



STATE OF NEW JERSEY
DEPARTMENT OF EDUCATION
UNION COUNTY OFFICE
300 NORTH AVENUE EAST
WESTFIELD, NEW JERSEY 07090
PHONE: 908-654-9860
FAX: 908-654-9869

CHRIS CHRISTIE
GOVERNOR

KIM GUADAGNO
LT. GOVERNOR

CHRISTOPHER D. CERF
ACTING COMMISSIONER

KATHLEEN C. SERAFINO, PH.D.
EXECUTIVE COUNTY BUSINESS ADMINISTRATOR

June 13, 2013

Jennifer A. Osborne
Lindabury, McCormick, Estabrook & Cooper, P.C.
53 Cardinal Drive
P.O. Box 2369
Westfield, NJ 07091-2369

Dear Ms. Osborne:

The proposed contract for Pedro Garrido, Roselle Park Superintendent of Schools, for the term July 1, 2013 to June 30, 2016 has been reviewed. The contract, as proposed, is approved as it has met the following:

- Pursuant to N.J.A.C. 6A:23A-3.1(d), the board of education has supplied the Executive County Superintendent with a detailed worksheet setting forth the total cost of the contract for each applicable year.
- Pursuant to N.J.A.C. 6A:23A-3.1(e)2, the total salary amount in the proposed contract has been adjusted for each year of the contract so as not to exceed the "Maximum Salary Amount" for superintendents as set forth at N.J.A.C. 6A:23A-1.2 plus, an additional "High School Salary Increment" of \$2,500.
- Pursuant to N.J.A.C. 6A:23A-3.1(e)1, the proposed contract has been reviewed and a comparison has been made with other similarly credentialed and experienced administrators regarding salary, benefits and other emoluments contained in those contracts.
- Pursuant to N.J.A.C. 6A:23A-3.1(e)10-12, the proposed contract contains language specifying the number of quantitative and qualitative goals and the percentage assigned to each of the merit criteria and these merit criterion must be approved by the Executive County Superintendent including the data that forms the basis of measuring the achievement of the merit criterion. Goals must be sent to the Executive County Superintendent for approval no later than August 1, for each year of the contract that contains merit goals. The goals must be reviewed and approved by the Executive County Superintendent and will become part of the contract for that particular year.
- Once any of the goals are completed, certification in the form of a board resolution attesting to the completion of the goal(s) is sent to the Executive County Superintendent for review and approval prior to the payment based upon the criteria.
- All other conditions have must be met pursuant to N.J.A.C. 6A:23A-3.1.

Once the board has approved the contract, an original signed contract is to be sent to my office.

Sincerely,

Handwritten signature of Kathleen C. Serafino in cursive.
Kathleen C. Serafino, Ph.D.
Executive Superintendent of Schools

— OO —
LINDABURY
McCORMICK, ESTABROOK & COOPER, P.C.
Attorneys at Law

Email: josborne@lindabury.com
Direct Fax: (908) 518-2967

June 11, 2013

Via Electronic & Regular Mail

Dr. Kathleen C. Serafino, Executive County Superintendent
Union County Office
300 North Avenue East
Westfield, New Jersey 07090

**Re: ROSELLE PARK BOARD OF EDUCATION (Board)
Contract of Employment for Superintendent of Schools**

Dear Dr. Serafino:

This office represents the Roselle Park Board of Education. Enclosed please find a contract of employment between the Board and Pedro Garrido for the position of Superintendent of Schools. Also enclosed please find a cost analysis for this contract of employment.

Kindly review the enclosed documents and advise if same are acceptable. The next public meeting of the Board of Education is scheduled for Tuesday, June 25, 2013. The Board hopes to be able to execute the enclosed contract of employment on that evening.

If you have any questions, please contact us.

Thank you.

Very truly yours,
LINDABURY, McCORMICK, ESTABROOK & COOPER


Jennifer A. Osborne

JAO/

cc: Barbara Sokol, Board Committee Chair (via electronic mail)
Christopher Miller, Board President (via electronic mail)
William Nossen, Esq. (via electronic mail)
Encls.

CONTRACT OF EMPLOYMENT

THIS CONTRACT OF EMPLOYMENT is made and entered into this 18th day of June, 2013, by and between the **ROSELLE PARK BOARD OF EDUCATION**, with offices located at 510 Chestnut Street, New Jersey 07204 (hereinafter "the Board")

and

PEDRO GARRIDO, whose position is to be the Superintendent of Schools/Chief School Administrator (hereinafter "Superintendent").

WITNESSETH

THIS CONTRACT OF EMPLOYMENT replaces and supersedes all prior Contracts of Employment between the parties thereto. Signature of this Contract of Employment constitutes assent to a rescission of any and all prior Contracts of Employment as well as agreement to the terms herein.

WHEREAS, the Board and the Superintendent believe that a written Contract of Employment is necessary to specifically describe their relationship and to serve as the basis of effective communication between them; and

WHEREAS, the Board offered Pedro Garrido the position of Superintendent, and he has accepted the Board's offer; and

WHEREAS, the Superintendent is the holder of an appropriate certificate as prescribed by the State Board of Education and as required by N.J.S.A. 18A:17-17; and

WHEREAS, the Board approved the terms of this Contract of Employment by a vote of its members at a regularly scheduled meeting on June 18, 2013 and has authorized the President of the Board to execute this Contract of Employment.

NOW, THEREFORE, the Board and the Superintendent, for the consideration herein specified, agree as follows:

1. **TERM**

The Board hereby agrees to employ Pedro Garrido as the Superintendent of the Roselle Park Board of Education for the period beginning on July 1, 2013 but not later than September 1, 2013 and expiring at midnight on June 30, 2016.

2. CERTIFICATION AND RESPONSIBILITIES

A. Certification:

The parties acknowledge that the Superintendent possesses a Certificate of Eligibility for Administration with a School Administrator endorsement from the New Jersey Department of Education. The Superintendent agrees to use his best efforts to obtain the standard certificate and endorsement as soon as possible, and to keep the Board President informed of the status of the application for certification. The Board agrees to cooperate in promptly providing any information or documentation that is necessary for the Superintendent to obtain his standard administrator certificate with endorsement as a school administrator, and further agrees to pay for and cooperate with a state-required mentor during the residency period as per state certification regulations.

In the event the Superintendent's certificate issued by the Department of Education is revoked, this contract of employment is null and void as of the date of the certificate revocation.

The Superintendent further agrees to comply with all other legal requirements respecting the employment of a Superintendent of Schools.

B. Duties:

The Superintendent shall have general supervision over the schools and all attendant powers and duties as set forth by law. The Superintendent shall:

a. faithfully perform the duties of the Superintendent for the Board and serve as the chief school administrator and executive officer in accordance with the laws of the State of New Jersey, rules and regulations adopted by the State Board of Education, and policies which are adopted from time to time by the Board. The specific job description adopted by the Board, applicable to the position of Superintendent, is incorporated into this contract of employment and shall be followed by the Superintendent.

b. devote his full time, skills, labor and attention to this employment during the terms of this contract of employment, provided that the Superintendent may, with prior notice to and prior approval of the Board, undertake short term consultative work, speaking engagements, writing, teaching, lecturing, or other professional duties and obligations which do not interfere with his full-time responsibilities as Superintendent.

c. carry out the administration of instruction and business affairs of the district, with the assistance of staff, in accordance with the legal obligations required by law and the responsibilities as outlined above, including the job description.

d. recommend the selection, placement, appointment, reappointment, non-

renewal, and transfer of personnel, subject to the approval of the Board in accordance with the responsibilities as outlined above, and subject to applicable Board policies and directives.

e. study and make recommendations with respect to all criticism and complaints, which the Board, either individually or collectively, may refer to him in accordance with the responsibilities outlined above.

f. attend appropriate professional meetings and conferences as a representative of the Board. The expenses incurred in connection with such meetings shall be subject to the provisions herein regarding reimbursement for professional expenses incurred by the Superintendent.

g. structure his working day and organization to insure that all duties are performed and obligations met.

h. assume responsibility for the administration of the affairs of the School District, including but not limited to programs, personnel and fiscal operations, instructional programs, and all duties and responsibilities therein will be performed and discharged by the Superintendent or by staff at the Superintendent's direction.

i. have a seat on the Board and the right to speak (but not vote) on all issues before the Board in accordance with applicable law. The Superintendent shall attend all regular and special meetings of the Board, and all committee meetings thereof, and shall serve as advisor to the Board and said committees on all matters affecting the School District.

j. suggest, from time to time, regulations, rules, policies, and procedures deemed necessary for compliance with law and/or for the well being of the School District.

k. perform all duties incident to the Office of the Superintendent and such other duties as may be prescribed by the Board from time to time. The Superintendent shall, at all times, adhere to all applicable federal and state statutes, rules, regulations, and executive orders, as well as district policies and regulations.

l. report to the Board of Education and adhere to directions from the Board of Education consistent with the performance and legal obligations herein.

m. consult with the Board Attorney as the Superintendent deems appropriate.

All duties assigned to the Superintendent should be appropriate to and consistent with the professional role and responsibility of the Superintendent, and shall be set by Board policy and in the Job Description for the Superintendent which may be modified from

time to time, consistent with the intent set forth above.

3. **PROFESSIONAL GROWTH OF SUPERINTENDENT**

The Board encourages the continuing professional growth of the Superintendent through his participation as he might decide, in light of his responsibilities as the Superintendent, in the following ways:

- A. The operations, programs and other activities conducted or sponsored by local, state, and national school administrator and/or school board associations, including but not limited to, conferences, conventions, and workshops;
- B. Seminars and courses offered by public or private educational institutions;
- C. Informational meetings with other persons whose particular skills or backgrounds would serve to improve the capacity of the Superintendent to perform his professional responsibilities for the Board;
- D. Visits to other institutions; and
- E. Other activities promoting the professional growth of the Superintendent.

Expenses for meals, lodging, registration, and transportation for national and state conventions of recognized educational associations, workshops, seminars, and institutes to enhance the Superintendent's knowledge and expertise in the field of education and administration shall be paid for/reimbursed by the Board in accordance with law. Such payments or reimbursements, shall be made in accordance with OMB travel circular provisions, the general requirements of N.J.S.A. 18A:11-12, Board policy, and upon prior approval of the Board. The Superintendent shall follow Board policy and applicable law in supplying the necessary documentation for reimbursement.

4. **COMPENSATION**

A. Salary:

For the 2013-2014 school year, the Board shall pay the Superintendent an annual base salary of One Hundred Fifty Thousand (\$150,000.00) Dollars, prorated. For the 2014-2015 school year, the Board shall pay the Superintendent an annual base salary of One Hundred Fifty Five Thousand (\$155,000.00) Dollars. For the 2015-2016 school year, the Board shall pay the Superintendent an annual base salary of One Hundred Fifty Seven Thousand Five Hundred (\$157,500.00) Dollars. The Superintendent's base salary is based upon the salary cap set forth in current State regulations. The parties agree that if the salary caps are no longer deemed applicable or if the applicable salary caps increase under the law, the Board, in its discretion, may increase the Superintendent's base salary

in accordance with applicable law. Any increase in salary shall receive the prior written approval of the Executive County Superintendent for Union County, and shall follow the A5 public notice and hearing requirements on the amended contract of employment.

The annual salary shall be paid to the Superintendent in accordance with the payroll schedule for other certified employees.

B. Other Provisions:

During the term of this Contract of Employment, including any extension thereof, the Superintendent shall not be reduced in compensation, including salary and benefits. Any adjustment in salary made during the life of this Contract of Employment shall be in the form of an amendment, shall not be deemed that the Board and the Superintendent have entered into a new Contract of Employment, and shall require the prior approval of the Executive County Superintendent for Union County.

C. Merit Bonus:

The Board may grant the Superintendent a merit bonus, in addition to the Superintendent's base salary, for the 2013-2014, 2014-2015, and 2015-2016 school years. The merit bonus will be based upon the Superintendent's achievement of quantitative merit criterion and/or qualitative merit criteria. The Board and Superintendent shall select up to three (3) quantitative merit criteria and up to two (2) qualitative merit criteria per contract year. The Executive County Superintendent for Union County shall approve or disapprove of the selection of quantitative merit and/or qualitative merit criterion and the data that forms the basis of measuring the achievement of quantitative merit and/or qualitative merit criterion. If the Board determines to provide the Superintendent with the opportunity to obtain a merit bonus, the Superintendent shall receive a merit bonus of 3.33% of his annual base salary for each quantitative merit criterion achieved, and/or a merit bonus of 2.5% of his annual base salary for each qualitative merit criterion achieved. If the Superintendent has satisfied the quantitative and/or qualitative merit criteria, the Board shall submit a resolution to the Executive County Superintendent for Union County certifying that the quantitative merit and/or qualitative merit criteria have been satisfied and shall await a confirmation of the satisfaction of that criteria from the Executive County Superintendent for Union County prior to payment of the merit bonus.

If the Board determines to provide the Superintendent with the opportunity to obtain a merit bonus, written criteria for determining each merit bonus shall be established each school year. Both parties will discuss and mutually agree upon a written draft of the criteria. Prior to adoption by the Board, the criteria shall be submitted to the Executive County Superintendent for Union County for prior approval on or before August 1st of that school year. Once the quantitative and/or qualitative merit criteria are approved by the Executive County Superintendent for Union County, same shall become part of this Contract of Employment and incorporated by reference herein. Upon the

Superintendent's achievement of the merit criteria, but prior to payment of the increase, the Board shall submit a resolution to the Executive County Superintendent for Union County certifying that the quantitative and/or qualitative merit criteria have been satisfied. The Board shall await confirmation of the satisfaction of the criteria from the Executive County Superintendent for Union County prior to payment of any merit bonus.

5. **BENEFITS**

A. **Vacation Days/Holidays:**

The Superintendent shall be granted twenty (20) vacation days annually, calculated and prorated on an annualized basis, all of which shall be available to the Superintendent at the start of his employment. The Superintendent shall take vacation time during periods when school is not in session. The Board, through its Business Office, shall be responsible for maintaining written documentation of the Superintendent's earned, used and accrued vacation days.

If business demands prohibit the Superintendent from using all of his allotted vacation days in a given year, he may carry over up to ten (10) unused vacation days to be used during the next year pursuant to law. Any vacation days carried over from the previous year that are not used shall be forfeited.

The Superintendent shall be entitled to the following paid holidays:

New Year's Day	NJEA Annual Convention (2 days)
Martin Luther King, Jr. Day	Veteran's Day
President's Day	Thanksgiving Day
Good Friday	Friday after Thanksgiving Day
Memorial Day	Christmas Eve Day
Independence Day	Christmas Day
Labor Day	New Year's Eve Day

The Superintendent shall also be entitled to time off with pay for December Recess, Winter Break, and Spring Break, as established by the District administrative calendar, and as approved by the Board. The Superintendent shall not be required to use vacation days during December Recess, Winter Break, and Spring Break.

In the event that schools are in session on any of these holidays, recess periods, or school break periods, the Superintendent shall report to the District, but shall be given another paid day or days of in exchange for reporting to work.

B. **Personal Days:**

The Superintendent shall be granted four (4) personal days annually, without loss of

salary, calculated and prorated on an annualized basis, all of which shall be available to the Superintendent at the start of his employment. Personal days shall be used to conduct personal matters which require absence during school hours, to be used at the Superintendent's discretion. Except in cases of emergency, the Superintendent shall confirm personal leave use in accordance with District practice prior to the use of the leave. Unused personal days at the end of each contract of employment year shall convert to sick days and shall be cumulative as provided by law.

C. Bereavement Leave:

The Superintendent shall be granted up to five (5) bereavement days with pay, in each case, for the purpose of attending to matters following a death in the Superintendent's immediate family. The term "immediate family" shall be defined as the Superintendent's spouse/partner, children, parents, grandparents, brothers and sisters of the Superintendent and his spouse/partner.

D. Health Benefits:

The Board shall provide health benefits coverage for the Superintendent, his spouse/partner, and his dependents. The Superintendent shall be responsible for contributing an amount established by P.L. 2011, Chapter 78 toward payment of health benefit premiums. The contribution shall be made through payroll deduction.

The Superintendent may voluntarily waive health benefit coverage. If the Superintendent elects to waive health benefit coverage, he must provide written representation of alternate insurance coverage to the Board. If the Superintendent chooses to waive health benefit coverage he shall be entitled to a waiver payment equal to Five Thousand (\$5,000.00) Dollars. Waivers paid for less than one year shall be prorated.

E. Sick Leave:

The Superintendent shall be granted twelve (12) sick days annually, calculated and prorated on an annualized basis, all of which shall be available to the Superintendent at the start of his employment. The unused portion of such leave, at the end of any year, shall be cumulative. Unused sick leave may be accumulated from year to year. The Superintendent shall confirm absences resulting from personal illness in accordance with District policies.

F. Membership Fees:

The Board shall pay one hundred percent (100%) of the Superintendent's membership fees and/or charges to the Union County Association of School Administrators, New Jersey Association of School Administrators and, upon the prior approval of the Board, other professional/civic groups and organizations at the option of the Superintendent,

which the Superintendent deems necessary to maintain and/or improve his professional skills.

G. Subscriptions to Publications:

The Superintendent may subscribe to appropriate educational and/or professional publications within the limits set in the annual budget.

H. Expense Reimbursement:

The Board shall reimburse the Superintendent for expenses incurred for travel and sustenance in the performance of the Superintendent's duties under this Contract of Employment in accordance with law. Mileage shall be paid from mileage vouchers according to "New Jersey Office of Management and Budget" rates per mile. The Superintendent shall be reimbursed for expenses pursuant to Board policy, upon prior approval of the Board, and pursuant to N.J.S.A. 18A:11-12 and regulations promulgated thereunder.

I. Cellular Telephone Device:

The Board shall provide the Superintendent with a cellular telephone device, and reimburse the Superintendent for the use of the cellular telephone device in carrying out his duties under the terms and conditions of this Contract of Employment.

J. Personal Notebook Computer:

The Board shall provide the Superintendent with a personal notebook computer, and reimburse the Superintendent for the use of the personal notebook computer in carrying out his duties under the terms and conditions of this Contract of Employment.

6. **RETIREMENT OR SEPARATION FROM SERVICE**

A. Accumulated Unused Sick Days:

Upon the Superintendent's retirement from employment with the District, the Board will pay all unused, accumulated sick days earned while an employee of the Board, in accordance with law. Payment shall be calculated at the Superintendent's daily rate of pay, based upon a 260-day work year, following his last day of employment. Pursuant to N.J.S.A. 18A:30-3.5, payment shall not exceed \$15,000.00.

B. Accumulated Unused Vacation Days:

Upon the Superintendent's separation from employment with the District or retirement from employment with the District, the Board will pay all unused vacation days earned

while an employee of the Board, in accordance with law. Payment shall be calculated at the Superintendent's daily rate of pay, based upon a 260-day work year, following his last day of employment. At no time shall the number of vacation days exceed thirty (30) vacation days. Payment by the Board to the Superintendent for his unused vacation days shall be made within 30 days of his separation from employment.

C. Payment to Estate:

If the Superintendent dies before his Contract of Employment year is completed, payment for any accumulated unused vacation days due to the Superintendent shall be made to his estate in accordance with law.

7. EVALUATION

The Board shall evaluate the performance of the Superintendent at least once per year in accordance with law. The Board and the Superintendent shall meet to review the Superintendent's performance and establish performance goals and merit criteria for the following school year. Each evaluation shall be in writing, a copy shall be provided to the Superintendent, and the Board and the Superintendent shall meet to discuss the findings. The evaluation shall include areas of commendation and recommendation and shall provide direction as to any aspects of performance that are in need of improvement. The evaluations shall be based upon the goals and objectives of the District and the Board of Education, the responsibilities of the Superintendent as set forth in his job description, and provide for such other criteria as the State Board of Education shall by regulation prescribe. It shall be the Board's responsibility to ensure completion of the annual evaluation of the Superintendent. The evaluation format shall be developed and approved jointly by the Board and the Superintendent within ninety (90) days of the execution of this Contract of Employment. On or before June 30 of the 2014-2015 and 2015-2016 school years, the Superintendent and the Board shall meet to review the evaluation format and to mutually determine the evaluation format to be used in the subsequent school year.

At the same time the Board evaluates the Superintendent, the Superintendent shall evaluate the Board in its policy-making role in the District.

8. RENEWAL/EXTENSION OF CONTRACT OF EMPLOYMENT

Any renewal/extension of this Contract of Employment shall be by mutual agreement of the parties and must be set forth in a written agreement signed by the parties.

9. **TERMINATION OF CONTRACT OF EMPLOYMENT**

This Contract of Employment may be terminated by:

- A. Mutual agreement of the parties;
- B. Unilateral termination by the Superintendent upon Ninety (90) days written notice to the Board;
- C. Notification in writing by the Board to the Superintendent at least Ninety (90) days prior to the expiration of this Contract of Employment, of the Board's intent not to renew this Contract of Employment;
- D. In the event that the Superintendent's certificates are revoked, this Contract of Employment shall become null and void as of the date of revocation; or
- E. Actions consistent with law.

10. **COMPLETE AGREEMENT**

This Contract of Employment embodies the entire agreement between the parties hereto and cannot be varied except by written agreement of the undersigned parties and the prior approval of the Executive County Superintendent for Union County.

11. **CONFLICTS**

In the event of any conflict between the terms, conditions and provisions of the Board's policies, or any permissive state or federal law, then, unless otherwise prohibited by law, the terms of this Contract of Employment shall take precedence over the contrary provisions of the Board's policies or any such permissive law during the term of the contract of employment.

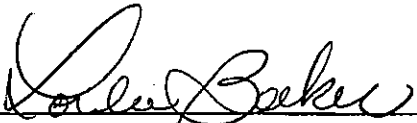
12. **SAVINGS CLAUSE**

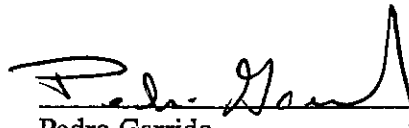
If during the term of this Contract of Employment, it is found that a specific clause of the Contract of Employment is contrary to federal or state law, the remainder of the Contract of Employment not affected by such a ruling shall remain in force.

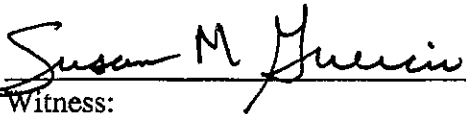
WHEREAS, the Superintendent approves the terms and conditions of this Contract of Employment, and agrees to be bound by same;


WHEREAS, this Contract of Employment has been approved by a vote of the Members of the Board of Education at its meeting of June 18, 2013, said action having been made a part of the official minutes of that meeting.

IN WITNESS WHEREOF, the parties set their hands and seals to this Contract of Employment effective on the day and year first above written.


Witness:


Pedro Garrido
Superintendent of Schools


Witness:


Christopher Miller, President
ROSELLE PARK BOARD OF EDUCATION

Detailed Statement of Contract Costs

District: Roselle Park Public School District

Name: Pedro Garrido

Date BOE Authorized Submission to County Office

District Grade Span

ASSA Resident Enrollment 10-15

6/11/2013
K-12
1965

	Year 1 2013-14	Year 2 2014-15	Year 3 2015-16
Contract Term:			
<u>Salary</u>			
Base Salary	150,000.00	155,000.00	155,000.00
High School			2,500.00
Shared Service	0.00	0.00	0.00
Quantitative Goals (max. amounts provided by Board as per contract)	14,985.00	15,484.50	15,734.25
Qualitative Goals (max. amounts provided by Board as per contract)	7,500.00	7,750.00	7,875.00
Longevity	0.00	0.00	0.00
Additional Compensation - Describe:	0.00	0.00	0.00
Total Salary Compensation	\$172,485.00	\$178,234.50	\$181,109.25

Board Contribution for Cost of Premiums for:

Health Insurance (- employee contribution)	18,067.00	18,067.00	18,067.00
Prescription Insurance (- employee contribution)	0.00	0.00	0.00
Dental Insurance (- employee contribution)	740.00	740.00	740.00
Vision Insurance (- employee contribution)	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Long-term Care Insurance	0.00	0.00	0.00
Life Insurance	0.00	0.00	0.00
Other Insurance - Describe:	0.00	0.00	0.00
Waiver of Benefits	0.00	0.00	0.00
Section 125 Plan Reimbursements - Describe:	0.00	0.00	0.00
Board Contribution for Cost of Premiums	18807.00	18807.00	18807.00
Employee contribution to health benefits as per law	10126.00	10126.00	10126.00
Total Health Benefit Compensation	\$28,933.00	\$28,933.00	\$28,933.00

Other Compensation

District Automobile (calculation of value)	0.00	0.00	0.00
Professional Development/Travel Allowance (Annual Cost)	3,000.00	3,000.00	3,000.00
Mileage Reimbursement	300.00	300.00	300.00
Memberships	4,000.00	4,000.00	4,000.00
Mentoring Expenses (estimated)	2,500.00		
Cell Phone	600.00	600.00	600.00
Mobile Computing Device	1,000.00	1,000.00	1,000.00
Total Compensation	<u>\$11,400.00</u>	<u>\$8,900.00</u>	<u>\$8,900.00</u>

Sick and Vacation Compensation

Max Paid for Unused Sick Leave Upon Retirement	15,000.00	15,000.00	15,000.00
Max Paid for Unused Vacation Leave - Retirement or Separation	11,268.00	11,923.00	12,115.38
Total Sick and Vacation Compensation	<u>\$26,268.00</u>	<u>\$26,923.00</u>	<u>\$27,115.38</u>
TOTAL CONTRACT COSTS	<u>\$228,960.00</u>	<u>\$232,864.50</u>	<u>\$235,931.63</u>