTb P]S cWT HRW^^[E[P] bWP[[QT \PST PePX[PQ[T d_^] aT`dTbc' BTTcX]V ]^cXRTb bWP[[ X]R[dST cWT R^]cPRc _^X]c c^ ^QcPX] cWT aT`dTbcTS X]U^a\PcX^] X] H_P]XbW' H_P]XbW caP]b[PcX^] ^U cWT HH8 \TTcX]Vb bWP[[P[b^ QT _a^eXSTS d_^] cWT aT`dTbc ^U X]cTaTbcTS _PacXTb'

1# /JJLYYPIRL SLLZPTNY

HH8 \TTcX]Vb bWP[[QT bWP[[QT ^_T] c^ cWT _dQ[XR P]S R^]SdRcTS X] cWT 8Xch ^U 7TaZT[Th X] P _[PRT fWXRW Xb PRRTbbXQ[T c^ cWT _dQ[XR' :UU^ac bW^d[S QT \PST c^ _a^eXST P] X]cTa_aTcTa U^a cWT \TTcX]V X] cWT TeT]c cWPc]^]&:]V[XbW b_TPZX]V X]SXeXSdP[b fXbW c^ _PacXRX_PcT X] HH8 \TTcX]Vb'

2# ?[UX[S @LW[PXLSLTZY

6`d^ad\ ^U HH8 \T\QTab \dbc QT X] PccT]SP]RT c^ P__a^eT P]h 6RcX^] ^U cWT HH8' 6`d^ad\ bWP[[R^]bXbc ^U]^ UTfTa cWP] I^]T WP[U _[db ^]Tm ^U cWT c^cP[ ]d\QTa ^U HH8 \T\QTab% cWPc Xb% Pc [TPbc *, HH8 \T\QTab' >] PSSXcX^]% cWT Fd^ad\ bWP[[UdacWTa aT`dXaT cWPc]^ UTfTa cWP] bXg "/# bcPUU4 P]S bXg "/# _PaT]cb(R^\ \d]Xch ^a bcdST]cb PaT X] PccT]SP]RT'

>] cWT PQbT]RT ^U e^cX]V \T\QTab% 6[cTa]PcTb \Ph QT R^d]cTS U^a cWT `d^ad\ P]S \Ph e^cT X] cWTXa _[PRT'#

3# @LSU\HR MXUS ;LSILXYOPV UT ZOL AA1

>] cWT TeT]c cWPc P] HH8 BT\QTa bW^d[S UPX[c^ PccT]S cWaTT ^a \^aT HH8 \TTcX]Vb% b(WT \Ph QT R^]bXSTaTS c^ WPeT aT[X]`dXbWTS WXb(WTa _^bc Qh P \PY^aXch e^cT ^U cWT HH8'

4# 4PRRPTN DHJHTJPLY

:eTah TUU^ac bW^d[S QT \PST c^ WPeT P R^_[TcT HH8' >] cWT TeT]c ^U P ePRP]Rh% P] 6[cTa]PcT bWP[[QT bT[TRcTS Ua^\ cWT bP\T Va^d_ fWXRW WT[S cWT

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

^aXVX]P[bTPc "X'T'% cTPRWTa% _PaT]c ^a bcdST]c#' >] cWT TeT]c cWPc P ePRP]Rh ^RRdab P]S cWTaT Xb]^ 6[cTa]PcT% P] X]cTaX\ T[TRcX^] bWP[[QT R^]SdRcTS Qh cWT bP\T Va^d_ f WXRW WT[S cWT ^aXVX]P[bTPc'

HH8 \TTcX]Vb PaT _dQ[XR \TTcX]Vb4 cWT aTVd[PcX^]b P]S _a^RTSdaTb

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06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

PS\X]XbcaPc^ab% _PaT]cb P]S bcdST]cb% fWT] P__a^_aXPcT% aTVPaSX]V cWT bcPcdb% _TaU^a\P]RT P]S]TTSb ^U cWT bcdST]cb P]S bRW^^[' HdRW b^[XRXcPcX^] \Ph R^\T cWa^dVW bdaeThb% X]U^a\PcX^]P[\TTcX]Vb% P]S cWT TgRWP]VT ^U X]U^a\PcX^] fXcW P[[cWT bcPZTW^[STab X] cWT bRW^^['

9# /RR AZ[KLTZY \LXY[Y BHXNLZLK 5XU[VY UM AZ[KLTZY

IWT 6<AGGD 5D:F \dbc QT]TUXc P[[cWT RWX[SaT] Pc cWT bRW^^[% P[cW^dVW _PacXRd[Pa bRW^^[Ud]Sb \Ph QT cPaVTcTS c^fPaS b_TRXP[_da_^bTb' C^c TeTah _a^VaP\ cWPc cWT bRW^^[STeT[^_b \dbc SXaTRc[h QT]TUXc TeTah RWX[S' IWT bRW^^[kb STRXbX^]b aT[PcTS c^ _a^VaP\ STeT[^_\T]c P]S UX]P]RXP[P[[^RPcX^]b bW^d[S R^]bXSTa `dP[XcPcXeT P]S `dP]cXcPcXeT SPcP cWPc \Ph STcTa\X]T cWT]TTSb ^U P[[cWT bRW^^[kb bcdST]cb'

F# 1UTMRPJZ UM 7TZLXLYZ

I8^]U[XRc&^U&X]cTaTbcm [PfbPaT QPbTS ^] cWT]^cX^] cWPc \T\QTab ^U P Q^Sh aTb_^]bXQ[T U^a \PZX]V STRXbX^]b PQ^dc _dQ[XR Ud]Sb% ^fT cWTXa _PaP\^d]c [^hP[ch c^ cWT _dQ[XR% P]S cWPc _Tab^]P[^a _aXePcT UX]P]RXP[R^]bXSTaPcX^]b bW^d[S]^c QT P[[^fTS c^ T]cTa cWT STRXbX^] \PZX]V _a^RTbb'm*1

I6 _dQ[XR ^UUXRXP[WPb P UX]P]RXP[X]cTaTbc X] P STRXbX^] fXcWX] cWT \TP]X]V ^U <^eTa]\T]c 8^ST HTRcX^] 10*)) XU Xc Xb aTPb^]PQ[h U^aTbTTPQ[T cWPc cWT STRXbX^] fX[[WPeT P \PcTaXP[UX]P]RXP[TUUTRc% SXbcX]VdXbWPQ[T Ua^\ Xcb TUUTRc ^] cWT _dQ[XR VT]TaP[[h% ^] cWT ^UUXRXP[% ^a P \T\QTa ^U WXb ^a WTa X\ \TSXPcT UP\X[h'*2

IWT I_dQ[XR X]cTaTbcm ^U cWT HH8 Xb c^ XST]cXUh P]S P[[^RPcT aTb^daRTb% fXcW^dc _Tab^]P[QXPb% c^ TSdRPcX^]P[_a^VaP\b fWXRW [TPS c^ X_a^eX]V cWT PRWXTeT\T]c ^U cWT bcdST]cb U^a fW^\ cWTh PaT aTb_^]bXQ[T c^ _a^eXST P] TSdRPcX^]' 6 R^]U[XRc&^U&X]cTaTbc cWdb ^RRdab fWT] P HH8 \T\QTa _PacXRX_PcTb X] \PZX]V P _PacXRd[Pa STRXbX^] X] fWXRW b(WT ^a P] X]SXeXSdP[X] cWT \T\QTakb X\ \TSXPcT UP\X[h bcP]Sb c^ VPX] UX]P]RXP[[h Ua^\ PS^_cX^] ^U cWPc _PacXRd[Pa STRXbX^]'

IWT HH8 bWP[[T]U^aRT IR^]U[XRc ^U X]cTaTbcm [PfbX] PRR^aSP]RT fXcW P__[XRPQ[T aTVd[PcX^]bX] <^eTa]\T]c 8^ST% :SdRPcX^] 8^ST P]SX] _^[XRh PS^_cTS Qh cWT 7^PaS ^U :SdRPcX^]' IWT 9XbcaXRc bWP[[_a^eXST caPX]X]V P]]dP[[h c^ cWT HH8 PQ^dc cWT IR^]U[XRc ^UX]cTaTbcm aTVd[PcX^]b'

6e^XSP]RT ^U P IR^]U[XRc ^UX]cTaTbcm _^bXcX^] bW^d[S QT cPZT] X]c^ PRR^d]c SdaX]V cWT T[TRcX^] ^U HH8 \T\QTab% T'V'% _Tab^]]T[_PXS Qh Ud]Sb c^ QT P[[^RPcTS Qh

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*1 ,GF?DB<KJ G?2FK>I>JK% DUUXRT ^U cWT 6cc^a]Th <T]TaP[% Ea1TUPRT Qh 7X[[A 8^]PP

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

cWT HH8 bW^d[S]^c QT T[TRcTS c^ cWT HH8 bX]RT Ud]SX]V U^a WXb(WTa _^bXcX^] fX[[ ]TTS c^ QT aTR^]bXSTaTS P]S P__a^eTS TPRW hTPa Qh cWT HH8' LWT] P R^]U[XRc& ^U&X]cTaTbc ^RRdab SdaX]V cWT R^dabT ^U cWT HH8kb cTa \% cWT IX]cTaTbcTS \T\QTam \dbc aTbXV] Ua^\ cWT HH8 P]S QT aT_[PRTS Qh P] 6[cTa]PcT'

6] TgRT_cX^] c^ cWT PQ^eT&bcPcTS ad[T bWP[[TgXBd]Sa^cWT RPbT ^U _a^VaP\b cWPc PaT VT]TaP[[h [Vc T "S X ^ 7 □

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

PbbXbc cWT HH8 X] STeT[^_X]V% \^]Xc^aX]V% ^a TeP[dPcX]V cWT 656*' HdRW P__^X]cTS Va^d_b \Ph QT RWPaVTS fXcW VPcWTaX]V P]S P]P[hiX]V X]U^a\PcX^]% _a^_^bX]V bcaPcTVXTb U^a X_a^eX]V X]bcadRcX^]% TgP\X]X]V \PcTaXP[b% bcPUUX]V ^a Ud]SX]V _^bbXQX[XcXTb% ^a SaPUcX]V _^acX^]b ^U cWT 6<AGGD 5D:F U^a HH8 R^]bXSTaPcX^]'

;^a TgP_[T% P bdQR^\\XccTT \Ph QT cPbZTS fXcW aTeXTfX]V P]S

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

R^]RTa]b ^U 7TaZT[Th =XVW HRW^^[

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

IWT RWPaVT ^U cWT :A68 bWP[[QT c^ PbbXbc X] cWT bRW^^[kb [P]VdPVT RT]bdb P]S]TTSb PbbTbb\T]c ^U :AA bcdST]cb% P]S c^ STeT[^_ aTR^\\T]SPcX^]b U^a cWT Tg_T]SXcdaT ^U P]h Ud]Sb P[[^RPcTS U^a TSdRPcX^]P[bTaeXRTb U^a cWT :]V[XbW AP]VdPVT ATPa]Ta _^_d[PcX^] Pc 7=H' IWT :A68 bW^d[S P[b^ QT aTb_^]bXQ[T

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

:eP[dPcX^] P]S 6bbTbb\T]c "7:6# c^ STeT[^_ P _[P] U^a TeP[dPcX^] ^U cWT _a^VaP\b XST]cXUXTS X] cWT 6BF@D> 5D:F ?GI 6KL=>FK *<AB>M>E>FK' 8^\\XccTT \T\QTab \Ph P[b^ PbbXbc X] _aT_PaX]V bcdST]c P]S _a^VaP\ SPcP X] U^a\Pcb fWXRW PaT d]STabcP]SPQ[T c^ cWT \T\QTab ^U cWT HH8% P]S X] SXbbT\X]PcX]V cWT X]U^a\PcX^] c^ ^cWTa X]cTaTbcTS X]SXeXSdP[b ^a Va^d_b' IWT UX]SX]Vb ^U cWXb 8^\\XccTT bWP[[QT Qa^dVWc c^ cWT fW^[T HH8 ^] P aTVd[Pa P]S cX\T[h QPbXb'

F7D# BOL AA1 HTK ZOL 0A3> APZL 1US SPZZLL

/# / 2PYJXLZL 1US SPZZLL

IWT 7=H 7H:E HXcT 8^\\XccTT bWP[[aT\PX] P SXbRaTcT R^\\XccTT Ua^\ cWPc ^U cWT HH8% SdT c^

03@93:3G C<74732 A16==: 27AB@71B
06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

cWT HH8' IWT HH8 fX[[

03@93:3G C<74732 A16==: 27AB@71B 06A AJOUUR APZL 1U[TJPR AA1 0_RH]Y

*# 9TbXV]PcTS aT_aTbT]cPcXeTb ^U cWT HH8 \Ph aT`dTbc PbbXbcP]RT Ua^\ cWT :SdRPcX^]P[HTaeXRTb DUUXRTX] P] TUU^ac c^ R[PaXUh _^[XRh ^a aTb^[eT P SXb_dcT'

+# >U aTb^[dcX^] Xb]^c aTPRWTS% cWT R^_[PX]c \Ph QT Qa^dVWc c^ cWT

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03@93:3

03@93:3

03@93:3

03@93:3

47B<7=7H E?;8;76 C5:@@= 6;CDB;5D

D@2	EPSSPHT 8\`L[[# A\WLYPU[LUKLU[
8B@>2	:H]L[[H 3SL]LSHUK# 4LW\[` A\WLYPU[LUKLU[
63D72	:\UL -#)'()
B793B6;?92	@5A>;CB9>=)*%-0 [V LZ[HISPZO [OL)'()$(* [H_ YH[L MVY [OL -:G@:A:N 3J7A>8 48=DDAH 09J86I>DC6A 0M8:AA:C8: ,8I D; &$$) !<LHZ\YL 1 VM)''-"

435<9B@E?6 ;?8@B>3D;@?2

BOL SLNPZSH[PVU LZ[HISPZOPUN [OL 2LYR:A:N 3J7A>8 48=DDAH 09J86I>DC6A 0M8:AA:C8: ,8I D; &$$) !<LHZ\YL 1 VM)''-" WLY TP[Z HU HUU\HS JVZ[VMSP]PUN PUJYLHZL PU [OL YH[L [V THPU[HPU [OL WYVNYHTZ HUK HJJVTWSPZO [OL NVHSZ VM [OL <LHZ\YL HZ Z[PW\SH[LK PU ?HYHNYHWO +3 VM [OL <LHZ\YL0

068= N:6G! 8DBB:C8>C< L>I= I=: &$$*"$+ I6M N:6G# # # I=: G6I:H >BEDH:9 7N I=>H 4E:8>6A 56M B6N 7: >C8G:6H:9 7N 6 8DHI"D;"A>K>C< 69?JHIB:CI :FJ6A ID I=: 6CCJ6A E:G8:CI6<: >C8G:6H: D; I=: 4I6I: D; .6A>;DGC>6 HI6IJIDGN >C;A6I>DC 69?JHIB:CI 6H 9:;>C:9 >C 09J86I>DC .D9: 4:8I>DC (&&'+#% 7 #

BOL Z[H[\[VY` JVZ[$VM$SP]PUN HKQ\Z[TLU[ !3>;1"# IHZLK VU [OL />HIG>8I 6C9 .DJCIN 2;;>8: 1>C6C8>6A 3GD?:8I>DC /6GI7D6G9 WYVK\JLK I` [OL AJOVVS ALY]PJLZ VM 3HSPMVYUPH PU :HU\HY`#)'() OHZ ILLU KL[LYTPULK [V IL +&) / WLYJLU[%

BOL 2A5?&<LHZ\YL 1 I\KNL[Z ^LYL KL]LSVWLK \ZPUN [OL 3>;1 WYVQLJ[LK PU :HU\HY`#)'() VM *%(. %

6;CDB;5D 9@3=

D% @LZV\YJLZ0 7LULYH[L HUK LX\P[HIS` HSSVJH[L YLZV\YJLZ MVY WYVNYHTZ HUK ZLY]PJLZ [OH[ LUHISL L]LY` Z[\KLU[[V Z\JJLLK

A@=;5H'5@67

BOL --:G@:A:N 3J7A>8 48=DDAH 09J86I>DC6A 0M8:AA:C8: ,8I D; &$$)# !?HYH% +3"

8;C53= ;>A35D

EP[O H 3>;1 YH[L VM *%(. WLYJLU[# [OL NYVZZ [H_ YL]LU\LZ HYL WYVQLJ[LK [V IL HIV\[ )+#),'#''# HU PUJYLHZL VM HWWYV_PTH[LS` -.+#''' MYVT YL]LU\L HU[PJPWH[LK PU 6F)'(($()%

CD388 B75@>>7?63D;@?2

1WWYV]L [OL YLJVTTLUKH[PVU%

B7C@=ED;@?) *%-02 DT 7WXIJRPWO XOM *()*%*()+ DIZ BIXM NTV XOM CKOTTRW
CUMKPIR DIZ2 4MVQMRM[AYJRPK CKOTTRW 7LYKIXPTSIR 7ZKMRRMSKM 3KX TN
*((.\">MIWYVM 3 TN *((.#

G:7B73C# PU =V]LTILY)''-# [OL]V[LYZ VM [OL 3P[` VM 2LYRLSL` HKVW[LK
SLNPZSH[PVU# 2LYRLSL` ?\ISPJ AJOVVSZ 5K\JH[PVUHS 5_JLSSLUJL 1J[VM)''-b
!<LHZ\YL 1 VM)''-" ^OPJO SL]PLZ H ZWLJPHS [H_ MVY WHY[PJ\SHY \ZLZ I` [OL 2LYRLSL`
CUPMPLK AJOVVS 4PZ[YPJ[# UHTLS`# YLK\JPUN JSHZZ ZPaLZ# THPU[HPUPUN ZJOVVS SPIYHYPLZ
HUK T\ZPJ WYVNYHTZ# WYV]PKPUN WYVMLZZPVUHS KL]LSVWTLU[# LK\JH[PVUHS WYVNYHT
L]HS\H[PVU# [LJOUVSVN`# W\ISPJ PUMVYTH[PVU HUK WHYLU[V\[YLHJO# HUK KP]LYZL
HJHKLTPJ WYVNYHTZ H[LHJO ZJOVVS#

G:7B73C# 1Y[PJSL +3 VM [OL 1J[Z[H[LZ0
068= N:6G! 8DBB:C8>C< L>I= I=: &$$*"$+ I6M N:6G# # # I=: G6I:H
>BEDH:9 7N I=>H 4E:8>6A 56M B6N 7: >C8G:6H:9 7N 6 8DHI"D;"A>K>C<
69?JHIB:CI :FJ6A ID I=: 6CCJ6A E:G8:CI6<: >C8G:6H: D; I=: 4I6I: D;
.6A>;DGC>6 HI6IJIDGN >C;A6I>DC 69?JHIB:CI 6H 9:;>C:9 >C 09J86I>DC
.D9: 4:8I>DC (&&'+# # #

G:7B73C# HJJVYKPUN [V PUMVYTH[PVU WVZ[LK PU [OL />HIG>8I 6C9 .DJCIN 2;;>8:
1>C6C8>6A 3GD?:8I>DC /6GI7D6G9 VM :HU\HY`# )'()# WYVK\JLK I` AJOVVS ALY]PJLZ
VM 3HSPMVYUPH# [OL Z[H[\[VY` JVZ[VMSP]PUN HKQ\Z[TLU[!3>;1" HSSV^LK MVY)'()$
(* PZ +&) / !# HUK#

G:7B73C# [OL YH[LZ H\[OVYPaLK PU <LHZ\YL 1 VM)''- MVY)'(($)'() ^LYL
LZ[HISPZOLK H['%)--, JLU[Z&ZX\HYL MVV[MVY YLZPKLU[PHS I\PSKPUNZ# '%+'(.
JLU[Z&ZX\HYL MVV[MVY JVT TLYJPHS&PUK\Z[YPHS&PUZ[P[\[PVUHS I\PSKPUNZ# HUK ,/%+-
MVY \UPTWYV]LK WHYJLSZ#

?@G$ D:7B78@B7$ 47 ;D B7C@=F76$ [OH[HU H\[OVYPaLK 3>;1 VM +&) / ! IL
HWWSPLK [V [OLZL YH[LZ VM 6F)'(($)'()# [OLYLMVYL H [H_ YH[L VM (&*/,1 WLY
ZX\HYL MVV[MVY @LZPKLU[PHS 2\PSKPUN 9TWYV]LTLU[Z# HUK (&,),, WLY ZX\HYL
MVV[MVY 3VT TLYJPHS# 9UK\Z[YPHS# HUK 9UZ[P[\[PVUHS 2\PSKPUNZ 9TWYV]LTLU[Z# HUK
.(&+) MVY \UPTWYV]LK WHYJLSZ ZOHSS IL H\[OVYPaLK MVY [OL -:G@:A:N 3J7A>8
48=DDAH 09J86I>DC6A 0M8:AA:C8: ,8I D; &$$) PU 6F)'()$)'(*%

3AAB@F76 3?6 36@AD76 I` [OL 2VHYK VM 5K\JH[PVU VU [OL -[O KH` VM :\UL#
)'() I` [OL MVSSV^PUN]V[L0

3H7C2 6PVMKXTVW
?@7C2
34C7?D2
34CD3;?2

GGGGGGGGGGGGGGGGGGGGGGGGGGGGGGGGGGG
2LH[YPa ;L`]H$3\[SLY
3SLYR# 2VHYK VM 5K\JH[PVU
2LYRLSL` CUPMPLK AJOVVS 4PZ[YPJ[
1SHTLKH 3V\U[`# A[H[L VM 3HSPMVYUPH

? \ Y YLJV T T LUKLK Z[HMMPUN T VKLS MVY 3LYRLSL` 9PNO BJOVVS UL_[ `LHY KVLZ
L T WSV` H T VYL HJJ \ YH[L JHSJ \ SH[PVU VM [OL LUYVSS T LU[ [OHU [OH[ WYL]PV \ ZS` \ ZLK
PU Z[HMMPUN [OL OPNO ZJOVVS% COL LUYVSS T LU[I HZL \ ZLK PZ [OL U \ T I LY VM
Z[\ KLU[Z LUYVSSLK PU JSHZZLZ M \ UKLK I` [OL 8LULYHS 7 \ UK KP]PKLK I` -# [OLU
KP]PKLK I` [OL YLZ \ S[HU[JSHZZ ZPaL KLZPYLK !) /1("% BPUJL H U \ T I LY VM Z[\ KLU[Z H[
3 9B [HRL ML^LY [OHU - JSHZZ WLYPVKZ HUK ZV T L JSHZZLZ HYL WHPK MYV T V[OLY
M \ UKPUN ZV \ YJLZ# Z \ JO HZ A?@# [OPZ LUYVSS T LU[I HZL PZ Z T HSSLY [OHU [OL [V[HS
LUYVSS T LU[U \ T I LY WYL]PV \ ZS` \ ZLK% DZPUN [O

LZ \ SS

4BA AIUITXI
2M[LY [OL JSHZZ ZPaL NVHSZ HYL HJOPL]LK# HZ H\[OVYPaLK PU [OL 3B6@ Z[H[\[L# 3B6@
4BA TVUPLZ TH` IL \ZLK MVY cIYSFQHIH GRWTUI RJJITMQKU#d cGRWQUI0MQK
UITXMGIUd H[LHJO VM [OL 5PZ[YPJ[bZ TPKKSL ZJOVVSZ# HUK cSTRKTFP UWSSRTV%d
2U L_[YLTLS` PTWVY[HU[JVUZPKLYH[PVU PU WYVWVZPUN L_WLUKP[\YL VM [OL
3B6@ 4BA M\UK MVY [OLZL @\YWVZLZ VM [OL 3B6@ >LHZ\YL PZ [OL PKLU[PMPLK
ULLK [V THPU[HPU HU HWWYVWYPH[L YLZLY]L PU [OL 4BA M\UK% COL 5PZ[YPJ[
T\Z[IL HISL [V THPU[HPU [OL JSHZZ ZPaL YLK\J[PVU NVHSZ Z[PW\SH[LK PU [OL
3B6@ >LHZ\YL [OYV\NO [OL K\YH[PVU VM [OL >LHZ\YL% !COL J\YYLU[>LHZ\YL
PZ ZL[[V L_WPYL H[[OL LUK VM 7G)'(.%" 6_WLUKP[\YLZ MVY L_WHUKLK JV\YZL
VMMLYPUNZ# JV\UZLSPUN ZLY]PJLZ HUK WYVNYHT Z\WWVY[HYL KPZJYL[PVUHY` HUK
HYL JVUZPKLYLK# HUK TH` IL TVKPMPLK# HUU\HSS`%

@YPVY [V YLJVT TLUKPUN [OL L_WLUKP[\YL VM 3B6@ 4BA M\UKZ MVY 64?
JSHZZLZ# 4V\UZLSPUN BLY]PJLZ HUK @YVNYHT B\WWVY[PU 7G)'()$(*# [OL
3B6@ 4BA B\IJVT TP[[LL HUK : YL]PL^LK [OL WYVQLJ[LK YL]LU\L HUK
\UL_WLUKLK M\UKZ MVY [OYLL `LHYZ !ZLL 2[[HJOTLU[3"# HUK KPZJ\ZZLK [OL
VW[PVUZ MVY HKKP[PVUHS M\UKPUN VM [OLZL @\YWVZLZ PU 7G)'()$(*% ?U [OL
IHZPZ VM [OH[WYVQLJ[LK *$`LHY I\KNL[# :HT YLJVT TLUKPUN [OL MVSSV^PUN
L_WLUKP[\YLZ MVY [OLZL @\YWVZLZ PU [OL)'()$(* ZJOVVS `LHY%

6YSFQHIH 4RWTUI ?JJITMQKU 64?!
- -%+ 7C6 G0FUUTRRP VIFGLITU MVY 64? JSHZZLZ H[3LYRLSL` 9PNO BJOVVS
- (%- 7C6 G0FUUTRRP VIFGLITU MVY 64? JSHZZLZ H[[OL >PKKSL BJOVVSZ
@TRNIGVIH IYSIQUI1 .),#''

COL 64? HSSVJH[PVU PZ PU[LUKLK [V HSSV^ HU\TILY VM Z[\KLU[Z [V LUYVSS PU
ZL]LU JSHZZ WLYPVKZ% COPZ TH` PUJS\KL Z\JO JSHZZLZ HZ ZJPLUJL SHIZ# 2@ HUK
:3 JSHZZLZ VY JSHZZLZ Z\JO HZ 2E:5 HUK cIHJR\W 6UNSPZO%d 2U HKKP[PVUHS
%/' 7C6 V]LY [OL HSSVJH[PVU VM 7G)'() PZ YLJVT TLUKLK% COL
B\WLYPU[LUKLU[^PSS JVU[PU\L [V TVUP[VY [OL LUYVSSTLU[PU 64? JSHZZLZ [V
HZZ\YL [OH[[OLZL JSHZZLZ TLL[[OL JYP[LYPH HUK PU[LUKLK \ZL%

4RWQUI0MQK BITXMGIU FV IFGL =MHH0I BGLRR0
COL +%/ 7C6 GRWQUI0RTU H[[OL TPKKSL ZJOVVSZ# [OH[PZ# (%) 7C6 H[=VUNMLSSV^#
(%) 7C6 H[FPSSHYK# HUK)%+ H[<PUN% COPZ PUJS\KLZ HU HKKP[PVUHS %) 7C6 H[
=VUNMLSSV^ HUK FPSSHYK# HUK %+' 7C6 H[<PUN V]LY [OL HSSVJH[PVU PU 7G)'()%
@TRNIGVIH IYSIQUI1 +,/#+''

@TRKTFP BWSSRTV
?\Y YLJVT TLUKH[PVU PZ MVY 3B6@ 4BA TVUPLZ [V M\UK)(%0 7C6 @YVNYHT
B\WWVY[[LHJOLYZ PU [OL UL_[ZJOVVS `LHY HZ MVSSV^Z1
- *%* 7C6 I0IP IQVFTZ UGLRR0 <MVITFGZ 4RFGLIU&CIFGLITU

!H [V[HS VM %* 7C6 PZ HSSVJH[LK [V LHJO LSL T LU[HY` ZJOVVS PU 7G) ' ( )$ (*#
^OPJO PZ %(7C6 TVYL [OHU PU 7G) ' ( )"%

- *%/ 7C6 PMHH0I UGLRR0 PFVL VIFGLITU [V SV^LY JSHZZ ZPaL MYVT)/1([V) '1(PU 2SNLIYH HUK WYL$2SNLIYH JSHZZLZ H[HSS [OYLL TPKKSL ZJOVVSZ%

-)%' 7C6" 38B PFVL VIFGLITU [V SV^LY JSHZZ ZPaLZ PU TH[O

- (%/ 7C6 I0IPIQVFTZ UGLRR0 VIFGLITU MVY H %, 7C6 HSSVJH[PVU !WS\Z %(' 7C6 WYLW [PTL MVY LHJO [LHJOLY" [V LHJO VM [OYLL ZJOVVSZ1 4YHNTVU[# =L4VU[L HUK AVZH @HYRZ [V WYV]PKL NYHKL$ZWLJPMPJ [PTL MVY Z[\KLU[Z PU *&+ VY +&, JVTIPUH[PVU JSHZZLZ%

- ,%, 7C6 D<BB DQMXITUF0 <IFTQMQK BWSSRTV BZUVIP! VIFGLITU MVY ((LSLTLU[HY` ZJOVVSZ !%, 7C6 MVY PU[LY]LU[PVU H[ LHJO LSLTLU[HY` ZJOVVS"%

- ,%, 7C6 D<BB DQMXITUF0 <IFTQMQK BWSSRTV BZUVIP! VIFGLITU MVY [OL [OYLL TPKKSL ZJOVVSZ !(%, 7C6 MVY =VUNMLSSV^# (%, 7C6 MVY FPSSHYK# HUK)%, 7C6 H[<PUN"

@TRNIGVIH IYSIQUI1 (#0'0#/''

:U Z\T THY`# [OL HKKP[PVUHS 7C6 YLJVT TLUKLK MVY 3B6@ 64?# 4V\UZLSPUN BLY]PJLZ# HUK @YVNYHT B\WWVY[M\UKZ PU 7G) ' ( )$ (* !V]LY [OH[M\UKLK PU 7G) ' ( )" PZ1

- %(' 7C6 MVY =P[LYHJ` 4VHJOLZ H[ LHJO LSLTLU[HY` ZJOVVS
- %/' 7C6 MVY JV\UZLSPUN ZLY]PJLZ !%) ' 7C6 H[=VUNMLSSV^ HUK FPSSHYK HUK %+' 7C6 H[<PUN"
- %/' 7C6 H[39B MVY 6_WHUKLK 4V\YZL ?MMLYPUNZ
-)%' 7C6 H[39B MVY SV^LY JSHZZ ZPaL VM TH[O JSHZZLZ
- ,%, 7C6 MVY >PKKSL BJOVVS D=BB [LHJOLY

COL HKKP[PVUHS [LHJOLYZ HUK JV\UZLSVYZ H[[OL LSLTLU[HY` HUK TPKKSL ZJOVVSZ ^PSS HSSV^ [OVZL ZJOVVSZ TVYL MSL_PIPSP[` PU [OLPY HSSVJH[PVU VM BJOVVS BP[L 5PZJYL[PVUHY` M\UKZ ^OPJO HYL J\YYLU[S` WHY[PHSS` M\UK

! "#$%&$'&(

*'	4DB6 4UGXJ UL 7J[IGZ0UT
!!	E0RR0GS :[_KZZ$B[VKX0TZKTJKTZ
$('&	4B7@ @RGTT0TM ! ?\KXY0MNZ 5US S0ZZKK
" *#	>G_)$*()*
)+ %#!*	4B7@ @!? 5US S0ZZKK YZGZKSKTZ XKMGXJ0TM ZNK B[VKX0TZKTJKTZcY XKIUS SKTJGZ0UT LUX ZNK K^VKTJ0Z[XK UL ZNK 4B7@ 5RGYY B0`K AKJ[IZ0UT 8[TJ 0T 8F *()*%)+

CNK 4B7@ @RGTT0TM ! ?\KXY0MNZ 5US S0ZZKK "@!?# GVVXKI0GZKY ZNK J0GRUM[K LGI0R0ZGZKJ H_ ZNK B[VKX0TZKTJKTZ GTJ N0Y YZGLL IUTIKXT0TM ZNK 60YZX0IZcY H[JMKZ 0YY[KY RUUS0TM 0T ZNK TK^Z L0YIGR _KGX GTJ$ 0T VGXZ0I[RGX$ ZNK IUTY0JKXGZ0UTY ZNGZ]KTZ 0TZU ZNK B[VKX0TZKTJKTZcY XKIUS SKTJGZ0UT LUX ZNK [YK UL 4B7@ 5RGYY B0`K AKJ[IZ0UT "5BA# 8[TJY 0T *()*%*()+& 3Y SKSHKXY UL ZNK 4B7@ @RGTT0TM GTJ ?\KXY0MNZ HUJ_$U[X XURK 0Y ZU KTY[XK ZNK VXUVKX GTJ 0TZKTJKJ [YK UL ZNK \GX0U[Y KRKSKTZY UL 4B7@ L[TJY$ VKX ZNK 4B7@ YZGZ[ZK& CNK 5US S0ZZKK GRYU XKVXKYKTZY ZNK \U0IK UL 4KXQKRK_ VGXKTZY GTJ IUSS[T0Z_ SKSHKXY$ M0\0TM ZNK 60YZX0IZ LKKJHGIQ GTJ XKIUS SKTJGZ0UTY GHU[Z ZNK VRGTT0TM GTJ 0SVRKSKTZGZ0UT UL 4B7@%L[TJKJ VXUMXGSY&

B0TIK ZNK 4B7@ 5RGYY B0`K AKJ[IZ0UT "5BA# L[TJY XKVXKYKTZ .. UL ZNK *, S0RR0UT BVKI0GR CG^ SKGY[XK$ 5BA 0Y ZNK SUYZ Y0MT0L0IGTZ L[TJ LUX]N0IN ZNK @!? 5US S0ZZKK NGY U\KXY0MNZ XKYVUTY0H0R0Z0KY& 3LZKX IUTY0JKXGHRK GTGR_Y0Y H_ ZNK GJS0T0YZXGZ0UT GTJ JKR0HKXGZ0UT H_ ZNK 5US S0ZZKK GHU[Z ZNK SKZNUJURUM_ UL IGRI[RGZ0TM ZNK KTXURRSKTZ GZ 4KXQKRK_ :0MN BINUUR$ ZNK B[VKX0TZKTJKTZcY IGRI[RGZ0UT 0Y HGYKJ UT ZNK T[SHKX UL VKX0UJY L[TJKJ H_ ZNK 9KTKXGR 8[TJ 0T]N0IN YZ[JKTZY GXK KTXURRKJ& EK HKR0K\K ZNGZ ZN0Y SKZNUJURUM_ UL IGRI[RGZ0TM VUY0Z0\K KTXURRSKTZ [Y0TM ZNK .'- LUXS[RG YZGZKJ 0T ZNK >KGY[XK$ ZU GRRUIGZK ZNK ZKGIN0TM YZGLL GTJ GZZG0T G XKY[RZGTZ G\KXGMK IRGYY Y0`K UL *01) GZ 4:B$ SKKZY ZNK M[0JKR0TKY UL ZNK 4B7@ >KGY[XK&

ENORK ZNK J0YZX0IZ]0JK IRGYY Y0`K MUGRY K^VXKYYKJ 0T ZNK 4B7@ >KGY[XK S[YZ HK SKZ HKLUXK K^VKTJ0TM 5BA L[TJY LUX ZNK UZNKX @[XVUYKY GRRU]KJ 0T ZNK 5BA 8[TJ b %?9+7./. $8=:;/ '00/:371; "75?#$ &3..5/ *-2885 $8=7;/5371 */:>3-/;$ GTJ (:81:+6 *=998:< b ZNK 5US S0ZZKK HKR0K\KY ZNKYK UZNKX GRRU]GHRK @[XVUYKY ZU HK \GR[GHRK GTJ]UXZN_ UL IUTY0JKXGZ0UT& 3LZKX XK\0K]0TM G ZNXKK%_KGX VXUPKIZ0UT UL 4B7@ 5BA H[JMKZ YIKTGX0UY 0T UXJKX ZU [TJKXYZGTJ ZNK RUTM%ZKXS \0GH0R0Z_ UL Y[VVUXZ LUX ZNKYK UZNKX @[XVUYKY$ ZNK 5US S0ZZKK Y[VVUXZY ZNK B[VKX0TZKTJKTZcY XK\0YKJ 5BA XKIUS SKTJGZ0UT UL 3VX0R *,$ *()*$]N0IN 0TIR[JKY GT 0TIXKGYK 0T L[TJ0TM LUX 5/$-&'& .301' !(('0*-)1 GZ 4:B$ GTJ GT 0TIXKGYK LUX .3-1'+*-)#'04*%'1 0T ZNK S0JJRK YINUURY$ HGYKJ UT G I[XXKTZ TKKJY GYYKYYSKTZ IUTJ[IZKJ H_ ZNK GJS0T0YZXGZ0UT&

;T XK\0K] 0TM ZNK ZNXKK%_KGX VXUPKIZKJ 5BA H [JMKZ$ [Y0TM SUJKXGZK XK\KT [K GTJ K^VKTJ0Z [XK VXUPKIZ0UTY$ ZNK @ ! ? 5US S0ZZKK XKIUMT0`KJ ZNGZ ZNKXK SG_ HK G Y [HYZGTZ0GR HGRGTIK UL [TGRRUIGZKJ L [TJY GZ ZNK IRUYK UL 8F * ( ) -& 5US S0ZZKK SKSHKXY GMXKKJ ZNGZ 0Z 0Y 0SVUXZGTZ LUX ZNKYK 5BA SUT0KY ZU HK [YKJ LUX VXUMXGSY] N0IN ZNK BINUUR 9U\KXTGTIK 5U [TI0RY "B95Y# \GR [K GTJ] N0IN ZNK_ NG\K YZX0\KT ZU L [TJ] 0ZN J] 0TJR0TM Y0ZK XKYU [XIKY& CNK B [VKX0TZKTJKTZcY XK\0YKJ 5BA XKIUS SKTJGZ0UT$ ZU 0TIXKGYK L [TJ0TM LUX ZNK KRK SKTZGX_ YINUUR =0ZKXGI_ 5UGINKY "H_ &) 8C7 KGIN#$ GTJ ZU 0TIXKGYK L [TJ0TM LUX S0JJRK YINUUR IU [TYKRUXY "&* 8C7 GZ =UTMLKRRU] GTJ E0RRGXJ GTJ &, 8C7 GZ <0TM#] 0RR XKY [RZ 0T ZNK XKRKGYK UL Y0ZK J0YIXKZ0UTGX_ SUT0KY LUX UZNKX V [XVUYKY ZU HK JKZKXS0TKJ H_ ZNK B95Y&

CNK "0 .)0$, #3 / / . 02 IUSVUTKTZ UL ZNK 5BA L [TJ NGY HKKT IX0Z0IGR 0T GRRU] 0TM ZNK J0YZX0IZ ZU 0SVRKSKTZ GTJ K^VGTJ G T [SHKX UL 0TYZX [IZ0UTGR GTJ GIGJKS0I

YINUUR& =GYZR_$ ZNK 5US S0ZZKK] U[RJ R0QK ZU YKK IUSVUTKTZY UL ZNK D=BB'AZ;*
SUJKR K^VGTJKJ 0TZU ZNK N0MN YINUUR&

ENORK 4B7@ $*) (:81:+6 *=998:< NGY HKIUSK G \0GHRK XKYU[XIK LUX L[TJ0TM \GR[KJ 0TYZX[IZ0UTGR VXUMXGSY ZNGZ ZNK 9KTKXGR 8[TJ IGT TU RUTMKX GLLUXJ$ ZNK 5US S0ZZKK IG[Z0UTY ZNK BINUUR 4UGXJ GMG0TYZ XKR_0TM NKG\0R_ UT ZN0Y 5BA L[TJ ZU VG_ LUX KYYKTZ0GR 0TYZX[IZ0UTGR VXUMXGSY& CNK RUYY UL BZGZK <%+ IRGYY Y0`K XKJ[IZ0UT L[TJY GTJ'UX ZNK RUYY UL UZNKX Y0MT0L0IGTZ 98 L[TJ0TM YZXKGSY$ UX$ IUT\KXYKR_$ G Y0MT0L0IGTZ 0TIXKGYK 0T K^VKTYKY$ IU[RJ XKW[0XK G S[IN N0MNKX IUTZX0H[Z0UT LXUS ZNK 4B7@ 5BA L[TJ ZU SKKZ ZNK 4B7@ IRGYY Y0`K MUGRY$ RKG\0TM R0ZZRK RKLZ ZU L[TJ 75?$ S0JJRK YINUUR IU[TYKR0TM$ UX ZNK VXUMXGS Y[VVUXZ V[XVUYKY ZNGZ GXK YKIUTJGX_ ZU SG0TZG0T0TM ZNK IRGYY Y0`K MUGRY& 8[XZNKXSUXK$ 0Z 0Y TUZ ZNK UV0T0UT UL ZN0Y 5US S0ZZKK ZNGZ 75? GTJ S0JJRK YINUUR IU[TYKR0TM IU[RJ MU [TL[TJKJ 0T UXJKX ZU [YK ZNK 5BA H[JMKZ LUX

"%1+%,%5 4.)&)%$ 2#(//,$)231)#3

3/ F0QQ0GR 9Z^KYY$ CZUKW0SYKSJKSY
&1/- ?K0Q CR0YN$ 2XX0XYGSY CZUKW0SYKSJKSY$ 6JZIGY0TSGQ CKW[0IKX
$!3% ;ZSK .$*()*
24"*%#3 *()*%*()+ 4TSXTQ0JGYKJ CINTTQ AQGSX LTW CYZJKSY 2IN0K[KRKSY

"!#+'1/4.$).&/1-!3)/.
DNK 4GQ0LTWS0G 5KUGWYRKSY TL 6JZIGY0TS WKVZ0WKX K[KW^ XINTTQ UGWY0I0UGY0SM 0S XINTTQ HGXKJ IGYKMTW0IGQ UWTMWGRX YT NG[K G 3TGWJ GUUWT[KJ C0YK AQGS LTW CYZJKSY 2IN0K[KRKSY YNGY RZXY HK WK[0XKJ GSSZGQQ^ HGXKJ TS IZWWKSY XYZJKSY JGYG& DNK %0<50608?-64. *.3996= '/?.,>498,6 'A.0660 8.0 $.> 91 "!!#">KGXZWK 2 TL *((.# GQQTIGYKX)(&*- TL YNK G[G0QGHQK WK[KSZKX GSSZGQQ^ LTW CINTTQ 5 0XIWKY0TSGW^ 7ZSJX0

C+30 *.3996 (9@0<8,8.0 &9?8.46 =3,66 /0@0699:
<0.97 708/,>498= >9 ,669.,>0 >30=0 <0@08?0= 19< >30 :0<=98806
=0<@4.0= ,8/ 7,>0<4,6= <0;?4<0/ >9 /0646@0< 0110.>4@0 ,.>4@4>40=
60,/482 >9 47:<9@0/ =>?/08> :0<19<7,8.0 D "CKIY0TS *&3&0#

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BSEP/Measure A School Discretionary Allocations for FY 2012-13 @ $233/pupil

	New Revenue at $232/pupil
386	89,938
291	67,803
329	76,657
325	75,725
302	70,366
433	100,889
427	99,491
414	96,462
440	102,520
462	107,646
250	58,250
4,059	945,747
460	107,180
541	126,053
919	214,127
1,920	447,360
150	34,950
150	34,950
3,060	712,980
3,360	782,880
375	87,375
375	87,375
9,714	2,263,362

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SUMMARY OF BSEP SCHOOL SITE DISCRETIONARY FUNDS ANNUAL PLANS FOR FY 2013

For Board adoption June 6, 2012

ARTS MAGNET — FY 2013 Allocation: $96,462

- Teacher – Literacy Coach - .1

JEFFERSON **FY 2013 Allocation: $76,657**

- Teacher – Literacy Coach -.31 FTE
- Teacher – ULSS Coordinator - .23 FTE
- Teacher – English Language Development - .10 FTE
- Hourly Teaching - Afterschool Learning Program (ALP) – 249 hours
- Curriculum Development –

MALCOLM X **FY 2013 Allocation: $107,646**

- Teacher – Arts Curriculum Coordinator - .37 FTE
- Teacher – K-2 Music - .20 FTE
- Instructional Specialist – Dance -.44 FTE
- Instructional Specialist – Drama - .21 FTE
- School Service Aide - .1237 FTE
- Clerical/Parent Ed Support – 105 hours

Malcolm X Carryover Priorities (C/O projected to be at least $11,000):

- Hourly Teaching – Project Connect
- Instructional Materials
- Substitutes for Curriculum Planning, Equity Team meetings
- Performances / Assemblies
- Field Trips
- Professional Development – group book study, conferences

OXFORD **FY 2013 Allocation: $70,366**

- Teacher – Literacy Coach - .35 FTE
- Instructional Assistant – .33 FTE
- Program Assistant – Reading Program – .13 FTE
- Instructional Materials - $6,000
- Mental Health Counseling (BACR) contract - $11,000
- PIQE Parent Education contract - $2,700

Carryover Priorities (C/O projected to be at least $3,300):

- Hourly Intervention – Teachers &/or Classified
- Hourly Teaching – Afterschool Reading Recovery

ROSA PARKS **FY 2013 Allocation: $102,520**

- Teacher – English Language Development Coach Afterschool - .38 FTE
- Instructional Specialist – K-2 Dance - .24 FTE
- Teacher Hourly – Afterschool Reading – 97 hours
- Teacher Hourly – K-2 Spanish Reading Intervention – 208 hours
- Teacher Hourly – Math Intervention – 14 hours
- Sub Days for Professional Development – 10 days
- Tutors – English Language Development – 247 hours
- Tutors – Renzulli Program – 174 hours
- Noon Director – 348 hours
- Instructional Materials - $9,000

Rosa Parks continued:

- TWI Conference - $1,500

Early Childhood continued:

- ULSS Program – Bay Area Children First (BACF) contract - $22,313
- Arts contracts - $10,500
- Instructional Materials @ $200/classroom - $4,200
- Technology Hardware & Software - $3,000

Carryover Priorities (C/O projected to be approximately $40,000):

- Substitutes to release teachers and I.A.s to collaborate with Creative Curriculum Teacher Leaders - $11,600
- Hourly Teacher Leader/Coach for ULSS support in math, literacy, social-emotional health – 583 hours
- Playground equipment - $8,400

KING **FY 2013 Allocation: $214,127**

- Vice Principal for ULSS (Universal Learning Support System) – 3 @ .25 FTE ea.
- Counselor – .60 FTE
- Substitutes for AVID Teachers – field trips – 19 days
- Hourly Teaching & Curriculum Development – 350 hours
- Hourly Teaching – AVID Program – 105 hours
- Curriculum Development – Department Chairs – 49 hours
- Noon Directors – Lunch Yard & Dining Commons – 487 hours
- Instructional Materials - $4,700
- AVID Training – conference - $1,000
- "Keepin' It Real" Mentoring (Nikao Youth Services) contract - $30,000

Carryover Priorities (C/O projected to be at least $14,000):

- Additional Hourly Teaching - $2,000
- Substitutes for Professional Development - $1,600
- Instructional Materials – $8,000 additional

LONGFELLOW **FY 2013 Allocation: $107,180**

- Teacher – Art - .20 FTE
- Counselor - .36 FTE
- Hourly Teaching – Extended Day Program Arts Enrichment – 166 hours
- Hourly Teaching – Before/Afterschool – 83 hours
- Athletic Coach Stipends – 6 Stipends
- Noon Director – 418 hours
- Professional Development Books - $2,000
- Instructional Materials - $10,000
- Field Trips ($1,500/grade level) – BUSD Buses - $4,500
- Field Trips – BUSD Buses – AVID Program - $2,000
- WriterCoach Connection (CAFL)

Longfellow continued:

Carryover Priorities (C/O projected to be approximately $6,700):

- Afterschool Arts Enrichment
- Academic Support

WILLARD **FY 2013 Allocation: $126,053**

- Teacher – Read 180 - .024 FTE
- Instructional Specialist – Athletics - .40 FTE
- Instructional Specialist – Garden - .10 FTE
- Hourly Teaching – Math/Science – 41 hours
- Hourly Teaching – AVID Program – 37 hours
- Teacher Professional Development – 32 hours
- Athletic Coach Stipends – 4 Stipends
- Parent Liaison – Hourly – 81 hours
- Instructional Materials - $7,000
- WriterCoach Connection Program (CAFL) contract - $9,000
- Youth Support Program VISTA Volunteer – BACR contract - $20,000
- 2 Americorps Volunteers – Bay Area Community Resources (BACR) contract - $28,000

Carryover Priorities (C/O projected to be at least $18,000):

- Hourly Teaching & Curriculum Development
- Athletic Coach Stipends
- Professional Development

INDEPENDENT STUDY **FY 2013 Allocation: $34,950**

- Hourly Teaching – K-8 Art Seminars – 12 hours
- Hourly Teaching – Study Skills Mentor – 110 hours
- Curriculum Development – K-8 Program Facilitator – 75 hours
- Instructional Specialist – Garden – 134 hours
- Tutors – Academic Subjects, Languages - 1,044 hours
- Art & Garden Materials - $1,500
- Instructional Technology Equipment - $2,000

Carryover Priorities (C/O projected to be approximately $32,000):

- Increase K-8 Art Seminars by $1,000 ($1,450 total – 40 hours)
- Increase Instructional Specialist – Garden by $1,000 ($4,968 total – 184 hours)
- Supplementary Books - $10,000
- Increase Instructional Materials by $10,000 ($11,500 total)
- Increase Instructional TechnBooks

BERKELEY TECHNOLOGY ACADEMY **FY 2013 Allocation: $34,950**

- Student Welfare & Attendance Officer for On-Campus Intervention - .47 FTE

Carryover Priorities (C/O projected to be approximately $10,000):

- Support for Academic Projects
- Field Trips for Career Pathways
- Computer Software & Hardware
- Instructional Materials –

BERKELEY HIGH SCHOOL

AFRICAN-AMERICAN STUDIES - 306

Instructional Specialist (Dance & Drum) - .53 FTE* (Walton) - #5

Provides a half-time Instructional Specialist Lead Drummer for the African/Haitian dance course. The class serves approximately 300 students, strengthening their physical conditioning while instilling in them a sense of community and appreciation for the cultures of the world, and teaching them how the work of each leads to the success of all.

PARENT RESOURCE CENTER – 317

SPECIAL EDUCATION - 320

Outsiders' Club College Prep Class-Hourly Teachers (352 hours) (Colborn) -#7

Begun in 2003, the BHS Outsiders' Club College Prep Class is designed to facilitate a successful transition from high school to post-secondary education and career training for some of the most at-risk students at Berkeley High.

* Personnel positions to be budgeted exactly, when filled, according to BUSD Personnel Policies & Procedures.

Adopted by BHS BSEP Committee 4-19-12; adopted by BHS School Site Council 5-15-12

Student Welfare & Attendance Specialist (On-Campus Intervention Program Coordinator) – 1.0 FTE* (McDonald) - #11

This allocation provides a full time Student Welfare & Attendance Specialist to serve as the On-Campus Intervention Program Coordinator. The BHS On-Campus Intervention (OCI) Program is a clearinghouse for referrals from all Small Schools & Programs for discipline, attendance, and counseling issues. Over 1,000 such referrals were received by OCI during the first semester of 2011-12. The majority of referrals to OCI are for discipline matters. (OCI handles 80% of discipline referrals at Berkeley High; 20% are handled by Vice Principals.) Removing a student who is behaving inappropriately enables teachers to maintain a positive learning environment in class. The task of de-escalating and counseling students at risk falls to OCI. OCI provides a range of interventions including: counseling, conflict mediation, family support and interventions, a

* Personnel positions to be budgeted exactly, when filled, according to BUSD Personnel Policies & Procedures.

STUDENT COURT – 328

Program Assistant (Student Court Coordinator) – .53 FTE* (McDonald) #13

Provides a half-time Program Assistant to coordinate the Berkeley High Student Court, which provides a positive alternative to out-of-school suspensions for students who face disciplinary action for violating school rules. The Student Court's restorative justice program is an integral part of BHS' On-Campus Intervention, aimed at providing alternatives to suspension for students who take responsibility for their actions, as well as involving students in setting standards of behavior at Berkeley High. The intention of this program is to address the Discipline Gap, in which disproportionate numbers of African-American and Latino students are

* Personnel positions to be budgeted exactly, when filled, according to BUSD Personnel Policies & Procedures.

Berkeley High BSEP School Enrichment Funded Programs - FY 2012-2013

Department / Program	Proposal	Title	Allocation
School-wide (000)	#17	Instructional Materials	49,500
School-wide (000)	#2	Volunteer Coordinator (Prog. Asst.) - .67 FTE*	49,900
School-wide (000)	#16	BSEP Committee Support	2,500
African-American Studies (306)	#5	Instructional Specialist (Dance & Drum) - .53 FTE*	40,300
College/Career Advising (310)	#10	College / Career Advisors – 2.0 FTE*	150,500
R.I.S.E. Program (315)	#15	R.I.S.E. Program Support	6,000
Parent Resource Center (317)	#6	Parent Liaison - .53 FTE*	29,300
ELL Education (319)	#8	Bilingual Home-School Liaison - .53 FTE* & Tutors (1,158 hrs)	44,800
Special Education (320)	#7	Outsiders' Club College Prep Class Hourly Teachers	12,320
Video Arts (321)	#4	Instructional Media Technician - .1.0 FTE*	53,200
Academic Choice (323)	#9	Teacher on Special Assignment Academic Resources Coordinator (ARC) - .	[redacted]
Intervention Services (326)	#12	Counselor (Intervention Coordinator– 9th & 1 .60 FTE*	
Intervention Services (326)	#11	Student Welfare and Attendance Specialist (On-Campus Intervention) – 1.0 FTE*	
Academic Support Services (327)	#14	Teacher on Special Assignment (Student Academic Support Coordinator) – & Tutors (867 hrs)	
Student Court (328)	#13	Student Court Coordinator (Program Asst.)-.53 FTE*	34,400
		TOTAL FY 2012-2013 FUNDED PROGRAMS	**$ 688,020**
		RESERVE FOR PERSONNEL VARIANCE	**25,000**
		TOTAL FY 2012-2013 GRANTS & RESERVE	**$ 713,020**

Priorities for Anticipated FY 12 Carryover (in priority order)	
#1) Instructional Materials – increase to $57,000	7,500
#2) Instructional Materials – increase to $127	

* Personnel positions to be budgeted exactly, when filled, according to BUSD Personnel Policies & Procedures.

Adopted by the BHS BSEP Committee 4-19-12; adopted by the BHS School Site Council 5-15-12

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- :WPXPY_L]d ENSZZW ?TM]L]d @POTL FPNSYTNTLY^% ** 5 '1) ;F: (PLNS
- 9T^_]TN_&bTOP 8PY_]LW @POTL ?TM]L]d FPNSYTNTLY% * 5 '1) ;F:
- 7<E ?TM]L]d @POTL FPNSYTNTLY% * 5 '1) ;F:

FZ^LW 3 -%- 9F8 NP\^TQTNL^PO]^LQQ2 ()%)- 9F8 NWL]]TQTPO]^LQQ

;Z_\Wc# 8b^\L 7_^c *'#'''

E_XXP\ 8b^PYOPO 7Lc ?TM\L\c C\ZR\LX & .%)))
FSP 7:6DE E`XXP] ENSZZW ?TM]L]d []ZR]LX bTWW NZY_TY`P TY ^`XXP] +)*+%
bT_S L ?TM]L]d @POTL FPNSYTNTLY L_ MZ_S 7:6DE(:98 ^`XXP] ^NSZZW ^T_P^
"_ST^ dPL] @LWNZWX J LYO DZ^L CL]V^# QZ] _bPWaP SZ`]^ [P] bPPV L_ PLNS ^T_P% L
_Z_LW ZQ +- SZ`]^ [P] bPPV QZ] QTaP bPPV^' FST^ []ZR]LX ^`[[Z]_^ Z`] QZN`^ ZY
WT_P]LNd% LYO dTPWO^ ^_]ZYR]P^`W_^ Md XT_TRL_TYR _SP NZXXZY h^`X XP] ^WTOPi'
FSP ?TM]L]d @POTL FPNSYTNTLY []ZaTOP^ WTM]L]d aT^T_^ LYO MZZV NT]N`WL_TZY QZ]
_SP :98 ^_`OPY_^ LYO ^_LQQ'

ENSZZW KPL\ C\P[L\L^TZY & 0%)))
FbZ Pc_]L O`_d OLd^ L_ _SP ^_L]_ ZQ _SP ^NSZZW dPL] QZ] _SP :WPXPY_L]d ?TM]L]d
FPNSYTNTLY^ LWZb^ _SPX _Z MP [L]_TNT[LY_^ TY _SP bSZWP ^NSZZW TYT_TL_TaP^ _SL_
L]P OPaPWZ[PO O`]TYR _SP ^_LQQ XPP_TYR^ []TZ] _Z _SP QT]^_ OLd ZQ ^NSZZW%
PYLMWTYR _SPX _Z MP__P] _LTWZ] _SPT] WTM]L]d NZWWPN_TZY^ LYO []ZR]LX^ _Z _SP
YPPO^ L_ PLNS ^NSZZW ^T_P'

@TOOWP ENSZZW FPb^MZZV @LYLRPXPY^ & ,%)))
FZ []ZaTOP ^`[[Z]_ QZ] _Pc_MZZV XLYLRPXPY_ L_ _SP XTOOWP ^NSZZW WPaPW% _bZ
Pc_]L O`_d OLd^ L_ _SP MPRTYYTYR ZQ _SP ^NSZZW dPL]% ZYP L_ _SP PYO% LYO _SP
P\`TaLWPY_ ZQ _bZ Pc_]L O`_d OLd^ ^[]PLO Z`_ ZaP] _SP QT]^_ LYO WL^_ bPPV ZQ
^NSZZW "T'P' LOOTYR ZYP SZ`] [P] OLd _Z _SP bZ]V OLd# L]P LOOPO _Z _SP @TOOWP
ENSZZW ?TM]L]d FPNSYTNTLY^g ^NSPO`WP'

>$* ?T^P\LNc 4[[] & .%)))
APb TY +)*+&*,% WTM]L]d ^_LQQ bT_S ^[PNTLW Pc[P]_T^P bTWW WPLO bZ]V^SZ[^ _Z
Pc[WZ]P _SP `^PO ZQ WT_P]LNd L[[^ LYO PMZZV^ QZ] `^P TY PWPXPY_L]d R]LOP^'

?TM\L\c 4_^ZXL^TZY 6ZY`P\]TZY & .%)))
6Q_P] L aP]d OT^L[[ZTY_TYR NZYaP]^TZY _Z L YPb WTM]L]d LYO _Pc_MZZV
L`_ZXL_TZY ^d^_PX TY +)**&+)*+% _SP ?TM]L]d C]ZR]LX [WLY^ _Z NZYaP]_ LRLTY
TY +)*+&+)*, _Z L X`NS XZ]P ]ZM`^_ ^d^_PX' FST^ _]LY^T_TZY bTWW YPNP^^T_L_P
^ZXP LOOT_TZYLW _]LTYTYR _TXP'

?TM\L\c @POTL FPNSYTNTLY E_M]^T^_^P] & .%)))
6 [ZZW ZQ ?TM]L]d @POTL FPNSYTNTLY ^`M^_T_`_P^ bTWW MP P^_LMWT^SPO ^Z _SL_
WTM]L]TP^ NLY NZY_TY`P _Z ^P]aP ^_`OPY_^ LYO ^_LQQ bSPY _SP ^T_P WTM]L]d ^_LQQ T^
`YLMWP _Z MP L_ ^NSZZW'

C\ZQP]]TZYLW 7P`PWZ[XPY^ /#'''

ENSZZW WTM]L]d ^_LQQ [L]_TNT[L_P^ TY 9T^_]TN_%]PRTZYLW LYO ^_L_PbTOP bZ]V^SZ[^
LYO NZYQP]PYNP^ _Z ^_]PYR_SPY _SPT] TY^_]`N_TZYLW LYO XLYLRP]TLW ^VTWW^ LYO _Z
^_Ld LM]PL^_ ZQ OPaPWZ[TYR TY^_]`N_TZYLW LYO WTM]L]d _PNSYZWZRTP^' C]ZQP^^TZYLW
9PaPWZ[XPY_ XZYTP^ [Ld QZ]]PRT^_]L_TZY QPP^ LYO QZ] ^`M^_T_`_P^ TQ _SP
bZ]V^SZ[^ QLWW O`]TYR _SP ^NSZZW OLd' EZXP bZ]V^SZ[^ TYNW`OP3 ELY @L_PZ
8Z`Y_d BQQTNP ZQ :O`NL_TZY ?TM]L]d E_LQQ E`XXP] F]LTYTYR C]ZR]LX4 8LWTQZ]YTL
ENSZZW ?TM]L]d 6^^ZNTL_TZY "8E?6# LYY`LW NZYQP]PYNP LYO]PRTZYLW bZ]V^SZ[^4
6XP]TNLY ?TM]L]d 6^^ZNTL_TZY "8?6# LYY`LW NZYQP]PYNP4 8ZX[`_P] G^TYR
:O`NL_Z]^ "8G:# LYY`LW NZYQP]PYNP4 ELY ;]LYNT^NZ C`MWTN ?TM]L]d bZ]V^SZ[^'

6ZWWPN^TZY LYO DP]Z_\NP 7P`PWZ[XPY^ (,+#*''

ENSZZW ?TM\L\c 6ZWWPN^TZY] $ *-.%0*)
6Y LWWZ_XPY_ ZQ *. [P] [`[TW QZ] WTM]L]d MZZV^ LYO XL_P]TLW^ T^ []Z[Z^PO QZ]
;K +)*+&*, "_SP ^LXP L^ QZ] ;K **&*+#4 _SP LaP]LRP []TNP ZQ L WTM]L]d MZZV
N`]]PY_Wd]LYRP^ Q]ZX **& +.' 7GE9 WTM]L]TP^ []ZaTOP []TY_ LYO OTRT_LW
]P^Z`]NP^ QZ] L M]ZLO]LYRP ZQ]PLOTYR WPaPW^ LYO TY_P]P^_^' FSP _T_WP^ L]P
^PWPN_PO _Z MP TY LWTRYXPY_ bT_S N`]]TN`W`X NZY_PY_ LYO WTM]L]d ^_LYOL]O^%
[]ZXZ_TYR ^_`OPY_^g LNNP^^ _Z _SP XL_P]TLW^ _SPd YPPO QZ]]P[Z]_^ LYO
]P^PL]NS' =Y LOOT_TZY% Z`] NZWWPN_TZY^ L]P LW^Z RPL]PO _Z ^_TX`WL_TYR ^_`OPY_^g
^PWPN_TZY^ QZ] Q]PP]PLOTYR LYO [`]^`TYR TYOTaTO`LW TY_P]P^_^' =YNW`OPO TY
8ZWWPN_TZY 9PaPWZ[XPY_T^ ^`[[Z]_ ZQ _SP C]P^NSZZW 7ZZV 7LR []ZR]LX L_ LWW
S]PP 7GE9 8STWO 9PaPWZ[XPY 8PY_P]^% []ZaTOTYR MZZV^ QZ] ^_`OPY_^_Z
MZ]]Zb L^ bPWW L^ QZ] 6`_SZ](=WW`^_]L_Z] []ZUPN_^ _S]Z`RSZ`__SP ^NSZZW dPL]'

F\LY]T^TZYLW >TYOP\RL\^PY & .2)
6Y LWWZNL_TZY bTWW

6PY^\LW @POTL 6ZWWPN^TZY & /%)))
6 /%))) LWWZNL_TZY T^ QZ] _SP ZYRZTYR OPaPWZ[XPY_ ZQ _SP OT^_]TN_g^ L`OTZ&
aT^`LW NZWWPN_TZY L_ _SP 8PY_]LW @POTL ?TM]L]d% bSTNS NLY MP L[[WTPO _Z
[Z_PY_TLW ^_]PL XTYR aTOPZ LYO PMZZV Z[_TZY^ TY _SP _]LY^T_TZY _Z L MWPYOPO
OaO(aT]_`LW XZOPW'

5ZZV 4aL\O 6ZWWPN^TZY $ +%)))
FSP 8LWTQZ]YTL KZ`YR DPLOP] @POLW T^ L ^_L_PbTOP MZZV LbL]O []ZR]LX
NZZ]OTYL_PO Md _SP 8LWTQZ]YTL 6^^ZNTL_TZY ZQ FPLNSP]^ ZQ :YRWT^S "86F:#%
8LWTQZ]YTL ?TM]L]d 6^^ZNTL_TZY "8?6#% 8LWTQZ]YTL DPLOTYR 6^^ZNTL_TZY "8D6#%
LYO 8LWTQZ]YTL ENSZZW ?TM]L]d 6^^ZNTL_TZY "8E?6#' E_`OPY_^ X`^_]PLO LWW
YZXTYL_PO MZZV^ MPQZ]P aZ_TYR4 NPY_]LWWd []ZaTOTYR _SP YZXTYL_PO _T_WP^ QZ]
ST^ dPL] PY^`]P^ _SL_ LWW ^_`OPY^ L]P LMWP _Z [L]_TNT[L_P'

<YQZ\XL^TZY ?T^P\LNc LYO 4NNP]] /)#0''

<Y`PY^Z\c LYO 6T\N_WL^TZY Ec]^PX & 0.%)))
=Y +)*+&*, _SP ?TM]L]d C]ZR]LX bTWW XZaP _Z L X`NS XZ]P ]ZM`^_WTM]L]d LYO
_Pc_MZZV L`_ZXL_TZY ^d^_PX LQ_P] L Q]`^_]L_TYR LYO `Y^`NNP^^Q`W dPL] bT_S LY
h`[ LYO NZXTYRi ^d^_PX _SL_ OTO YZ_ []ZaP LOP\`L_P' EN]PPYTYR LYO
^PWPN_TZY ZQ _SP YPb ^d^_PX T^ MPTYR NZYO`N_PO TY ^[]TYR +)*+% bT_S _SP RZLW
ZQ MPTYR Q`WWd NZYaP]_PO Md EP[_PXMP] +)*+'

I Z\WO 5ZZV# LYO FPLNSTYR5ZZV]# BYWTYP I PM[LRP] & 0%2))
FSP ?TM]L]d C]ZR]LX []ZaTOP^ ZYWTYP]PQP]PYNP]P^Z`]NP^ QZ] ^_`OPY_^ LYO
_SPT] QLXTWTP^ _S]Z`RS ^`M^N]T[_TZY^ _Z I Z]WO 7ZZV BYWTYP LYO
FPLNSTYR7ZZV^'YP_' FSP^P OTRT_LW]P^Z`]NP^% bSTNS L]P LaLTWLMWP _Z _SP PY_T]P
C]P>&*+ ^_`OPY_ MZOd LYO _SPT] QLXTWTP^% SLaP dPL]Wd ^`M^N]T[_TZY QPP^ QZ]
LNNP^^ LYO XLTY_PYLYNP' ?TYVPO ZY PaP]d ^NSZZW WTM]L]d bPM^T_P% _SPd ZQQP]
STRS \`LWT_d aP_PO TYQZ]XL_TZY _SL_ PY^`]P^ L ^_LMWP ^_P[[TYR ^_ZYP LWZYR _SP
[L_S ZQ TYQZ]XL_TZY ^PPVTYR []ZUPN_^' 6OOT_TZYLW ^`M^N]T[_TZY OL_LML^P^ L]P
NL]]TPO Md 7P]VPWPd <TRS ENSZZW QZ] _SP ^PNZYOL]d ^NSZZW^ L^ [L]_ ZQ _SPT]
NZWWPN_TZY OPaPWZ[XPY_% WT^_PO LMZaP'

6OOT_TZYLWWd% 7GE9 ?TM]L]d EP]aTNP^ XLTY_LTY^ L bPM [LRP ZQ NPY_]LW ^P]aTNP^
QZ] ^_LQQ LYO QLXTWTP^ L_ S__[3((MP]VPWPd'YP_(WTM]L]d&^P]aTNP^ bSTNS []ZaTOP^
WTYV^ QZ] SZXP LNNP^^ _Z Z`] PWPN_]ZYTN ]P^Z`]NP^' FSP ENSZZW ?TM]L]TP^ bPM
[LRP WTYV^ _Z PLNS ZQ _SP TYOTaTO`LW ^NSZZW ^T_P^ L_ S__[3((MP]VPWPd'YP_(^NSZZW&
WTM]L]TP^' 6WW ZQ _SP WTM]L]d NZWWPN_TZY^ ZQ _SP >&*+ ^NSZZW^ LYO _SP 8PY_]LW
@POTL ?TM]L]d L]P ^PL]NSLMWP ZYWTYP' :LNS ZQ _SZ^P WTM]L]TP^ XLTY_LTY^ aT]_`LW
WTM]L]d bPM [LRP^ R`TOTYR ^_`OPY_^ _Z LOOT_TZYLW]P^Z`]NP^ L[[]Z[]TL_P QZ]
SPT] ^`OTP^'

FPNSYZWZRc G[R\LOP] & +.%)))
6Y ZYRZTYR NdNWP ZQ XLTY_PYLYNP LYO `[R]LOP ZQ _SP YP_bZ]V ZQ NZX[`_P]^
LYO Z_SP] P\`T[XPY_ YPPOPO _Z VPP[ Z`] WTM]L]TP^]P^[ZY^TaP _Z [L_]ZY^g
YPPO^ T^ NZZ]OTYL_PO TY NZYU`YN_TZY bT_S _SP FPNSYZWZRd 9P[L]_XPY_' I P L]P
LW^Z M]TYRTYR L XZ]P NZY^T^_PY_ TY^_]`N_TZYLW NL[LNT_d "?89 []ZUPN_Z]%
OZN`XPY_ NLXP]L% []ZUPN_TZY NL]_% ^[PLVP]^% ^N]PPY# _Z PLNS WTM]L]d L^
LOOT_TZYLW NZX[ZYPY_^'

ETRYLRP G[R\LOP] & *)%)))
ETRYLRP T^ L VPd NZX[ZYPY_ _Z LYd WTM]L]d' B`] WTM]L]TP^ SLaP WZYR MPPY
]P^Z`]NPQ`W TY hXLVTYR OZi bT_S N]PL_TaP dP_ _PX[Z]L]d XL_P]TLW^' FST^ dPL] bP
[WLY _Z TY^_LWW []ZQP^^TZYLW ^TRYLRP'

6PY^\LW ?TM\L\c BQQTNP & .%)))
BYRZTYR YPPO^ ^`NS L^ []P[L]L_TZY ZQ 6`_SZ] E_`Od XL_P]TLW^% ^`[[Z]_QZ] _SP
6Q]TNLY 6XP]TNLY DPLO =Y% [Z^_P]^ QZ] _SP 8LWTQZ]YTL KZ`YR DPLOP] @POLW%
M]ZNS`]P^% XL_P]TLW^ QZ] []ZQP^^TZYLW OPaPWZ[XPY_%]PLOTYR []ZXZ_TZY^% LYO
TY&_ZbY _]LY^[Z]_L_TZY NZ^_^ QZ] aT^T_TYR L`_SZ]^% L]P XZ^_ PQQTNTPY_Wd SLYOWPO
TY _SP 9T^_]TN_ ?TM]L]d 8ZZ]OTYL_Z]g^ ZQQTNP'

5E8C ?TM\L\c 4WWZNL^TZY QZ\ 9K)'(*	(#-0+#*''
:^_TXL_PO 9K ((($() 6L\\cZ`P\"	,''#'''
FBF4? 4H4<?45?8 D8H8AG8	)#(0+#*''

8JC8A7<FGD8E

?TM]L]d E_LQQTYR% "TYNW`OTYR ^`XXP]#	*%,,-%)))
<Z`]Wd% :c_]L 9`_d	,)%)))
C]ZQP^^TZYLW 9PaPWZ[XPY_	1%)))
8ZWWPN_TZY ! DP^Z`]NP 9PaPWZ[XPY_	*.-%,))
=YQZ]XL_TZY ?T_P]LNd LYO 6NNP^^	1+%2))
8PY_]LW ?TM]L]d EP]aTNP^	-)%)))

DP^P]aP □

CB?<6K&6B78
(3?8393F -BO971 .16<<9@ *2B1/A7<;/9 *E13993;13 '1A <4 $""& "@PL^`]P 6#
EPN_TZY ,7TT"L#

7<EFD<6F :B4?
H&7 f DP^Z`]NP^ f CL]NPW FLc LYO 7ZYO DPaPY`P^3 C]ZaTOP _SP MP^_ [Z^^TMWP
PO`NL_TZY QZ] LWW ^_`OPY_^ Md PQQPN_TaPWd `_TWTeTYR WZNLW [L]NPW _Lc LYO MZYO
]PaPY`P^'

9<E64? <@C46F
C]ZUPN_PO Pc[PYOT_`]P^ ZQ *%020%*)) Q]ZX _SP 7E:C ?TM]L]d Q`YO'

EF499 D86B@@8A74F<BA
6[[]ZaP _SP]PNZX XPYOL_TZY QZ] _SP Pc[PYOT_`]P ZQ 7E:C Q`YO^ QZ] _SP
?TM]L]d C]ZR]LX TY ;K +)*+&*,'

2012/13 Proposed Budget

BSEP School Library Books and Materials Allocations for FY 2012-13 @ $15/pupil

Sites/Departments	FY 11-12 CalPADS Enrollment	FY 2013 BSEP School Library Allocations
112 – Cragmont	386	5,790

'*60*1*: 93.+.*) 7(-441).786.(8

84% 4UGXJ UL 6J[IGZOUT
+642% DORROGS 9[_KZZ# B[VKXOTZKTJKTZ
)&8*% 3VXOR ((#)'()
79'/*(8% AKIUS SKTJGZOUT LUX G TK] BOZK$HGYKJ ?GXKTZ >[ZXKGIN GTJ
6TMGMKSKTZ ?XUMXGS

'&(0,6493) .3+462&8.43
CNK $-51-2-; '8*20+ (+/4426%,8+)7043)2%:+-22-3+- #+74. ! "
!4B6?" GRRUIGZKY

5US S0ZZKK GLZKX ZNK ?XUMXGS NGY HKKT KYZGHR0YNKJ% :T ZNK 0TZKX0S# ZNK B[VKX0TZKTJKTZ]0RR IUTZ0T[K ZU SKKZ]0ZN YKRKIZKJ VGXKTZY LUX GJ\0IK UT ZNK 0SVRKSKTZGZ0UT UL ZN0Y TK] VXUMXGS%

:Z 0Y XKIUS SKTJKJ ZNGZ ZN0Y V0RUZ VXUMXGS HK 0SVRKSKTZKJ LUX Z]U _KGXY HKLUXK SUJ0L0IGZ0UT UX K^VGTY0UT UL ZNK VXUMXGS 0Y [TJKXZGQKT% 3 VXUMXKYY XKVUXZ YNU[RJ HK VXKVGXKJ GZ ZNK KTJ UL 7F)'()$(*# GTJ G SUXK 0T$JKVZN VXUMXGS K\GR[GZ0UT]U[RJ HK VXKVGXKJ GZ ZNK IUTIR[Y0UT UL ZNK)'(*$(+ YINUUR _KGX%

+LE=BE@
CNK L[TJ0TM LUX ZNK XKIUS SKTJKJ ?GXKTZ >[ZXKGIN GTJ 6TMGMKSKTZ ?XUMXGS 0Y GRSUYZ]NURR_ LXUS ZNK GTT[GR GRRUIGZ0UT UL ZNK 4KXQKRK_ BINUURY 6^IKRRKTIK ?XUMXGS !4B6?" LUX ')5-37 &875-)+/ (-590+-6 CN0Y 0TIR[JKY ZNK

(%' 7C6 !ZNUYK VUY0Z0UTY SG_ TKKJ ZU HK XKJ[IKJ 0T 7C6 J[K ZU RGIQ UL Y0ZK L[TJY"% CNK IUYZ UL >VZ0UT) 0Y GVVXU^0SGZKR_ *)#' ''% :Z 0Y XKIUS SKTJKJ ZNGZ GT_ GJJ0Z0UTGR YGRGX_ YG\0TMY GIIX[KJ 0T ZNK 8KTKXGR 7[TJ LXUS KR0S0TGZ0UT UL ZNK AGTMK .) VUY0Z0UT HK XKYKX\KJ [TZ0R ZNK YZGZ[Y UL ZNK IGZKMUX0IGR L[TJY GTJ UZNKX H[JMKZ LGIZUXY GXK QTU]T%

&==BKBFE;C <FEJB=>I;KBFEJ
CNK I[XXKTZ L[TJ0TM YU[XIKY NG\K Y[LL0I0KTZ L[TJY ZU Y[YZG0T ZN0Y VXUMXGS LUX Z]U _KGXY% 6^VGTY0UT UL ZNK SUJKR ZU 0TIR[JK UZNKX YINUURY# GY 0Y LKX\KTZR_ JKY0XKJ H_ VGXKTZY GTJ YZGLL# IU[RJ HK IUTY0JKXKJ GLZKX K\GR[GZ0UT UL ZNK VXUMXGS VXU\KY 0Z ZU HK Y[IIKYYL[R GTJ GJJ0Z0UTGR L[TJ0TM YU[XIKY GXK 0JKTZ0L0KJ%

).786.(8 ,4&1
:::% 7GS0R_ GTJ 5USS[T0Z_ 6TMGMKSKTZ

541.(:!(4)*
$-51-2-; '8*20+ (+/4426 %,8+)7043)2 %:+-22-3+- #+7 4. ! " !?GXG%)3#
=KGY[XK 3 UL)''-"%

+.7(&1 .25&(8
CNK 4B6? H[JMKZ LUX ZNK XKIUS SKTJKJ ?GXKTZ >[ZXKGIN ?XUMXGS VXUPKIZKJ LUX)'(* GTJ)'(+ GXK J0YVRG_KJ 0T 3ZZGINSKTZ 3%

78&++ 6*(422*3)&8.43
3VVXU\K ZNK XKIUS SKTJGZ0UT ZU KYZGHR0YN G TK] SUJKR LUX ZNK ?GXKTZ >[ZXKGIN GTJ 6TMGMKSKTZ ?XUMXGS% CNK 4UGXJ SG_ GRYU INUUYK ZU GVVXU\K >VZ0UTY (GTJ&UX)%

.EE68<?:@E .

25A;5<5H D>96954 B38??< 49BCA93C

C?0 I SWSKW <_cO^^$ E_ZO\SX^OXNOX^
6A?=0 AOSV EWS^R$ 5]]S]^KX^ E_ZO\SX^OXNOX^ PY\ 9N_MK^SYXKV EO\`SMO]
41C50 @Kc *+$ *()*
BD2:53C0 DOMYWWOXNK^SYX PY\ 9bZOXNS^_\O] SX *()*%)+ P\YW ‰ □ □ □ □

- 9PPOM^S`O G]O YP 5]]O]]WOX^ 8K^K ^Y =WZ\Y`O =X]^_M^SYX
- 6OQSXXSXQ FOKMRO\ E_ZZY\^ KXN 5]]O]]WOX^'COO\ 5]]S]^KXMO KXN DO`SOa e 6FE5'C5D&
-

FRO Z\SY\S^SO] PY\ Z\YPO]]SYXKV NO`OVYZWOX^ SNOX^SPSON KLY`O K\O P_XNON ^R\Y_QR K `K\SO^c YP P_XNSXQ]Y_\MO]$ S) Q]Y S ‰ SO

5TNUNV\JZ` <R\NZJL` 3WJLQN[e *&/ - :F9 !&*- b))]$^O]" (,)#(&&
:Y\ ^RO ZK]^]O`O\KV cOK\] OKMR OVOWOX^K\c ]MRYYV RK] RKN ^RO O[_S`KVOX^ YP
YXO P_VW%^SWO VS^O\KMc MYKMR ^Y KNN\O]] ^RO]ZOMSPSM VS^O\KMc XOON] YP S^]
]^_NOX^] KXN]^KPP Lc Z\Y`SNSXQ SX^O\`OX^SYX PY\ ]^_NOX^] KXN MYKMRSXQ PY\
^OKMRO\]& =X *( ))%) * ^RO MYKMRO] RK`O MYX^SX_ON ^Y]_ZZY\^ ^OKMRO\] SX
SWZVOWOX^SXQ ^RO FOKMRO\] 7YWOQO DOKNSXQ KXN I \S^SXQ C\YTOM^$ ^RO NS]^\SM^g]
OVOWOX^K\c]MRYYV 9XQVS]R ?KXQ_KQO 5\^] Z\YQ\KW& =X ^RO \OMYWWOXNON
6E9C L_NQO^$ ^RO 8S]^\SM^ aSW MYX^SX_O ^Y]_ZZY\^ ^RO]$^O] SX P_XNSXQ ^RO]O
ZY]$^SYX] _]SXQ 6E9C 7VK]] ESdO DON_M^SYX C\YQ\KW E_ZZY\^ P_XN] K] aOW K]
6E9C C\YPO]]SYXKV 8O`OVYZWOX^ P_XN]&

=RMMTN BLQWWT <R\NZJL` 3WJLQ %&, (:F9)-#*&&
FRO 8S]^\SM^g] NK^K]RYa ^RK^ ^RO\O K\O WSNNVO]MRYYV]^_NOX^] aRY RK`O XY^
cO^ NOWYX]^\K^ON Z\YPSMSOXMc SX \OKNSXQ KXN a\S^SXQ& FRO \OMYWWOXNK^SYX S]
PY\ 6E9C ^Y MYX^SX_O ^Y P_XN K (&, FE5 ^Y aY\U aS^R WSNNVO]MRYYV ^OKMRO\] ^Y
SWZ\Y`O SX]^_M^SYX KXN K]]O]]WOX^ SX LY^R \OKNSXQ KXN a\S^SXQ& 5 VOKN
^OKMRO\ K^ OKMR]S^O aSW aY\U NS\OM^Vc aS^R ^RS] FE5&

=J\Q 3WJLQN[%&1(:F9 !Y_^ YP *&(:F9" .+#+&&
FRO 8S]^\SM^ RK] Z\Y`SNON MYKMRSXQ K^ ^RO OVOWOX^K\c]MRYYV] ^Y]_ZZY\^ ^RO
SWZVOWOX^K^SYX YP ,E6AG52G - 2C9 KXN RK] SNOX^SPSON K P_VW%^SWO MVK]]\YYW
^OKMRO\ K^ OKMR]S^O ^Y]O\`O K] K WK^R ^OKMRO\ \OKNO\& 5 P_VW ^SWO OVOWOX^K\c
]MRYYV MYKMR aY_VN MYX^SX_O ^Y]_ZZY\^ ^OKMRO\] Lc PKMSVS^K^SXQ aY\U]RYZ] ^Y
NOOZOX ^OKMRO\]g MYX^OX^ UXYaVONQO$ Z\Y`SNSXQ POONLKMU ^Y ^OKMRO\] LK]ON YX
MVK]]\YYW YL]O\`K^SYX]$ Q_SNSXQ ^OKMRO\] SX ^RO _]O YP K]]O]]WOX^]$ KXN
\OSXPY\MSXQ ^RO]^KXNK\N] ^RK^ K\O O]]OX^SKV ^Y]^_NOX^]_MMO]] SX WSNNVO KXN
RSQR]MRYYV WK^R& FRO NS]^\SM^ KV]Y ZVKX] ^Y P_XN K P_VW ^SWO WK^R MYKMR PY\
^RO]OMYXNK\c]MRYYV] XOb^ cOK\ LK]ON YX ^RO OVOWOX^K\c]MRYYV WYNOV& FRO
\OMYWWOXNK^SYX S] PY\ 6E9C ^Y MYX^SX_O ^Y]_ZZY\^ WK^R SX]^_M^SYX Lc
P_XNSXQ &1(:F9 YP ^aY P_VW%^SWO WK^R MYKMRO]&

28B @ZWON[[RWVJT 4N^NTWXUNV\ <NJMNZ[%)&* :F9 !. 4 &*(:F9" ' '&#&&&
60\UOVOc <SQR EMRYYV aSW MYX^SX_O ^Y PYM_] S^] Z\YPO]]SYXKV NO`OVYZWOX^
OPPY\^] YX :KM_V^c E^_Nc ;\Y_Z]$ SX aRSMR ^OKMRO\ ^OKW] P\YW ^RO]WKVW
]MRYYV]$ ^RO]WKVWO\ VOK\XSXQ MYWW_XS^SO] !5MKNOWSM 7RYSMO KXN 60\UOVOc
=X^O\XK^SYXKV <SQR EMRYYV" KXN ^RO NOZK\^WOX^] aSW ZK\^SMSZK^O SX K
MYWKLY\K^S`O]^_M^_\O$]_MR K] VO]]YX]^_Nc$ VS^O\K^_\O]^_Nc Y\ KM^SYX
\O]OK\MR$ ^Y SWZ\Y`O SX]^\_M^SYXKV Z\KM^SMO] KXN ]^_NOX^ ZO\PY\WKXMO& 9`O\c
WOWLO\ YP ^RO 6<E PKM_V^c S] K WOWLO\ YP K]^_Nc Q\Y_Z& FRO
\OMYWWOXNK^SYX S] PY\ 6E9C ^Y P_XN]Sb ^OKMRO\ SX]^_M^SYXKV VOKNO\] K^ &*(
OKMR PY\ K ^Y^KV YP)&* :F9 PY\ ^RS] OPPY\^& FRO]O ZY]$^SYX] K\O MYX]S]^OX^ aS^R
^RO QYKV] YP ^RO RSQR]MRYYV K] Y_^VSXON SX ^RO I 5E7 DOZY\^&

3WJLQN[\W B]XXWZ\ 5VPTR[Q <NJZVNZ[%&/(:F9 !Y_^ YP *&," , -#&&&
FRO\O K\O WY\O ^RKX)$*((>%) * 9XQVS]R ?OK\XO\] SX ^RO NS]^\SM^ SX ^R\OO
NSPPO\OX^ Z\YQ\KW]2 FaY% I Kc =WWO\]SYX K^ 7\KQWYX^$?O7YX^O$ DY]K CK\U]$
KXN ?YXQPOVVYa3 6SVSXQ_KV MVK]]O] !>%+" K^ FRY_]KXN BKU]3 KXN EZOMSKWc

8O]SQXON 5MKNOWSM =X]^_M^SYX SX 9XQVS]R !E85=9" aRSMR MKX LO NYXO SX KVW]_LTOM^] K^ KVW Q\KNO VO`OV]& =X KVW YP ^RO]O Z\YQ\KW]$ ^OKMRO\] K\O \O]ZYX]SLVO ^Y Z\Y`SNO SX]^_M^SYX SX 9XQVS]R ?KXQ_KQO 8O`OVYZWOX^ !9?8" ^Y 9XQVS]R ?OK\XO\] K^ ^RO ]^_NOX^]g VO`OV]& 9?8 S] ^RO]^_Nc YP ^RO]^_M^_\O] KXN ZK^^O\X] YP 9XQVS]R3 S^ S] XY^ 9XQVS]R ?KXQ_KQO 5\^]& FRO 9? 7YKMRO]$ aRY aSW LO P_XNON Z\SWK\SVc P\YW PONO\KV P_XN] ^K\QO^ON ^Y 9XQVS]R ?OK\XO\]$ aSW VOKN aY\U]RYZ] PY\ ^OKMRO\] KXN MVK]]\YYW MYKMRSXQ ^Y Q_SNO ^ROW SX _]SXQ LO]^ Z\KM^SMO] ^Y ^OKMR]^_NOX^] aRY K\O VOK\XSXQ 9XQVS]R& FRO\O aSW LO ^aY P_VV%^SWO MYKMRO] % YXO PY\ ^RO]OMYXNK\c]MRYYV] !Q\KNO] .%)*" KXN KXY^RO\ PY\ ^RO OVOWOX^K\c]MRYYV] e K] aOW K] K ZK\^%^SWO MYKMR aRY aSW Z\Y`SNO KNNS^SYXKV ]_ZZY\^ PY\ ^RO >%- F I = KXN 6SVSXQ_KV Z\YQ\KW]& FRO \OMYWWOXNK^SYX S] PY\ ^RO 6E9C C\YPO]]SYXKV 8O`OVYZWOX^ P_XN ^Y]_ZZY\^ &/(:F9 YP ^RO]O ZY]S^SYX]&

9V[\Z]L\RWVJT CNLQVWTWP` CNJLQNZ WV BXNLRJT 1[[RPVUNV\ !CB1")*#+

DVR^NZ[JT <NJZVRVP B]XXWZ\ B`[\NU !D<BB"%AN[XWV[N \W 9V\NZ^NV\RWV
IA\9" 2NQJ^RWZ BXNLRJTR[\ % &, (:F9 !Y_^ YP)&("),#*&&
G?EE'D^= S] SX^OXNON ^Y SNOX^SPc KXN]O\`O]^_NOX^] aRY XOON KNNS^SYXKV
]_ZZY\^ SX Y\NO\ ^Y]_MMOON KMKNOWSMKVVc$ LORK`SY\KVVc KXN]YMSKVVc& FRO
NS]^\SM^ S] Z\YZY]SXQ ^Y RS\O *&- :F9 ZY]S^SYX] ^Y]_ZZY\^]^KPP SX SWZ\Y`SXQ ^RO
OPPOM^S`OXO]] YP ^RO Z\YQ\KW ^R\Y_QRY_^ ^RO NS]^\SM^2)" K P_VV%^SWO KXN K RKVP%
^SWO FOKMRO\ YX EZOMSKV 5]]SQXWOX^ !)&-(:F9" aY_VN Z\Y`SNO Z\YPO]]SYXKV
NO`OVYZWOX^ PY\ ^OKMRO\] ^Y ]^\OXQ^ROX ^RO KMKNOWSM SX^O\`OX^SYX MYWZYXOX^]
SX ^RO MVK]]\YYW3 KXN *" K LORK`SY\ ]ZOMSKVS]^ !)&(:F9"$ aRY S] KV]Y K]MRYYV
Z]cMRYVYQS]^$ aY_VN aY\U aS^R ^OKMRO\] K^]S^O] ^Y NO`OVYZ]^\K^OQSO] ^Y OXQKQO
]^_NOX^] aS^R MRKVWOXQSXQ LORK`SY\ KXN'Y\ OWY^SYXKV S]]_O] SX VOK\XSXQ&
G?EE'D^= S] K RSQR Z\SY\S^c PY\ ^RO NS]^\SM^$ K] ^RO MYY\NSXK^SYX YP SWWONSK^O
KXN KZZ\YZ\SK^O SX^O\`OX^SYX] PY\ SNOX^SPSON]^_NOX^] RK] ^RO ZY^OX^SKV ^Y
\ON_MO ^RO KMRSO`OWOX^ QKZ SX Y_\ ]MRYYV]& FRO \OMYWWOXNK^SYX S] PY\ 6E9C
^Y P_XN &, (:F9 YP ^RO 6ORK`SY\ EZOMSKVS]^&

3WWZMRVJ\WZ WO @ZWON[[RWVJT 4N^NTWXUNV\%&-(:F9 !Y_^ YP)&(:F9"% +-#(&&
FRO ZY]S^SYX S] \O]ZYX]SLVO ^Y OX]_\O ^RK^ ^RO Z\YPO]]SYXKV NO`OVYZWOX^
Y_^VSXON SX ^RS] Z\YZY]KV aSVV LO aOVV%Y\QKXSdON KXN Z\Y`SNON K] Y_^VSXON& FRO
ZY]S^SYX aSVV LO P_XNON P\YW K `K\SO^c YP \O]Y_\MO]$ SXMV_NSXQ &-(:F9 P\YW
6E9C C\YPO]]SYXKV 8O`OVYZWOX^ P_XN]$ ^Y]_ZZY\^ ^RO MYY\NSXK^SYX YP ^RO
NS]^\SM^g] Z\YPO]]SYXKV NO`OVYZWOX^ OPPY\^]&

CNJLQNZ 9VR\RJ\NM @ZWON[[RWVJT 4N^NTWXUNV\ +&#&&&
FRO]O P_XN] Z\Y`SNO WYXOc PY\ ]_L]^S^_^O] KXN RY_\Vc ZKc ^Y QS`O ^OKMRO\] ^RO
YZZY\^_XS^c ^Y PYM_] YX K\OK] YP Z\YPO]]SYXKV Q\Ya^R ^RK^ ^ROc RK`O SNOX^SPSON
K] WOKXSXQP_V ^Y ^ROW& FRO SX^OX^ YP ^RS] KWYMK^SYX S] ^Y PY]^O\ ^OKMRO\
SXS^SK^S`O KXN ]S^O MYWKLY\K^SYX SX K\OK] ^RK^ aSVV ROVZ MVY]O ^RO KMRSO`OWOX^
QKZ3 ^YZSM] WSQR^ SXMV_NO ^RO SWZVOWOX^K^SYX YP DO]ZYX]O ^Y =X^O\`OX^SYX Y\
CY]S^S`O 6ORK`SY\ KXN =X^O\`OX^SYX Ec]^OW$ K]]O]]SXQ \OKNSXQ KXN a\S^SXQ
]USVV]$ M_V^_\KWc \O]ZYX]S`O ^OKMRSXQ$ KXN ^OKMRSXQ 9XQVS]R ?KXQ_KQO
8O`OVYZWOX^ SX K NS`O\]O MVK]]& DO]OK\MR RK]]RYaX ^RK^ ^OKMRO\ NS\OM^ON
Z\YPO]]SYXKV NO`OVYZWOX^ S] YXO YP ^RO WY]^ OPPOM^S`O]^\K^OQSO] PY\ SWZ\Y`SXQ
MVK]]\YYW SX]^_M^SYX& FRO \OMYWWOXNK^SYX S] PY\ 6E9C ^Y MYX^SX_O ^Y P_XN
^RS] OPPY\^&

B\RXNVM[OWZ CNJLQNZ <NJMNZ[.&#(&&
FOKMRO\ ?OKNO\] ROVZ WY`O PY\aK\N `K\SY_] M_\\SM_V_W SXS^SK^S`O] SX ^RO

P_XNSXQ ^RO]^SZOXN] PY\ FOKMRO\ ?OKNO\] e KZZ\YbSWK^OVc)$/ ((ZO\ ^OKMRO\ ZO\ cOK\ ZV_] LOXOPS^] PY\ , (^OKMRO\]&

BXNLRJTRaNM FWZS[QWX[OWZ BNLWVMJZ` CNJLQNZ[ )&#&&&
EZOMSKVSdON ^\KSXSXQ S] \O[_S\ON PY\ MO\^KSX Z\YQ\KW] K^ ^RO RSQR]MRYYV KXN WSNNVO]MRYYV VO`OV]& !)" <SQR ]MRYYV ^OKMRO\] Z\OZK\O ^Y ^OKMR 5N`KXMON CVKMOWOX^ KXN =X^O\XK^SYXKV 6KMMKVK_\OK^O MY_\]O] Lc OX\YWSXQ SX aOOU%VYXQ]_LTOM^%]ZOMSPSM aY\U]RYZ]& !*" @SNNVO KXN RSQR]MRYYV ^OKMRO\] K^^OXN ^RO aY\U]RYZ] SX 5N`KXMOWOX^ HSK =XNS`SN_KV 8O^O\WSXK^SYX !5H=8" SX Y\NO\ ^Y VOK\X ^RO 5H=8 M_\\SM_V_W KXN ^ROS\ \YVO ^Y PKMSVS^K^O ^RO KMKNOWSM]_MMO]] YP ^RO]^_NOX^] SX ^RO 5H=8 Z\YQ\KW& 5H=8 S] NO]SQXON ^Y SXM\OK]O ^RO X_WLO\ YP]^_NOX^] aRY OX\YW SX K PY_\%cOK\ MYWOQO& !+" FRO aY\VN VKXQ_KQO ^OKMRSXQ WO^RYNYVYQc UXYaX K] 5MMOVO\K^S`O =X^OQ\K^ON @O^RYN !5=@" _]O] QO]^_\O]$ W_]SM$ NKXMO KXN ^ROK^O\ ^Y ROVZ ]^_NOX^] VOK\X& FRO LK]SM Z\OWS]O YP 5=@ S] ^RK^ ]^_NOX^] VOK\X KXN \OWOWLO\ WY\O aROX ^ROc NY ]YWO^RSXQ ^RK^ QYO] KVYXQ aS^R ^RO aY\N] ^ROc K\O ]KcSXQ& FOKMRO\] RK`O PY_XN Q\OK^]_MMO]] aS^R ^RS] SX^OQ\K^S`O KZZ\YKMR ^Y VKXQ_KQO VOK\XSXQ KXN RK`O \O[_O]^ON ^RS] ^\KSXSXQ& FRS] P_XN aY_VN ZKc PY\ MYXPO\OXMO \OQS]^\K^SYX KXN ^\K`OV ObZOX]O] PY\ ZK\^SMSZK^SXQ ^OKMRO\]&

2B5@ @ZWON[[RWVJT 4N^NTWXUNV\	-+-#(&&
1TTWLJ\RWV OWZ 6H (&')	
6H '(DVJTTWLJ\NM 2JTJVLN	(+)#,&&
C?C1< 1E19<12<5 A5E5>D5	'#&'&#.&&

FRO]O aY\U]RYZ] a$VV KNN\O]] LY^R ^RO KMKNOW$M KXN LORK`SY\KV K]ZOM^] YP G?EE'D^=& :_XN] a$VV ZKc ^RO MY]^] YP ^RO PKMV^K^Y\] K] aOW K]]_L]^S^_^O] PY\ ZK\^MZKX^]&

N$ 3]T\]ZJTT` AN[XWV[R^N CNJLQRVP FWZS[QWX[ 3WV[]T\JV\[ (+#&&& 7_V^_\KWc DO]ZYX]S`O FOKMRSXQ aY\U]RYZ] KXN MYKMRSXQ Lc Y_^]$NO MYX]_V^KX^]$]_MR K] 8\& ERK\\YUc <YWO RK`O ROVZON ^OKMRO\] VOK\X ]^\K^OQSO] ^Y 0XQKQO Y_\ 5P\$MKX%5WO\$MKX ]^_NOX^] SX VOK\XSXQ WY\O OPPOM^S`OVc& FRS] P_XN aY_VN 0XKLVO]^KPP ^Y K^^OXN \OVO`KX^ aY\U]RYZ] KXN 0XQKQO MYX]_V^KX^] aRY aY_VN aY\U SX MYXT_XM^SYX aS^R ^RO 8S]^\$M^ ]^KPP WOWLO\] aRY K\O VOKN$XQ ^RS] SXS^$K^S`O SX 6GE8&

O$

49BCA93C 7?1<

H& 6& CK\MOV FKb KXN 6YXN DO`OX_O]2 C\Y`SNO ^RO LO]^ ZY]]SLVO ON_MK^SYX PY\ KW]^_NOX^] Lc OPPOM^S`OVc _^SVSd$XQ VYMKV ZK\MOV ^Kb KXN LYXN \O`OX_O]&

@?<93H%3?45

*6A;6<6G /D3<:4 149??<B ,5D42C:?>2< ,F46<<6>46)4C ?7 %$$&$ EOM^SYX +7

69B31< 9=@13C

C\YTOM^ON ObZOXNS^_\O] YP)$((*$.((P\YW ^RO 6E9C P_XN] PY\ C\YPO]]SYXKV 8O`OVYZWOX^$ P\YW ^RO 6E9C C\YPO]]SYXKV 8O`OVYZWOX^$ C\YQ\KW 9`KV_K^SYX$ KXN FOMRXYVYQc :_XN$ KXN _Z ^Y )*-$((( YP WYXSO] MK\\SON Y`O\ P\YW :J *())%)*&

BC166 A53?==5>41C9?>

(0+/ /A?76BB:?>2< *6E6<?@=6>C /A?8A2= G ,1 $$ C9A?D89 ,1 $&					
/?B:C:?>B '4C:E:C:6B	-A256 .6E6<	%#$#"$$	%#$$"$%	%#$%"$& @A?@?B65!	)?==6>CB
/A?@?B65 7?A (0+/ /A?76BB:?>2< *6E6<?@=6>C ,D>5:>8 :> %#$%"$&					
AU_Q]MOd AQMP 9ZMOT	@'/	*(.*_Z_MW	*(.*_Z_MW	*(.*_Z_MW	

/?B:C:?>B ' 4C:E:C:6B	-A256 .6E6<	%#$#"$$	%#$$"$%	%#$%"$& @A?@?B65!	)?==6>CB

/A6E:?DB<F ,D>565 3F (0+/ /A?76BB:?>2< *6E6<?@=6>C ,D>5B

HG7 RZ] ?X [ ]ZaUYS ?Y^_] `O_UZY I ^UYS : M_M	@'+,	(3* HZ_MW	(3* HZ_MW	'*' #Z`_ ZR +(*$	HZ ; aMW N`PSQ_UY <L +-
G` [Q]aU^Z])G` [[Z]_ RZ] 9`W_`]MWWd FQ^[ZY^UaQ HQMOTUYS ! Gd^_QX^	@'+,	(3*	(/ / #Z`_ ZR +(*$	'*'	EZ^U_UZY _Z NQ _Q] XUYM_QP UY <L +-
BM_T 9ZY^`W_MY_ ! FQWM_QP 9Z^_^ 6 8>G	5'+,	+/&***	+3&***	C)7	
HG7 RZ] CQb HQMOTQ] G` [[Z]_ 6 8>G	5'+,	*(,*	C)7	C)7	

2EC<;FF?CB8@ 8 C □

..! 4GE8G;=?;F GC 2EC A CG; 4GH:;BG 4H99;FF' :RUQJRJSY XYWFYJLNJX YT JSLFLJ XYZIJSYX NS YMJNW QJFWSNSL FSI NSYJW[JSYNTSX YT JQNRNSFYJ GFWWNJWX YT XYZIJSY XZHHJXX%

BJFHMJW :SNYNFYJI ?WTKJXXNTSFQ 5J[JQTURJSY ! \ MNHM HFS FQXT GJ ZXJI KTW TYMJW LTFQX" ! ,'#''' 3A6?"

2HHQJWFYN[J :SYJLWFYN[J = JYMTI E TWPXMTUX KTW E TWQI <FSLZFLJ BJFHMJWX !3A6?"

BA2 $%)' YT UWT[NIJ WJHJWYNKNHFYNTS KTW @JFINSL @JHT[JW^ YJFHMJWX

E JJPQ^ \ TWPXMTUX KTW SJ\ HTMTWY TK YJFHMJWX YT GJ YWFNSJI NS @JFINSL @JHT[JW^

2D:5 BWFNSNSL KTW AJHTSIFW^ AHMTTQ BJFHMJWX YT NSHWJFXJ HTQQJLJ JSYWFSHJ TUUTWYZSNYNJX KTW YFWLJYJI XYZIJSYX !3A6?"

(! 4GH:;BG ,B=8=;A;BG' 2 II WJXX YMJ SJJIX TK YMJ \ MTQJ HMNQI G^ JSLFLNSL XYZIJSYX NS YMJ [NXZFQ FSI UJWKTWRNSL FWYX# UM^XNHFQ JIZHFYNTS FSI FYMQJYNHX# HFWJJW FSI YJHMSNHFQ JIZHFYNTS# FSI LFW IJSNSL FSI HTTPNSL UWTLWFRX%

=TSYMQ^ E TWPXMTUX KTW 2QQ 8FW IJSNSL FSI 4TTPNSL AYFKK

2WYX 2SHMTW E TWPXMTUX# =TIJQNSL FSI 4TFHMNSL KTW ;$, 4QFXXWTTR BJFHMJWX !3A6? D2??2"

2SSZFQ 4TSKJWJSHJ FSI YMWJJ FQQ IF^ \ TWPXMTUX KTW =ZXNH BJFHMJWX

)! 6044"35.%' :RUQJRJSY FHFIJRNH# GJMF[NTWFQ# FSI&TW TYMJW NSYJW[JSYNTS XYWFYJLNJX YMWTZLM YMJ CSN[JWXFQ <JFWSNSL AZUUTWY A^XYJR !C<AA" FX XTTS FX YMJ^ FWJ SJJIJI# FX C<AA NX YMJ INXYWNHYaX RTIJQ TK @JXUTSXJ YT :SYJW[JSYNTS FSI :SXYWZHYNTS !@Y:)"%

BA2 (%,' 7B6 KTW C<AA&@Y:

C<AA&@Y: E TWPXMTUX KTW ANYJ BJFRX !3A6?"

*! 2CF?G?I;);>8I?CE 4HDDCEG' 5J[JQTU FSI ZYNQN_J F UTXNYN[J GJMF[NTW X^XYJR FX \ JQQ FX UWJ[JSYNTS FSI NSYJW[JSYNTS UWTLWFRX KTW XUJHNKNH GJMF[NTWX YMFY NRUJIJ XYZIJSY XZHHJXX# XZHM FX FQHTMTQ FSI IWZL ZXJ FSI FGZXJ# YWZFSH^# J]UWJXXNTSX TK J]YWJRJ FSLJW# FSI WJUJFYJI XZXUJSIFGQJ TKKJSXJX%

3JMF[NTWFQ AUJHNFQNXY (%' 7B6 !%+' 7B6 3A6?"

?TXNYN[J 3JMF[NTW FSI :SYJW[JSYNTS A^XYJR E TWPXMTUX KTW ANYJ BJFRX !3A6?"

E JQHTRNSL AHMTTQX E TWPXMTUX KTW ;$, BJFHMJWX FSI 2KYJW AHMTTQ AYFKK !3A6?"

+! +?FDECDCEG?CB8@?GJ1 @JIZHJ YMJ INXUWTUTWYNTSFYJ WFHNFQ WJUWJXJSYFYNTS TK XYZIJSYX XZXUJSIJI# J]UJQQJI FSI NIJSYNKNJI KTW AUJHNFQ 6IZHFYNTS XJW[NHJX%

AJJ 3 FSI 4 FGT[J

BA2 $%)' YT XYZI^ YMJ NRUFHY TK @Y:&C<AA TS AUJHNFQ 6IZHFYNTS NIJSYNKNHFYNTS

. 7 ! * H@GHE8@ 0?B=H?FG?9 3 ; @ ; I 8B9 ; ' 6SXZWJ YMFY FQQ X^XYJRX FWJ HZQYZWFQQ^ FSI
QNSLZNXYNHFQQ^ WJXUTSXN [J YT YMJ SJJ I X TK TZW XYZ I JSYX FSI YMJNW KFRNQNJX%
*! 2EC<; FF?CB8@ + ; I ; @CD A ; BG' 4WJFYJ F HZQYZWFQQ^ FSI QNSLZNXYNHFQQ^ WJXUTSXN [J
HQNRFYJ YMWTZLMTZY YMJ I NXYWNHY YMWTZLM KTHZXJ I UWTKJXXNTSFQ I J [JQTURJSY%
AZUJW [NXTW TK 7FRNQ^ 6SLFLJRJSY FSI 6VZNY^ ` (%' 7B6 FSI (' BJFHMJW
<JF I JWX !%, ' 7B6 FSI BJFHMJW AYNUJS I X 3A6?"
4TFHMJX KWTR > FYNTSFQ 6VZNY^ ?WTQJHY YT \ TWP \ NYM XJQJHYJ I XHMTTQX
E TWPXMTUX FSI 4TSXZQYFSY YT AZUUTWY 4ZQYZWFQQ^ @JXUTSXN [J BJFHMNSL
!3A6?"

/2>8292D A;63621 ?05<<9 16?@>60@

@<- L VYYVNZ >bfRaa% Hb]R_V[aR[QR[a
3><:- DRVY HZVaU% 7``V`aN[a Hb]R_V[aR[QR[a% ;QbPNaV\[NY HR_cVPR` N[Q
:ROOV :j7[TRY\% :V_RPa_% 8R_XRYRf ;cNYbNaV\[N[Q 7``R``ZR[a
1.@2- CNf +,% +)*+
?A/720@- GRP\ZZR[QNaV\[S_ ;e]R[QVab_R` V[+)*+&*, S_\Z aUR F_\T_NZ
;cNYbNaV\[ ]_aV\[\S aUR *9D>9?9J 0G6?=7 27<BB?E ,8G75F=BA5?
,I79??9A79)7F B: %$$& "8H;F#

/.084><A;16;3<>:.@6<;-
;SSRPaVcR]_\SR``V\[NY QRcRY\]ZR[a ]_\T_NZ` iaRNPUR_` YRN_[V[T `bPPR``SbY
RQbPNaV\[NY `a_NaRTVR` iUNcR ORR[QRaR_ZV[RQ Of _R`RN_PU a\ OR R``R[aVNY a\
VZ]_\cV[T \cR_NYY `abQR[a \baP\ZR`' 9_VaVPNY a\ aUV`]_\PR`` V` aUR]_\cVQV[T
aRNPUR_` N[Q NQZV[V`a_Na_` dVaU aUR a\\Y` a\ ZNXR RSSRPaVcR V[`a_bPaV\[NY
QRPV`V\[` ON`RQ \[ `abQR[a NPUVRcRZR[a N[Q]_\T_NZ RcNYbNaV\[QNaN' >NcV[T
]_\T_NZ RcNYbNaV\[% `abQR[a NPUVRcRZR[a N[Q \aUR_ [RPR``N_f QNaN NcNVYNOYR
a\ NYY\d aU\`R RSS\_a` a\ OR S\Pb`RQ \[ VZZRQVNaR [RRQ` dVaUV[aUR QV`a_VPa V`
R``R[aVNY% N[Q aRPU[\Y\Tf `R_cR` N` aUR a\\Y Of dUVPU aRNPUR_` N[Q
NQZV[V`a_Na\_` UNcR VZZRQVNaR NPPR`` a\ V[S_ZNaV\[aUNa TbVQR` aUR aRNPUV[T
N[Q YRN_[V[T]_\PR``'

L VaU aUNa V[ZV[Q% 8H;F \S +)) / `]RPVSVR` Sb[Q` S\_ aUR`R]b_]\`R`3
/=A9 C9D79AF ' ! B: F<9)H5=?56?9 19H9AG9E B: F<=E .95EGD9 E<5?? 69
898=75F98 FB(

- CDBH=8=A; CDB:9EE=BA5? 89H9?BC@9AF :BD F<9 +=EFD=7FKE F957<9DE
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-
- CDBH=8=A; 5A8 @5=AF5=A=A; 7B@CGF9DE 5A8 F97<AB?B;J=A
  E7<BB?E#

=><4>.: 2B.9A.@6<;

7` aUR :V`a_VPa VZ]YRZR[a` cN_V\b` RQbPNaV\[NY]_\T_NZ` QR`VT[RQ a\ VZ]_\cR
`abQR[a NPUVRcRZR[a% `aNSS Zb`a OR NOYR a\ N``R`` aUR RSSRPaVcR[R`` \S aUR`R
]_\T_NZ` V[ ZRRaV[T aURV_ T\NY`' HaNSS]R_PRVcR` aUR [RRQ S_ QNaN&Q_VcR[
QRPV`V\[&ZNXV[T N` P_VaVPNY% N[Q N` N_R`bYa% aUR :V`a_VPa R`aNOVV`URQ aUR
8R_XRYRf ;cNYbNaV\[N[Q 7``R``ZR[a "8;7# \SSVPR V[+))0 a\ b`R QNaN a\
NPUVRcR SVcR ZNW_T\NY`3

*' ?Z]_\cR V[QVcVQbNY aRNPUR_`j V[`a_bPaV\[N[Q V[QVcVQbNY `abQR[a`j
YRN_[V[T'

+' ?Z]_\cR aUR NOVYVaf \S HPU\\Y =\cR_[N[PR 9\b[PVY` a\ ZNXR QRPV`V\[` NO\ba aUR RSSRPaVcR b`R \S `VaR _R`\b_PR`'

,' ?Z]_\cR aUR NOVYVaf \S aUR HPU\\Y 8\N_Q% `aNSS N[Q aUR ]bOYVP a\ ZNXR V[S\_ZRQ QRPV`V\[` NO\ba aUR RSSRPaVcR[R`` \SV[`a_bPaV\[NY ]_\T_NZ`V[_QR_a\ ZNeVZVgR aUR b`R \S `PN_PR _R`\b_PR`'

-' 7QZV[V`aR_N[Q \cR_`RR HaNaR ZN[QNaRQ N[Q :V`a_VPa&dVQR N``R``ZR[a`'

.' :RcRY\] N[Q ZNV[aNV[N PR[a_NY QNaN&dN_RU\b`R a\ ]_\cVQR _RNY&aVZR dRO&ON`RQ `abQR[aV[S\_ZNaV\[a\ `aNSS&ZRZOR_` dVaU NPPR`` a\ QV`a_VPa V[QVPNa_Q_VYYNOYR a\ aUR `VaR% PYN``_\\Z N[Q `abQR[aYRcRY'

F_\T_NZ ;cNYbNaV\[V` Sb[QRQ aU_\bTU N cN_VRaf \S `\b_PR` V[PYbQV[T=R[R_NY <b[Q`% T_N[aSb[QV[T"S_aUR P\Z]YRaV\[\S _R^bV_RQ RcNYbNaV\[`#% 9NaRT\_VPNY <b[Q` N` dRYY N` 8H;F' >\dRcR_% NYY]_\]\`RQ `aNSS]\`VaV\[` S\Pb`RQ \[RcNYbNaV\[N[Q N``R``ZR[aN_R NaYRN`a]N_aVNYYf Sb[QRQ S_\Z 8H;F'

LVaU aUR VQR[aVSVPNaV\[\S QV`a_VPaV[QVPNa\_` N[Q aUR `RYRPaV\[ \S N [Rd QNaN& dN_RU\b`R (N``R``ZR[a `f`aRZ% -??G@=A5F9% 8;7 UN` QRcRY\]RQ N `f`aRZNaVP]_\SR``V\[NY QRcRY\]ZR[a]YN[S_ `VaR` aUNa

F_\$R``V\[NY :RcRY\]ZR[a$_aRNPUR_`

IUR S\YY\dV[T_RP\Z ZR[QNaV\[S_ aUR Re]R[QVab_R \S 8H;F Sb[Q` S\_ F_\T_NZ ;cNYbNaV\[ V[ +)*+&*, dN`]_R`R[aRQ a\ aUR 8H;F FYN[[V[T N[Q EcR_`VTUa 9\Z ZVaaRR \[7]_VY +-aU% N[Q dN` NQ\]aRQ Of aUR 9\Z ZVaaRR \[CNf *.% +)*+'

/VGJHU IQS =SQJSEO 2WENVEULQP

- :V_RPa_ & *') <I;% 9R_aVSVPNaRQ
- IRNPUR_ \[H]RPVNY 7``VT[ZR[a h '1 <I; "\ba \S *') <I;#
- IRNPUR_ \[H]RPVNY 7``VT[ZR[a h '0 <I;$"\ba \S *') <I;#
- IRNPUR_ \[H]RPVNY 7``VT[ZR[a h '- <I; "'/ <I; V[ PYN``_\\Z#
- IRNPUR_ \[H]RPVNY 7``VT[ZR[a h '+ <I; "'1 <I; V[ PYN``_\\Z#
- :NaN IRPU[VPVN[& *') <I;
- 9YR_VPNY HaNSS & '.) <I; "\ba \S *') <I;#

$I_N[`SR__RQ S_\Z 8H;F F_\SR``V\[NY :RcRY\]ZR[a 8bQTRa'

1LSHFUQS QI 2WENVEULQP EPG .TTHTTOHPU "*') <I;#
IUR :V_RPa_ \S ;cNYbNaV\[N[Q 7``R``ZR[aQR`VT[`%VZ]YRZR[a`%N[Q \cR_`RR` NYY N`]RPa` \S aUR RcNYbNaV\[N[Q N``R``ZR[a NPaVcVaVR` _RYNaRQ a\ `abQR[a NPUVRcRZR[a N[Q]_\T_NZ RSSRPaVcR[R``%V[PYbQV[T _R`RN_PU(RcNYbNaV\[ ZRaU\Q\Y\TVR`%V[`a_bZR[a`% QNaN P\YYRPaV\[% QNaN& dN_RU\b`R (N``R``ZR[a `f`aRZ (QN`UO\N_Q QR`VT[N[QVZ]YRZR[aNaV\[% QNaN&V[aRT_Vaf ]_\PR``R`%N[Q `aNaV`aVPNY N[NYf`V` N[QV[aR_]_RaNaV\[' IUR :V_RPa\_ d\_X` dVaU]_V[PV]NY`%aRNPUR_`% HPU\\Y =\cR_[N[PR 9\b[PVY`% :V`a_VPa ESSVPR `aNSS% aUR HPU\\Y 8\N_Q N[Q aUR +)+) KV`V\[:R`VT[ IRNZ a\ V[aR_]_Ra `abQR[a QNaN N[QVZ]_\cR `abQR[a YRN_[V[T' IUR :V_RPa\_ `R_cR` N` N YVNV`\[ ORadRR[ aUR IRPU[\Y\Tf :R]N_aZR[a N[Q ;QbPNaV\[NY HR_cVPR` a\ V[aR_]_Ra aUR [RRQ` \S 9b__VPbYbZ N[Q ?[`a_bPaV\[V[a\ aUR]_\T_NZ ZV[T N[Q `f`aRZ `\SadN_R QNaN&V[aRT_Vaf% QRcRY\]ZR[a N[Q NPPR``VOVYVaf S_ aRNPUR_`'

@HEFKHST QP ?RHFLEN .TTLJPOHPU "IH7# "+'* <I;#
IUR`R ]\`VaV\[` ]_\cVQR `aNSS QRcRY\]ZR[a N[Q aRPU[VPNY `b]]\_a a\ aRNPUR_`%]_V[PV]NY`%N[Q HPU\\Y =\cR_[N[PR 9\b[PVY "H=9# ZRZOR_` V[U\d a\ b`R QNaN N[QV[QRaR_ZV[V[T N]]_\]_VNaR NPaV\[` ON`RQ \[aUR`R QNaN' HaNSS QRcRY\]ZR[a V` ]_\cVQRQ ]_VZN_VYf a\ PR_aVSVPNaRQ `aNSS Na aUR `VaR N[Q QV`a_VPa YRcRY N[Q P\[`V`a` \S O\aU T_\b]a_NV[V[T `R``V\[` N` dRYY N` V[QVcVQbNYVgRQ `b]]_a' HRR aUR QR`P_V]aV\[NO\cR S\_ Z\_R QRaNVY`'

L VaU aUR V[a_\QbPaV\[\S N[Rd QNaN&dN_RU\b`R (N``R``ZR[a `f`aRZ% aUR S\Pb` \S aUR IH7` dVYY OR a\ ]_\cVQR `a_bPab_RQ aRPU[VPNY N``V`aN[PR V[aUR VZ]YRZR[aNaV\[ \S -??G@=A5F9% N `\SadN_R `f`aRZ S\_N``R``ZR[a QNaN ZN[NTRZR[a% N[NYf`V`% N``R``ZR[a P_RNaV\[N[Q `PN[&ON`RQ `P_V[T' IUR

IH7` dVYY NY`\ `b]]\_a aRNPUR_` V[b[QR_`aN[QV[T aUR b`R \S F\dR_HPU\\Y% aUR HabQR[a ?[S_ZNaV\[Hf`aRZ'

7` QR`P_VORQ NO\cR% aUR `b]]\_a S\_ `VaR` dVYY OR `a_bPab_RQ N[Q S\Pb`RQ [\a \[Yf U\d a\ b`R aUR `2 □ \\\a

N[Q HPVR[PR QR]N_aZR[a` Na 8>H N_R Y\\XV[T S_dN_Q a\ QRcRY\]V[T N T_RNaR_
[bZOR_ \S P\Z Z\[N``R``ZR[a` b`V[T?[aRY&7``R``'

HFHH V` N[ V[Qb`a_f&`aN[QN_Q `aNaV`aVPNY ]NPXNTR aUNa 8;7 V` V[P_RN`V[TYf
b`V[T S\_ QNaN N[NYf`V`' IUR P\`a` V[PYbQR `\SadN_R YVPR[`R` N[Q a_NV[V[T'
<V[NYYf% aUR 8;7 QR]N_aZR[a]b_PUN`R` N[Q ZN[NTR` aUR :V`a_VPaj`
`bO`P_V]aV\[a\ Hb_cRf C\[XRf% N[\[YV[R `b_cRf a\\Y b`RQ Of HPU\\Y
=\cR_[N[PR 9\b[PVY` N[Q \aUR_ :V`a_VPa \SSVPR` a\ P\YYRPa `b_cRf QNaN' Hb_cRf
C\[XRf dVYY NY`\ `R_cR N` aUR :V`a_VPa kL;97G;I `b_cRf a\\Y S\_N[NYf`V` \S

14@:4;4F C=8584 3 A27>>; 38AB@82B

B>/ 5XJ[M X0 8M^LJ]RXW
5@><3 HRUURJV ;^bN]]& D^YN[RW]NWMNW]
30B4/ =^WN 0& ,*+,
AC1942B/ CNLXV VNWMJ]RXW 0X[ ]QN 9I ,*+,'+- YUJW 0X[NaYNWMR]^[N X0]QN 5D8B 0^WM\ 0X[Y^KURL RW0X[VJ]RXW&][JW\UJ]RXW \N[_RLN\ JWM \^YYX[] X0]QN 5D8B BUJWWRWP ! A_N[\RPQ] 6XV VR]]NN

102:6@>C=3 8=5>@<0B8>=
EQN &3>8393E +A0971 -16<<9?)2A1/@7<;/9)D13993;13 %1@ <4 "!!# "?NJ\^[N 4 X0 ,**0# \]J]N\3

two percent (2%) of Special Tax revenues [shall be provided] for public information, translation services for District families and support of the Planning and Oversight Committee" (Section 6-A)

EQR\ \NL]RXW X0]QN ?NJ\^[N R\ RW]NWMNM]X VNN]]QN 0XUUX`RWP XKSNL]R_N\3

- B[X_RMN]RVNUb& RW0X[VJ]R_N& JWM VNJWRWP0^U LXV V^WRLJ]RXW]X]QN 5N[TNUNb LXV V^WR]b JKX^]]QN 7R\][RL] JWM \LQXXU Y[XP[JV\ JWM JL]R_R]RN\(

- D^YYX[]]QN 5D8B BUJWWRWP JWM A_N[\RPQ] 6XV VR]]NN]X YUJW JWM X_N[\NN]QN 5D8B DYNLRJU EJa 0^WM\& RWLU^MRWP [NYX[]\ XW [N_NW^N\ JWM NaYNWMR]^[N\ JWM Y[XP[JV RVYUNVNW]J]RXW(

- E[JRW JWM \^YYX[] DLQXXU :X_N[WJWLN 6X^WLRU\ JWM]QN 5;D 5D8B DR]N 6XV VR]]NN& RWLU^MRWP Y[RWLRYJU\&]NJLQN[\& \^YYX[] \]JOO JWM YJ[NW]\&]X MN_NUXY]QN JWW^JU -7;593 +9/; 4<> -@A23;@ %1673B3:3;@ JWM]QN 5;D 5D8B 4WW^JU DR]N BUJW& JWM NWQJWLN LXUUJKX[J]RXW JVXWP YJ[NW]\ JWM \]JOO XW DLQXXU :X_N[WJWLN 6X^WLRU\(

- B[X_RMN RW0X[VJ]RXW]X]QN 7R\][RL]e\ WXW'8WPUR\Q \YNJTRWP 0JVRURN\(

- 8M^LJ]N 5FD7 JMVRWR\][J]R_N \]JOO RW]QN UNPJU JWM XYN[J]RXWJU YJ[JVN]N[\ X0]QN &3>8393E +A0971 -16<<9?)2A1/@7<;/9)D13993;13 %1@ <4 "!!# "?NJ\^[N 4 X0 ,**0# \X]QJ]]QN[N `RUU KN JMVRWR\][J]R_N TWX`UNMPN JWM \^YYX[]]X JMVRWR\]N[ ]QN 4L]]Q[X^PQX^] R]\ ]NW bNJ[M^[J]RXW RW]QN 7R\][RL](

2TR RZS0IGY0TSX BKG R
FWMN[ ]QN UNJMN[\QRY X0]QN D^YN[RW]NWMNW]& J 6XV V^WRLJ]RXW\ ENJV& LXW\R\]RWP X0]QN 5D8B ?JWJPN[&]QN ?JWJPN[X0]QN AOORLN X0 9JVRUb JWM

KNNW VNN]RWP]`RLN YN[VXW]Q M^[RWP]QN ,*++'+, \LQXXU bNJ[&]X RVYUNVNW]]QN 6XVV^WRLJ]RXW\ BUJW JMXY]NM Kb]QN 5XJ[M X0 8M^LJ]RXW RW =^Ub& ,*++(D^K\]JW]RJU Y[XP[N\\ QJ\ KNNW VJMN RW JLLXVYUR\QRWP]QN [NLXV VNWMJ]RXW\ 0[XV]QN 6XVV^WRLJ]RXW\ D]^Mb M^[RWP]QR\ YJ\] bNJ[

EQN 6XVV^WRLJ]RXW\ ENJV R\ LXVVR]]NM]X Y[X_RMRWP RW0X[VJ]RXW]X 0JVRURN\& \]JOO JWM LXVV^WR]b JKX^]]QN MR\][RL]e\ Y[XP[JV\ JWM JL]R_R]RN\ JWM JKX^]]QN ^\N X0]QN 5D8B]Ja MXUUJ[\& ^\RWP J _J[RN]b X0 LQJWWNU\&]X NW\^[N NZ^R]b X0 JLLN\\ ]X JUU VNVKN[\ X0 X^[LXVV^WR]b(EQN 6XVV^WRLJ]RXW\ ENJV RW]NWM\ ]X LXW]RW^N VNN]RWP]Q[X^PQ]QN WNa] \LQXXU bNJ[ ]X LXW]RW^N R]\ `X[T]X RVY[X_N]QN 7R\][RL]e\ LXVV^WRLJ]RXW LQJWWNU\(

1C364B @42><<4=30B8>=A 5>@ 5F '%&'"&(

?@>942B43 @4D4=C4
@N` [N_NW^N 0X[ ]QN B^KURL <W0X[VJ]RXW& E[JW\UJ]RXW JWM \^YYX[] X0 ]QN 5D8B BUJWWRWP JWM A_N[\RPQ] 6XVVR]]NN RW 9I ,*+,',*+- R\ Y[XSNL]NM ]X KN )*,+!.(*! `R]Q J Y[XSNL]NM ^WJUUXLJ]NM [N\N[_N 0[XV 9I ,*++'+, X0 JYY[XaRVJ]NUb ''+!%%%

? JWJPN[JWM]QN JMMR]RXWJU]NLQWRLJU SXK M^]RN\ XO]QN 5D8B 4MVRWR\][J]R_N 6XX[MRWJ]X[YX\R]RXW(

EQN 5D8B ? JWJPN[e\ YX\R]RXW RW_XU_N\ \RPWRORLJW] XYN[J]RXWJU [N\YXW\RKRUR]RN\& [NZ^R[RWP J QRPQ UN_NU XO]NLQWRLJU NaYN[]R\N RW K^MPN] JWM \b\]NV\ VJWJ

7TZWQ] XYGLL/ '%!%%%
EQN [NLXV VNWMNM URWN R]NV 0X[QX^[Ub YJRM \]J00 RW 9I ,*+,'+- RWLU^MN\
VXWRN\ ]X YN[VR]]QN [N]R[NM 5D8B ?JWJPN[JWM 4MVRWR\][J]R_N 6XX[MRWJ]X[ ]X
\^YYX[]& XW JW fRO JWM J\ WNNMNM KJ\R\&g]QN WN`Ub QR[NM \]J00 YN[\XW\ RW]QX\N
YX\R]RXW\ ]X][JW\R]RXW RW]X]QNR[[XUN\(

4VZ0U R KSY GSJ XZUUQ0KX &*!%%%
<WLU^MN\ J UJY]XY JWM Y[RW]N[0X[B^KURL <W0X[V J]RXW JWM 5D8B \]J00& V NN]RWP
MXL^ V NW]\ 0X[ ]QN 5D8B B ! A 6X V VR]]NN JWM X]QN[MXL^ V NW]\ [NUJ]NM]X]QN
5D8B B[XP[J V \& YX\]JPN& JWM X00RLN \^YYURN\(
0 J J0Y0TSGQ 2TSX0JKWGY0TSX
EQN D^YN[RW]NWMNW] RW]NWM\ ]X [NLX V V NWM J [N\][^L]^[RWP X0]QN 5D8B X00RLN
KNPRWWRWP RW 9 I , *+, '+-(EQR\ [N\][^L]^[RWP R\ KNURN_NM]X KN L[R]RLJUUb
R V YX[]JW]]X JUUX`]QN LXW]RW^NM \N[_RLN\ X0]QN 5D8B \]J00]X]QN MR\][RL] JWM
]QN 5D8B[illegible] ↑ □ ↑
Y[N\NW]NM]X]QN 5XJ[M X0 8M^LJ]RXW XW =^WN , *]Q JWM `RUU KN LXW\RMN[NM Kb]QN
BN[\XWWNU ?N[R] 6X V VR\\RXW \^K\NZ^NW]]X]QN 5XJ[Me\ JL]RXW XW] ↑ ↑

38AB@82B 6>0;
888#3# 2TR RZSOIGYOTSX/ 8WPJPN JWM RWOX[V X^[\]JOO& OJVRURN\& JWM TNb
YJ[]WN[\ Kb MN_NUXYRWP JWM RVYUNVNW]RWP J LXVY[NQNW\R_N LXV V^WRLJ]RXW\
YUJW(

8D#3# 2ZQYZWK GSJ 2QORGYK TL 3OXYWOIY GSJ AINTTQX/ 8W\^[N]QJ] JUU \LQXXU\
JWM MNYJ[]VNW]\ `NULXVN JWM \^YYX[] JUU X^[\]^MNW]\ JWM]QNR[OJVRURN\ Kb ((
(Y[X_RMRWP UJWP^JPN JLLN\\(

D#1# ?GWIKQ BG\ GSJ 1TSJ @K[KSZKX/ B[X_RMN]QN KN\] YX\\RKUN NM^LJ]RXW OX[
JUU \]^MNW]\ Kb NOONL]R_NUb ^]RURcRWP UXLJU YJ[LNU]Ja JWM KXWM [N_NW^N\(

58A20; 8<?02B
8aYNWMR]^[N\ XO /*0&.** J[N Y[XSNL]NM O[XV 5D8B [N_NW^N\ OX[B^KURL
<WOX[VJ]RXW& E[JW\UJ]RXW& JWM \^YYX[] XO]QN 5D8B BUJWWRWP ! A_N[\RPQ]
6XVVR]]NN(

AB055 @42><<4=30B8>=
4YY[X_N]QN [NLXV VNWMJ]RXW(

FTE	**3.0**	**3.0**	**3.5**	**3.5**

03?93:3C B<74732 @16==: 27@A?71A

A=. I SWSKW ; _cO^^$ E_ZO\SX^OXNOX^
4?=;. AOSV EWS^R$ 4]]S]^KX^ E_ZO\SX^OXNOX^$ 8N_MK^SYXKV EO\`SMO] KXN =Kc AS^]MRUO$ 7S\OM^Y\ YP FOMRXYVYQc
2/A3. @Kc *+$ *()*
@B0831A. DOMYWWOXNK^SYX PY\ ObZOXNS^_\O] YP P_XN] P\YW C96)6A;6<6G /D3<:4 149??<B +5D42C:?>2< +F46<<6>46 (4C ?7 $##% PY\ FOMRXYVYQc SX *()*%)+

0/195?=B<2 7<4=?;/A7=<.
8PPOM^S`O Z\YPO]]SYXKV NO`OVYZWOX^ Z\YQ\KW] e^OKMRO\] VOK\XSXQ]_MMO]]P_V ON_MK^SYXKV]^\K^OQSO] e RK`O LOOX NO^O\WSXON Lc \O]OK\MR ^Y LO O]]OX^SKV ^Y SWZ\Y`SXQ Y`O\KVV ]^_NOX^ Y_^MYWO]& ;K`SXQ NK^K K`KSVKLVO ^Y KVVYa ^RY]O OPPY\^] ^Y LO PYM_]ON YX SWWONSK^O XOON] aS^RSX ^RO NS]^\SM^ S] M\S^SMKV& FOMRXYVYQc KV]Y ZVKc] K \YVO SX NOVS`O\SXQ NK^K ^Y ^OKMRO\] KXN ROVZSXQ]^_NOX^] VOK\X&

I S^R ^RK^ SX WSXN$ 5E8C YP *((.]ZOMSPSO] P_XN] PY\ ^RO]O Z_\ZY]O]2

.:>6 @6A46>C & !?7 C96 (E2:<23<6 06E6>D6B ?7 C9:B -62BDA6 B92<< 36 565:42C65 C?'

- @A?E:5:>8 @A?76BB:?>2< 56E6<?@=6>C 7?A C96 *:BCA:4CHB C62496AB 2>5 BC277"
- 2BB6BB:>8 C96 67764C:E6>6BB ?7 C96 *:BCA:4CHB 65D42C:?>2< @A?8A2=B 7?A :=@A?E:>8 BCD56>C 249:6E6=6>C" 2>5
- +,*0&"&)$)" (&). &)&)$!*(+/.#,-)" .#!%)*'*$1 &) -!%**'-

FRO PYWYaSXQ \OMYWWOXNK^SYX PY\ ^RO ObZOXNS^_\O YP 5E8C FOMRXYVYQc P_XN] SX 9J *()*%)+ aK] Z\O]OX^ON ^Y ^RO 5E8C CVKXXSXQ KXN B`O\]SQR^ 6YWWS^^OO YX @Kc)]^ KXN KNYZ^ON Lc ^RO 6YWWS^^OO YX @Kc)-$ *()*&

0B253A ?31=;;3<2/A7=<@ 4=? A316<=:=5C 7< 4C &$%&!&$%'

0@3> AGEJOPMPIZ @UDHHKOI [+"%' 4A3)-&)$$ FRO Z\YZY]ON L_NQO^ MYX^KSX] /&)+ 9F8 ^OMRXYVYQc ZY]S^SYX] P_XNON Lc 5E8C& E^KPP SXMV_NO]2

;KESPEPNQVUGS AGEJOKEKDOT [*"$ 4A3
- *&(9F8 ZY]S^SYX] K\O K^ 5;E "YP aRSMR (&* 9F8 S] NO`Y^ON ^Y 5%FOMR 4MKNOWc#$

•

^RO NOM\OK]O SX 5E8C P_XN] PY\ ^OMRXYWYQc K^ ^RO]MRYYW]$^O]&

47@1 / : 7 ; > / 1A
C\YTOM^ON 0bZ0XN$^_\O] YP /0,$0((P\YW ^RO 5E8C P_XN] PY\ FOMRXYVYQc$ P\YW ^RO 5E8C C\YPO]]SYXKV 7O`OVYZW0X^$ C\YQ\KW 8`KV_K^SYX$ KXN FOMRXYVYQc 9_XN&

@A / 44 ?31= ; ; 3<2 / A7=<
4ZZ\Y`O ^RO \OMYWWOXNK^SYX PY\ ^RO 0bZ0XN$^_\O YP 5E8C P_XN] PY\ FOMRXYVYQc SX 9J *()*%)+&

FTE	**6.20**	**6.20**

14@:4;4E C=85843 A27>>; 38AB@82B

B>. JUXXUMY <aeQ``$ Fa\Q^UZ`QZPQZ`
5@><. BQUX FYU`T$ 5__U_`MZ` Fa\Q^UZ`QZPQZ`$ 9PaOM`U[ZMX FQ^bUOQ_ MZP FafMZZQ A07aXX[OT$ IU_aMX ! DQ^R[^YUZS 5^`_ 7[[^PUZM`[^
30B4. AMe *+$ *()*
AC1942B. EQO[YYQZPM`U[Z R[^ Qd\QZPU`a^Q [R RaZP_R^[Y `TQ R[^`TQ IU_aMX MZP DQ^R[^YUZS 5^`_"I5D5# D^[S^MY_UZ *()*%)+

102:6@>C=3 8=5>@<0B8>=.
GTQ 6Q^WQXQe DaNXUO FOT[[X_ 9PaOM`U[ZMX 9dOQXXQZOQ 5O` [R *((. MXX[OM`Q_ .&*- [R `TQ MbMUXMNXQ ^QbQZaQ_ MZZaMXXe `[2

"FQO`U[Z +&6&UU&N#

GTQ R[XX[cUZS ^QO[YYQZPM`U[Z R[^ `TQ Qd\QZPU`a^Q [R 6F9D RaZP_R[^ Aa_UO MZP IU_aMX MZP DQ^R[^YUZS 5^`_UZ :K *()*%)+ cM_ \^Q_QZ`QP `[`TQ 6F9D DXMZZUZS MZP CbQ^_UST` 7[YYU``QQ [Z AMe )–$ MZP cM_ MP[\`QP Ne `TQ 7[YYU``QQ [Z AMe)-$ *()*& GTU_ ^QO[YYQZPM`U[Z cUXX O[Z`UZaQ `TQ S^MPQ_ ,%0 UZ_`^aYQZ`MX MZP OT[^MX Ya_UO \^[S^MY MZP MX_[ _a\\[^` M^`_UZ_`^aO`U[Z MZP \^[RQ__U[ZMX PQbQX[\YQZ` UZ M^`_UZ`QS^M`U[Z UZ `TQ QXQYQZ`M^e MZP YUPPXQ _OT[[X_&

1C364B @42><<4=30B8>=A 5>@ 5E &$%&"&$%'

<YWNH ?VTLVFR AXFKKNSL %!&&)!+$$
=Z `TQ *()*%)+ _OT[[X eQM^$ `TU^P S^MPQ _`aPQZ`_ cUXX O[Z`UZaQ `[^QOQUbQ Ya_UO UZ_`^aO`U[Z [ZOQ QMOT cQQW Pa^UZS ^QXQM_Q `UYQ& GTQ UZ_`^aO`U[ZMX R[Oa_R[^`TU^P S^MPQ U_ [Z QM^ `^MUZUZS$ ^Te`TY MZP Z[`Q ^QMPUZS a_UZS C^RR \U`OTQP \Q^Oa__U[Z UZ_`^aYQZ`_$ ^QO[^PQ^_$ MZP `TQ b[UOQ& GTQ O[_` [R `TQ +^P S^MPQ \^[S^MY ")&,, :G9# U_ \MUP Ne `TQ ;QZQ^MX :aZP&

Aa_UO UZ_`^aO`U[Z R[^ MXX ,`T MZP -`T S^MPQ _`aPQZ`_ U_ \^[bUPQP Ne `TQ I5D5 NaPSQ`$ `cUOQ \Q^ cQQW "Pa^UZS `c[[R `TQ RUbQ ^QXQM_Q \Q^U[P_ [R `TQU^ OXM__^[[Y `QMOTQ^_#& :[a^ `e\Q_ [R UZ_`^aO`U[Z M^Q PQXUbQ^QP h_`^UZS_ "[^OTQ_`^M#$ c[[PcUZP_ MZP N^M__"NMZP#$ c[^XP Ya_UO "\Q^Oa__U[Z$ aWaXQXQ_$ SaU`M^_#h Ne _OTQPaXUZS `T^QQ Ya_UO `QMOTQ^_ R[^`TQ \^Q\ \Q^U[P [R QbQ^e `c[ OXM__^[[Y `QMOTQ^_",&(, :G9#& FQbQ^MX MPPU`U[ZMX Ya_UO `QMOTQ^_ YMe NQ

M__USZQP R[^ ,`T MZP -`T S^MPQ_ M_ ZQQPQP$ `[ \^[bUPQ MZ [\`UYMX XQM^ZUZS QZbU^[ZYQZ` MZP `[MXX[c R[^ S^MPQ XQbQX S^[a\UZS_ cTQ^Q `TQ^Q M^Q O[YNUZM`U[Z OXM__Q_& "GTQ `[`MX ZaYNQ^ [R OXM__Q_ R[^ `TQ *()*%)+ _OT[[X eQM^ YMe ZQQP `[NQ MX`Q^QP cTQZ _OT[[X [\QZ_ NM_QP [Z bM^UMZOQ_ UZ QZ^[XXYQZ`&#

9Z^[XXYQZ` UZ Ya_UO OXM__Q_ M` `TQ YUPPXQ _OT[[X_ O[Z`UZaQ_ `[ S^[c& =Z *()%)* [bQ^ /(( _`aPQZ`_ OT[_Q [ZQ [R `TQ R[XX[cUZS2 .`T ;^MPQ 6MZP$ /`T% O`T S^MPQ 6MZP$ `c[XQbQX_ [R C^OTQ_`^M$ 7T[^a_$ MZP `TQ 5OMPQYe [R 7T[^MX 5^`_ MZP A[PQ^Z Aa_UO "5755A$ @[ZSRQXX[c#& 7XM__Q_ M^Q TQXP RUbQ PMe_ M cQQW$ a_aMXXe Pa^UZS fQ^[ \Q^U[P& >Mff 6MZP U_ MZ MR`Q^ _OT[[X QXQO`UbQ R[a^ PMe_ M cQQW M` `TQ YUPPXQ _OT[[X_& A[PQ^Z Aa_UO YQQ`_ [ZQ PMe M cQQW M` ?UZS& G[`MX YUPPXQ _OT[[X :G9 R[^ Aa_UO U_ +&+*&

=Z *()*%)+ `TQ^Q cUXX O[Z`UZaQ `[ NQ `c[C^OTQ_`^M_ MZP `T^QQ NMZP_ M` fQ^[ \Q^U[P M` ?UZS `[ MOO[YY[PM`Q `TQ XM^SQ ZaYNQ^ [R _`aPQZ`_ cT[ TMbQ _USZQP a\R[^ Ya_UO& >Mff 6MZP cUXX O[Z`UZaQ M` `TQ `T^QQ YUPPXQ _OT[[X_& GTU^`e%RUbQ \Q^ OQZ` "+- # [R YUPPXQ _OT[[X _`aPQZ`_ \M^`UOU\M`Q UZ Ya_UO&

GTQ `[`MX Aa_UO F`MRRUZS U_2

- Aa_UO GQMOTQ^_$ S^MPQ_ ,%0$))&,(:G9
- 8U_`^UO` D^[S^MY Fa\Q^bU_[^$)&(:G9
- Aa_UO @UN^M^e Y □ □ □ □

MZP PMZOQ \^[PaO`U[Z `QMOTQ^_ O[XXMN[^M`QP [Z M \^[PaO`U[Z [R
JUXXM^P O[Z`UZaQP MZ MR`Q^ _OT[[X P^MYM \^[PaO`U[Z OXM__ MZP @[ZSRQXX[c
[RRQ^QP M fQ^[\Q^U[P A[PQ^Z Aa_UO OXM__&

8SWXVYRJSXW FSI D0?0 8SWXVYHXNTSFQ <FXJVNFQW -&!-$$
GTQ ^QO[YYQZPM`U[ZU_ `[O[Z`UZaQ `[_a\\[^` `TQ Ya_UO \^[S^MY Ne
\^[bUPUZS Ya_UOMX UZ_`^aYQZ`_ `[ MXX ,%0 Ya_UO _`aPQZ`_& 6Q^WQXQe U_ [ZQ [R
`TQ RQc 7MXUR[^ZUM _OT[[X PU_`^UO`_ `TM` U_ MNXQ `[X[MZ UZ_`^aYQZ`__[`TM`
_`aPQZ`_ [R MXX RUZMZOUMX XQbQX_ TMbQ Q]aMX MOOQ__ `[ `TQ \^[S^MY&=Z MPPU`U[Z$
_`aPQZ`_ M^Q _a\\XUQP cU`T Ya_UO YQ`T[P N[[W_ MZP c[^WN[[W_$ ^QO[^PQ^_$
^QQP_$ _`^UZS_$ MXX UZ_`^aYQZ` MOOQ__[^UQ_ MZP _TQQ` Ya_UO$ MZP OXM__^[[Y_
M^Q [a`RU``QP cU`T Ya_UO _`MZP_$ Ya_UO OM^`_ MZP Ya_UO _`[^MSQ aZU`_&
=Z_`^aYQZ`_ M^Q ^Q\MU^QP M_ ZQQPQP MZP ZQc [ZQ_ \a^OTM_QP `[ ^Q\XMOQ `T[_Q
`TM` M^Q NQe[ZP ^Q\MU^&

GTQ Ya_UO XUN^M^e O[XXQO`U[Z cUXX O[Z`UZaQ `[ NQ Qd\MZPQP UZ *()*%)+$ `[TQX\
_`aPQZ`_ PQbQX[\M_ Ya_UOUMZ_& 5_`TQ ZaYNQ^ [R _`aPQZ`_ QZ^[XXQP UZ Ya_UO
OXM__Q_ O[Z`UZaQ_ `[S^[c M` `TQ YUPPXQ _OT[[X__[P[Q_ `TQ ZQQP R[^
MPPU`U[ZMX UZ_`^aYQZ`_$ ^Q\MU^_ MZP UZ_`^aO`U[ZMX YM`Q^UMX_& 5_`TQ _`aPQZ`_
NQO[YQ Y[^Q \^[RUOUQZ`$ Y[^Q _[\TU_`UOM`QP UZ_`^aYQZ`_ Ya_` NQ \^[bUPQP&
5X_[UZOXaPQP UZ `TU_ OM`QS[^e U_ *$(((\Q^ YUPPXQ _OT[[X R[^ P^MYM
\^[PaO`U[Z YM`Q^UMX_&

?VTKJWWNTSFQ 3JZJQTUR JSX 0VXW 0SHMTV AHMTTQW ,+!)$$
GTQ ^QO[YYQZPM`U[ZU_ R[^ I5D5 RaZP_ `[O[Z`UZaQ `[\^[bUPQ \^[RQ__U[ZMX
PQbQX[\YQZ` UZ `TQ M^QM [R `TQ M^`_ `[ ?%0 OXM__^[[Y `QMOTQ^_$ bUM `TQ
QXQYQZ`M^e 5^`_ 5ZOT[^ _OT[[X \^[S^MY& GTQ 5^`_ 5ZOT[^ \^[S^MY a`UXUfQ_
Y[PQXUZS MZP O[MOTUZS `[ QZO[a^MSQ OXM__^[[Y `QMOTQ^_ `[ UZ`QS^M`Q `TQ M^`_
UZ`[ `TQU^ 0a^^UOaXaY& GQMOTQ^_ M` `TQ 5^`_ 5ZOT[^ _OT[[X_ PQ_USZ `TQ
\^[RQ__U[ZMX PQbQX[\YQZ` R[0a_ M_ M `QMY MZP c[^W cU`T MZ M^`_ \^[bUPQ^ "Q&S&
Aa_QaY [R 7TUXP^QZi_ 5^`%%AC7<5# [^ M OQ^`URUOM`QP M^`_ `QMOTQ^ `[\XMZ
UZ`QS^M`QP M^`_ XQ__[Z_& GTQ `QMOTUZS%M^`U_` [^ OQ^`URUOM`QP `QMOTQ^ Y[PQX_
OXM__^[[Y `QMOTUZS [R `TQ M^` R[^Y MZP O[MOTQ_ `TQ OXM__^[[Y `QMOTQ^_ UZ
`QMOTUZS MZP UZ`QS^M`UZS `TQ M^` R[^Y "PMZOQ$ `TQM`Q^$ bU_aMX M^`_$ [^ Ya_UO#&
GQMY_ YQQ` ^QSaXM^Xe M_ M S^[a\ MZP cU`T `TQ M^`_ \^[bUPQ^ `[PU_0a__ MZP
^QRUZQ UZ`QS^M`QP 0a^^UOaXaY cU`T `TQ S[MX [R PQQ\Q^ XQM^ZUZS MZP
aZPQ^_`MZPUZS R[^ MXX _`aPQZ`_$ M_ cQXX M_ S^QM`Q^ `QMOTUZS \^[RUOUQZOe [R `TQ
`QMOTQ^_&

=Z *()*%)+ QUST` ?%- MZP [ZQ YUPPXQ _OT[[X \XMZ `[\M^`UOU\M`Q UZ `TQ 5^`_
5ZOT[^ \^[S^MY& "CZQ MPPU`U[ZMX ?%- _OT[[X YMe V[UZ UZ&# D^UZOU\MX_ MZP
`QMOTQ^_ ^Q\[^` M ZQc XQbQX [R O[ZRUPQZOQ MY[ZS OXM__^[[Y `QMOTQ^_ UZ
aZPQ^`MWUZS M^`_ UZ`QS^M`U[Z [Z `TQU^ [cZ& 7XM__^[[Y `QMOTQ^_ QMSQ^Xe OT[[_Q
0a^^UOaXaY MZP MZ M^` R[0a_ R[^ `TQ eQM^& 8MZOQ MZP OXM__ \XMe_ TMbQ NQO[YQ

j_[YQ`TUZS cQ P[ M` `TU_ _OT[[Xk MZP _`aPQZ` PU_\XMe_ `T^[aST[a` `TQ _OT[[X Qd\^Q__ `TQ j_`aPQZ` M_ M^`U_`k bU_U[Z&

:[^ `TQ ** 6HF8 M^`_ `QMOTQ^_ "?%O bU_aMX M^`_ MZP PMZOQ `QMOTQ^_ MZP `TQ ?%)* Ya_UO `QMOTQ^_#$ `TQ ^QO[Y YQZPM`U[Z U_ `[O[Z`UZaQ `[\^[bUPQ \^[RQ__U[ZMX PQbQX[\ YQZ` [Z PU_`^UO` cUPQ _`MRR PQbQX[\ YQZ` PMe_& =Z *( ) )%*( )* Ya_UO `QMOTQ^_ \M^`UOU\M`QP UZ c[^W_T[_ cU`T DM YQXM <M^^U_[Z%F YMXX "7aX`a^MX 7[Y \Q`QZOe# MZP 6^aOQ AaZ_[Z "

)* Ya_UO M` `TQ 6Q^WQXQe 7[Y YaZU`e GTQM`Q^& =Z AM^OT [R *()* [bQ^ .((
_`aPQZ`_ \M^`UOU\M`QP UZ 7T[^a_$ C^OTQ_`^M$ 6MZP MZP >Mff QZ_QYNXQ_ Ne
S^MPQ XQbQX& 5Z QZ`Ta_UM_`UO MaPUQZOQ [R [bQ^ *$-((OTQQ^QP `TQ _`aPQZ`
Ya_UOUMZ_& GQMOTQ^_ M^Q \MUP T[a^Xe R[^ cQQWQZP ^QTQM^_MX MZP \Q^R[^YMZOQ
`UYQ&

2TQQFGTVFXNZJ ?FVXSJVWMNUW FSI 0II NXNTSFQ AYUUTVX %$!($$
GTU_ I5D5 NaPSQ` UZOXaPQ_ )($((( `[_a\\[^` `TQ 6Q^WQXQe FeY\T[Ze
C^OTQ_`^M \^[S^MY M` `TQ QXQbQZ ?%- _OT[[X_ MZP ,(( `[_a\\[^` 7MX
DQ^R[^YMZOQ_ UZ `TQ OXM__^[[Y c[^W_T[\_& 6HF8 U_ R[^`aZM`Q `[TMbQ `TQ
a\\[^` [R _`^[ZS X[OMX M^`_ [^SMZUfM`U[Z cU`T cTUOT `TQ^Q M^Q [ZS[UZS
\M^`ZQ^_TU\_ `[\^[bUPQ [\\[^`aZU`UQ_ R[^ [a^ _`aPQZ`_& 5_ UZ \M_` eQM^_$U` U_
Qd\QO`QP `TM` UZ *()*%)+ 6HF8 QXQYQZ`M^e _OT[[X_ cUXX `MWQ \M^` UZ `TQ
QPaOM`U[ZMX \^[S^MY O[ZPaO`QP Ne `TQ 6Q^WQXQe FeY\T[Ze C^OTQ_`^M "6FC#$
cTUOT UZb[XbQ_ `TQ FeY\T[Ze bU_U`UZS `TQ _OT[[X_ UZ `TQ RMXX `[ \^Q_QZ` M
O[ZOQ^`$ 6FC Ya_UOUMZ_ bU_U`UZS ?%- OXM__^[[Y_$ MZP
O[ZOQ^`_ M` YMZe _OT[[X_&

5_ UZ \M_` eQM^_$UZ *()*%)+ -`T S^MPQ^_ MZP YUPPXQ _OT[[X _`aPQZ`_ cUXX NQ
MNXQ `[M``QZP 7MfMPQ^[DQ^R[^YUZS 5^`_ 7MY\ R[^ M j>aY_`M^`k ^Q`^QM`&
GQMOTQ^_ cUXX MX_[NQ MNXQ `[M``QZP c[^W_T[_ MZP TMbQ SaQ_` M^`U_`_ bU_U`
`TQU^ OXM__Q_ UZ O[ZVaZO`U[Z cU`T jFOT[[X GUYQ DQ^R[^YMZOQ_k M` 7MX
DQ^R[^YMZOQ_&

0II NXNTSFQ AYUUTVX KTV 0VXW ?VTLVFRW NS 1CA3
GTQ 6Q^WQXQe DaNXUO 9PaOM`U[Z :[aZPM`U[Z "6D9:# `^MPU`U[ZMXXe _a\\[^`_ M
ZaYNQ^ [R M^`_ \^[VQO`_ \^[\[_QP Ne UZPUbUPaMX `QMOTQ^_ M` MXX S^MPQ XQbQX_&
FOT[[X ;[bQ^ZMZOQ 7[aZOUX_ MX_[TMbQ RaZPQP M^`_ `QMOTQ^_ MZP \^[VQO`_ M`
_QbQ^MX _OT[[X_$ MZP Y[_` _OT[[X DG5_ TMbQ \^[bUPQP M^`_ RaZPUZS& 6D9:
O[Z`^UNa`Q_)-$(((\Q^ eQM^ `[ `TQ 6Q^WQXQe FeY\T[Ze Aa_UO UZ `TQ FOT[[X_
\^[S^MY MZP)-((M eQM^ `[ cM^P _OT[XM^_TU\_ R[^ _`aPQZ`_ \M^`UOU\M`UZS UZ
`TQ 7MfMPQ^[ >aY\_`M^` ^Q`^QM`_&

5XX QXQbQZ [R `TQ QXQYQZ`M^e _OT[[X_ \^[bUPQ M^`_ `QMOTUZS `[ _`aPQZ`_ NQe[ZP
`TQ PU_`^UO` cUPQ Ya_UO \^[S^MY& =Z *())%)*$ R[a^ QXQYQZ`M^e _OT[[X_ a_QP
`TQU^ RU^_` MZP'[^ _QO[ZP S^MPQ_ ^QXQM_Q `UYQ R[^ Ya_UO UZ_`^aO`U[Z MZP `c[[R
`T[_Q QXQYQZ`M^e _OT[[X_ \^[bUPQP Ya_UO R[^ `TQU^ ?UZPQ^SM^`QZ _`aPQZ`_&
:[a^ QXQYQZ`M^e _OT[[X_ TMP \M^` `UYQ OQ^`URUOM`QP bU_aMX M^`_ `QMOTQ^_ MZP
[ZQ _OT[[X TMP M OXM__URUQP bU_aMX M^`_ `QMOTQ^& Gc[QXQYQZ`M^e _OT[[X_ TMP M
OQ^`URUOM`QP PMZOQ `QMOTQ^ MZP `c[QXQYQZ`M^e _OT[[X_ QY\X[e M OXM__URUQP
PMZOQ `QMOTQ^& CZQ [R `T[_Q _OT[[X_ MX_[QY\X[e_M OXM__URUQP P^MYM `QMOTQ^&

5_ \^QbU[a_Xe YQZ`U[ZQP$UZ `TQ [PP eQM^_ `TQ 6Q^WQXQe 5^` 7QZ`Q^ _\[Z_[^_
`TQ K[a`T 5^` 9dTUNU`U[Z& ?%0 _`aPQZ` P^McUZS_$ \MUZ`UZS_ MZP _0aX\`a^Q M^Q

PU_\XMeQP Pa^UZS AM^OT =F 5^` 9PaOM`U[Z Y[Z`T M` Z[O[_` `[`TQ PU_`^UO`& GTQ ?5@5 =Z_`U`a`Q MZZaMXXe T[_`_ M _T[c [R M^`c[^W O^QM`QP Ne 6Q^WQXQe <UST FOT[[X _`aPQZ`_&

7MX DQ^R[^YMZOQ_ M` LQXXQ^NMOT <MXX$M \M^`ZQ^ cU`T 6HF8 UZ `TQ > :& ?QZZQPe DQ^R[^YUZS 5^`_ 7QZ`Q^UZ J M_TUZS`[Z 87$ DM^`ZQ^_ UZ 9PaOM`U[Z D^[S^MY$ _\[Z_[^_ c[^W_T[\_ R[^ `QMOTQ^_ O[ZZQO`QP cU`T FOT[[XGUYQ \Q^R[^YMZOQ_ M` LQXXQ^NMOT& DM^`UOU\M`UZS `QMOTQ^_ YMe M^^MZSQ `[ TMbQ `TQ c[^W_T[\ `QMOTUZS M^`U_`"_# bU_U` `TQU^ OXM__^[[Y_& 7MX DQ^R[^YMZOQ_ \^[bUPQ_ R[^ ^QPaOQP `UOWQ` \^UOQ_ `[YMUZ _`MSQ \Q^R[^YMZOQ_ R[^ YUPPXQ MZP TUST _OT[[X _`aPQZ`_ MZP M^^MZSQ_ OXUZUO_ cU`T bU_U`UZS M^`U_`_& F`aPQZ`_ MZP `QMOTQ^_ M^Q X[[WUZS R[^cM^P `[ _QQUZS ;a_`Mb[8aPMYQX O[ZPaO` `TQ FUY[Z 6[XUbM^ FeY\T[Ze C^OTQ_`^M [R IQZQfaQXM UZ B[bQYNQ^ MZP UZ`Q^MO`UZS cU`T _[YQ [R `TQ e[aZS Ya_UOUMZ_ UZ @M FU_`QYM&

GTQ Aa_UO 7[ZZQO`U[Z "GA7# U_ M HZUbQ^_U`e [R 7MXUR[^ZUM M` 6Q^WQXQe _`aPQZ` OXaN$R[^YQP UZ *((. `[\^[bUPQ `a`[^_ R[^ 6HF8 Ya_UO OXM__Q_ Pa^UZS MZP MR`Q^ _OT[[X& 8a^UZS `TQ Ya_UO ^QXQM_Q OXM__Q_ GA7 _`aPQZ`_ M__U_` `TQ Ya_UO `QMOTQ^_ Ne c[^WUZS cU`T UZPUbUPaMX_ MZP _YMXX S^[a_ [R _`aPQZ`_ [Z `QOTZU]aQ MZP M_ OTMYNQ^ S^[a\_& 5R`Q^ _OT[[X 0- GA7 b[XaZ`QQ^_ M^Q c[^WUZS M` `TQ QXQbQZ QXQYQZ`M^e _OT[[X_ MZP `TQ `T^QQ YUPPXQ _OT[[X_ [RRQ^UZS UZPUbUPaMX XQ__[Z_$ _YMXX QZ_QYNXQ c[^W MZP Ya_UO `TQ[^e& =Z MPPU`U[Z$ GA7 M^^MZSQ_ 7MX 6MZP MZP C^OTQ_`^M BUST`_R[^ `TQ RUR`T S^MPQ^_ MZP YUPPXQ _OT[[X _`aPQZ`_$ cTQ^Q _`aPQZ`_ \M^`UOU\M`QUZ `TQ ^QTQM^_MX \XMeUZS Ya_UO M` M O[YR[^`MNXQ XQbQX& GA7 ^MU_Q_ MXX ZQOQ__M^e RaZP_& DM^QZ`_ MZP _`aPQZ`_ MXUWQ TMbQ NQQZ `T^UXXQP cU`T `TQ Ya_UOMX \^[S^Q__ _`aPQZ`_ TMbQ YMPQ cTUXQ \M^`UOU\M`UZS UZ GA7 OXM__Q_& GTQ Aa_UO 7[ZZQO`U[Z cM_ ^QO[SZUfQP cU`T MZ McM^P R[^ `TQU^ c[^W UZ 6Q^WQXQe HZURUQP UZ 5\^UX *()* Ne `TQ 7TMZOQXX[^ [R H7 6Q^WQXQe&

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2012/13 Proposed Budget
Music and VAPA

	FTE	11.68	11.16	13.04	13.40
		Audited Actuals FY 09/10	**Audited Actuals FY 10/11**	**Budget FY 11/12**	**Proposed Budget FY 12/13**
REVENUE					
Revenue		1,384,737	1,405,000	1,418,656	1,460,613
BSEP Contribution to GF		(332,712)	(341,305)	(342,783)	(400,100)
Net Revenue		1,052,025	1,063,695	1,075,873	1,060,513
EXPENDITURES					
Certificated Salaries (Inc. Administrative)		490,466	555,208	612,135	618,700
Classified Salaries		43,775	46,146	48,685	41,600
Employee Benefits		147,690	168,387	204,939	208,800
Hourly/Extra Duty		10,192	13,362	21,078	19,200
Books, Supplies and Equipment		96,338	173,761	94,074	65,000
Arts Anchor Grants					49,000
Contracted Services		67,211	104,391	111,528	53,200
Reserve for Personnel Variance				19,417	25,000
Indirect Cost		70,277	86,837	97,561	94,610
TOTAL EXPENDITURES		925,949	1,148,092	1,209,417	1,175,110
NET INCREASE (DECREASE)		126,076	(84,397)	(133,544)	(114,597)
FUND BALANCE ANALYSIS					
Beginning Fund Balance, July		389,185	515,261	430,864	297,320
Net Increase (Decrease) in Fund Balance		126,076	(84,397)	(133,544)	(114,597)
Ending Fund Balance, June 30		515,261	430,864	297,320	182,723