

KINGSWAY REGIONAL SCHOOL DISTRICT

213 Kings Highway
Woolwich, New Jersey 08085
www.krsd.org

2023-2024 DISTRICT BUDGET



“Committed to Excellence”

2023-2024 District Budget

Contents

EXECUTIVE SUMMARY 6

MESSAGE FROM THE SUPERINTENDENT 7

ORGANIZATIONAL SUMMARY 9

Vision for Excellence.....9

Mission.....9

Core Values.....9

Priorities Overview.....9

Objectives..... 10

Budget Development Process and Calendar 11

Budget Preparation..... 13

Budget Adoption 14

Implementation..... 14

Board of Education..... 14

Administration..... 16

FINANCIAL SUMMARY 17

Revenue Overview 17

Roadmap to Full Funding 18

Adequacy Budget..... 19

State Aid Distribution 19

Local Fair Share (“LFS”)..... 19

Federal Aid (Coronavirus Relief)..... 20

Appropriation Overview 21

Highlights..... 21

INFORMATIONAL SUMMARY 22

Staffing Levels 22

Tax Impact..... 23

Impact on Tax Rate..... 23

ORGANIZATIONAL SECTION 24

SCHOOL DISTRICT ORGANIZATION 25

About Kingsway..... 25

Statement of Curriculum & Instruction Priorities..... 25

Overview of Instructional Program 28

FINANCIAL SECTION 32

BASIS OF ACCOUNTING 33

Minimum Chart of Accounts..... 33

REVENUE SUMMARY BY FUND 34

SOURCES OF REVENUE BY FUND 35

2023-2024 District Budget

<i>General Fund (10)</i>	35
<i>Special Revenue Fund (20)</i>	36
<i>Debt Service Fund (40)</i>	37
REVENUE DETAIL BY SOURCE	38
<i>General Fund (10)</i>	38
<i>Special Revenue Fund (20)</i>	39
<i>Debt Service Fund</i>	41
GENERAL FUND APPROPRIATIONS – BY PROGRAM/FUNCTION	42
GENERAL FUND APPROPRIATIONS – BY PROGRAM/FUNCTION AT OBJECT LEVEL	43
<i>Regular Programs – Instruction (11-xxx-100-xxx)</i>	43
<i>Special Education – Instruction (11-2xx-100-xxx)</i>	45
<i>Basic Skills/Remedial (11-230-100-xxx)</i>	46
<i>School-Sponsored Co-Curricular/Extra-Curricular Activities (11-401-100-xxx)</i>	47
<i>School-Sponsored Athletics (11-402-100-xxx)</i>	48
<i>Before/After School Programs (11-421-100-xxx)</i>	49
<i>Undistributed Instruction - Tuition (11-000-100-5xx)</i>	50
<i>Attendance and Social Work Services (11-000-211-xxx)</i>	51
<i>Health Services (11-000-213-xxx)</i>	52
<i>Speech/Occupational Therapy/Physical Therapy and Related Services (11-000-216-xxx)</i>	53
<i>Extraordinary Services (11-000-217-xxx)</i>	54
<i>Guidance (11-000-218-xxx)</i>	55
<i>Child Study Team (11-000-219-xxx)</i>	56
<i>Improvement of Instruction Services (11-000-221-xxx)</i>	57
<i>Educational Media Services/School Library (11-000-222-xxx)</i>	58
<i>Instructional Staff Training Services (11-000-223-xxx)</i>	59
<i>General Administration (11-000-230-xxx)</i>	60
<i>School Administration (11-000-240-xxx)</i>	61
<i>Central Services (11-000-251-xxx)</i>	62
<i>Administrative Information Technology (11-000-252-xxx)</i>	63
<i>Required Maintenance for School Facilities (11-000-261-xxx)</i>	64
<i>Custodial Services (11-000-262-xxx)</i>	65
<i>Care and Upkeep of Grounds (11-000-263-xxx)</i>	66
<i>Security (11-000-266-xxx)</i>	67
<i>Student Transportation Services (11-000-270-xxx)</i>	68
<i>Employee Benefits (11-xxx-xxx-2xx)</i>	70
<i>Capital Outlay – Equipment (12-xxx-xxx-73x)</i>	71
<i>Capital Outlay – Facilities Acquisition and Construction Services (12-000-400-xxx)</i>	72
<i>Capital Outlay – Increase in Capital Reserve</i>	73
<i>Transfer of Funds to Charter Schools (10-000-100-56x)</i>	74

2023-2024 District Budget

SPECIAL REVENUE FUND APPROPRIATIONS BY PROGRAM	75
DEBT SERVICE FUND APPROPRIATIONS AT OBJECT LEVEL	77
INFORMATIONAL SECTION	78
STATE AID ANALYSIS	79
TAX LEVY ANALYSIS.....	80
<i>Tax Levy Regional Allocation.....</i>	<i>81</i>
<i>Regional School District Tax Rates.....</i>	<i>82</i>
<i>Net Valuation Taxable by Town.....</i>	<i>83</i>
<i>Annual Regional School Taxes on Average Assessed Home Values.....</i>	<i>84</i>
<i>Average Home Assessments.....</i>	<i>84</i>
STAFFING LEVELS.....	85
STUDENT ENROLLMENT.....	86
LONG-TERM DEBT	87

2023-2024 District Budget

BOARD OF EDUCATION

East Greenwich

Lauren Boerlin, Vice President
Christie Comerford
Christopher Fay

South Harrison

Nicholas Rosato

Swedesboro

Jennifer Cavallaro-Fromm, President

Woolwich

Dr. Michele Blair
Kelly Bonapfel
Marilyn O'Rourke-Young
Patrick Daley

Logan

Kristen Lombardo

DISTRICT ADMINISTRATION

Dr. James J. Lavender, Superintendent of Schools
Patricia Calandro, Assistant Superintendent
Jason Schimpf, Business Administrator

2023-2024 District Budget

Executive Summary

2023-2024 District Budget

MESSAGE FROM THE SUPERINTENDENT

Dear Kingsway Regional School District Community,

I am pleased to present the 2023-24 District Budget to our Board of Education for review and approval. This budget represents the District's annual spending plan and sets our educational plan for our schools. It has been devised under the goals and priorities of our strategic plan, and is the sixth budget developed after the adoption of the modified school funding formula (S2) and the Governor's pledge to fully fund the state aid formula. As we look beyond the pandemic, I am excited to say that the 2023-24 District Budget signals new beginnings and opportunities for our nearly 3,000 students.



The FY24 budget permits the District to expand on recent accomplishments and build upon many of our programs, resources and opportunities to best meet the demands of our growing student body. This spending plan continues to focus our resources on enhancing academic experiences that best prepare our students for college and career opportunities. The FY24 budget prioritizes ways to maximize quality, utility and appearance of our learning environments, technology resources and facilities. Additionally, this budget takes steps toward furthering our commitment to ensuring equitable access and opportunity for all students to advanced level courses and programs while meeting the needs of at-risk learners through effective intervention strategies, supports, and programs to close identified achievement gaps.

As we pursue a new vision for our school system with the adoption of the 2023-2028 Strategic Plan, this budget supports low class sizes, expanded academic programs, and recent additions of SEL Programs to meet the social, emotional and health needs of our students. This budget also welcomes the addition of a Navy JROTC Instructor, two paraprofessionals, and assumes the financial obligation to support previously ESSER II funded instructional coach position.

When compared to prior budgets, the 2023-24 District Budget reflects a healthier and more resourceful school system and our spending plan deliberately allocates resources to best meet the needs of every child. Changes to the modified school funding formula continue to be realized at Kingsway, and, in FY24, we are encouraged to report that the district will receive \$22.7 million in state formula aid, nearly 97% of full un-capped formula aid. In comparison to FY23, the district received approximately 89% of its state aid entitlement. For FY24, the districts full-uncapped state aid entitlement comes to approximately \$23.5 million. Prior to the redistribution of state aid in FY19 per S2, the district received just \$9.6 million of its uncapped SFRA aid entitlement of \$20.1 million, or 47.8%.

However, it is important to know that Kingsway falls \$3.1 million dollars below adequacy and \$3.1 million below local fair share. It remains critically important that the State of New Jersey fully fund our schools so that every child receives the resources they are entitled.

I hope this summary assists you in fully understanding our District Budget for FY24. On behalf of our dedicated and caring administration, faculty and staff, I extend our deepest appreciation for the



2023-2024 District Budget

community's ongoing support of this wonderful school district and look forward to continuing our partnership.

Very truly yours,

A handwritten signature in black ink, appearing to read "J. Lavender". The signature is fluid and cursive, with the first name "James" and last name "Lavender" clearly legible.

Dr. James J. Lavender
Superintendent of Schools

2023-2024 District Budget

ORGANIZATIONAL SUMMARY

Vision for Excellence

It is the vision of the Kingsway Regional School District to successfully prepare students for their unique path in life.

Mission

The Kingsway Regional School District, guided by our core values, engages students within a diverse and nurturing community dedicated to our Vision for Excellence.

Core Values

GROWTH



We are committed to growing our students academically, socially and emotionally. Through this commitment, our students view the journey of education as a lifelong pursuit and continuous personal advancement beyond high school.

BELONGING



We are committed to ensuring every student feels they are included, supported, represented, valued, and celebrated at Kingsway. Through this commitment, students develop a lasting sense of worth for themselves and others.

TEAMWORK



We are committed to providing a collaborative environment that invites participation and partnership from all stakeholders. Through this commitment, different perspectives and ideas are realized for the betterment of students.

STUDENT-CENTERED



We are committed to placing the safety, needs, and well-being of students at the forefront of decision-making. Through this commitment, the district remains focused on servicing the unique needs of every student.

PERSEVERANCE



We are committed to cultivating resilience and self-reflection as students cope with life's hardships. Through this commitment, students emerge stronger and more confident as they work to achieve their goals.

Priorities Overview

- *HIGH-QUALITY TEACHING AND LEARNING*

Our Why: Stakeholders see opportunities for safeguarding rigorous programming while improving classroom instruction to ensure it meets the needs of a continuum of learners. Additionally, enhancements to the use of instructional technology to enrich learning experiences are seen as an area of needed focus. Participants also noted that maintaining high-quality indoor and outdoor facilities that support collaboration and improved student outcomes are important.

2023-2024 District Budget

- *HIGH-QUALITY SCHOOL COUNSELING*

Our Why: Stakeholders see a need for more personalized college and career preparation services (e.g., time with counselors, college and career exploration, course options, and college application support) and believe that early exposure to a variety of post-secondary options will support future success. While many stakeholders respond positively to the district’s advanced course offerings, there remain opportunities to expand the range of career-prep programming resources for students not planning to attend college. Furthermore, ensuring adequate resources and supports for students’ social, emotional, and mental health and well-being continues to be an identified need.

- *RECRUITMENT, ENGAGEMENT, AND RETENTION*

Our Why: A majority of the stakeholders indicated that they are largely dissatisfied with faculty recruitment and retention. Certified faculty members explained that their schools are understaffed, and multiple stakeholders identified that the need to retain teachers is a critical component to the district’s ability to improve climate, culture, and student outcomes. Supports like comprehensive onboarding and mentorships were identified for teachers entering the system. Well-being continues to be an identified need.

- *EFFECTIVE USE OF DATA*

Stakeholders observe that the district uses data to inform decision-making but believe the district must expand its use of data to support all areas of the organization (i.e., academic, operations, fiscal, staffing, attendance, behavior, etc.). While many are aware of the district’s efforts to be more data-informed, they see a need for more communication of data to measure the impact of initiatives affecting in other facets of the district to improve stakeholder engagement.

- *ENGAGEMENT AND COMMUNICATION WITH ALL STAKEHOLDERS*

Families, students, and staff view communication and how much the district values input differently. While families rate communication, specifically from administration, as an area of strength, students and staff less often agree. Staff observe unmet potential regarding the level of staff engagement and feedback gathering and the subsequent adverse impact this has on overall wellness (i.e., morale, sense of community, mental health, etc.). Students see a need for communication to be more planned and streamlined as they feel they often miss and/or are unaware of opportunities and important information (i.e., scholarships, volunteering, outside enrichment, clubs/activities, etc.).

Objectives

➤ **Priority 1: High Quality Teaching and Learning**

- AIM 1 Improve student performance in Math and English/Language Arts, with a focus on decreasing existing gaps.
- AIM 2 Increase resources for safe, nurturing, and engaging learning environments for all students.
- AIM 3 Enhance teaching and learning by effectively blending technology in the classroom.

2023-2024 District Budget

➤ **Priority 2: High Quality School Counseling**

- AIM 1 Increase the amount of school counselor contact time and resources available for students and families to engage in post-secondary planning.
- AIM 2 Increase resources and opportunities for students who are interested in career or vocational/trade programs after high school.
- AIM 3 Increase resources and access to social, emotional, and mental health supports for all students and families.
- AIM 4 Increase advanced course enrollment among historically underrepresented populations.

➤ **Priority 3: Recruitment, Engagement, and Retention**

- AIM 1 Increase recruitment and retention of high-quality faculty and staff who reflect the diversity of our students and community.
- AIM 2 Describe and support professional development pathways to increase staff capacity.
- AIM 3 Increase resources and access to wellness supports for all staff members.

➤ **Priority 4: Effective Use of Data**

- AIM 1 Increase data collection and analysis to develop insight into the state of the district, to allow for data-driven decision-making and planning across the system.

➤ **Priority 5: Engagement & Communication with All Stakeholders**

- AIM 1 Streamline effective communication among all stakeholders at the school and district levels.

Budget Development Process and Calendar

Developing the annual budget for the District involves many stakeholders. Input is provided by the Board of Education, district administration, school administration, supervisors, department chairs, faculty, staff, and community members. The process is divided into four main steps: planning, preparation, adoption, and implementation. There are essentially two main objectives during the budget process. First, create a spending plan that aligns with the district's strategic plan and overall mission of ensuring every student is equipped with the knowledge, skills and experiences to succeed in college or post-secondary job training without the need for remediation. Secondly, strategically dedicate all available resources in an efficient and effective way that allows achievement of the first objective.

The planning process begins in the fall of the prior school. A budget development calendar is developed that outlines the main activities and deadlines. It is then shared with all stakeholders. The calendar ensures we hit our progress targets, and ultimately, public hearing and final adoption in April of each year.

2023-2024 District Budget

Date	Action Item
November 2, 2022	Administrative Cabinet Meeting: Introduction of budget development calendar for FY24 and process overview
November 2, 2022	Department Chair Meeting: Introduction of budget development calendar for FY24 and process overview
November 17, 2022	BOE Action Meeting – Introduction of budget development calendar for FY24 and process overview
November 23, 2022	Administrative Cabinet Meeting: Enrollment Projection Review
December 8, 2022	BOE Work Session: Mid-Year Budget Update
December 19, 2022	Budget Projection Module Opens (Genesis)
January 5, 2023	BOE Reorganization Meeting
January 19, 2023	BOE Work Session: Status Update
January 27, 2023	Personnel/Technology Requests Due via Google
February 15, 2023	Administrative Cabinet Meeting: Review Personnel/Technology Requests
February 16, 2023	BOE Work Session Status Update: Personnel Budget
February 17, 2023	Budget Projection Module closes at 4:00pm
February 20 – March 3, 2023	Administrative Review of Departmental Budgets (Lavender/Calandro/Virga/Schimpf)
February 21, 2023	Governor’s Budget Address

2023-2024 District Budget

February 23, 2023	State Aid Figures Released for FY24
February 23, 2023	BOE Action Meeting: State Aid Review
March 8, 2023	Administrative Cabinet Meeting: Finalize Tentative Budget
March 15, 2023	Administrative Cabinet Meeting: Review Tentative Budget Narrative
March 16, 2023	BOE Work Session: FY24 Tentative Budget Adoption
March 20, 2023	Tentative Budget Due to County Office of Education
April 19, 2023	Administrative Cabinet Meeting: Overview of Final Budget for FY24
April 20, 2023	BOE Work Session: Overview of FY24 Final Budget
April 27, 2023	BOE Action Meeting: Public Hearing – Final Budget Adoption for FY24

Budget Preparation

As per the budget preparation calendar, the budget projection module opens up in early December so stakeholders may begin to enter their appropriation requests for the upcoming fiscal year. All appropriation requests are due by the first week of February. During this time, the personnel portion of the budget is prepared along with employee benefit projections. Facility and other capital needs are also prepared during this time. Administrative budget conferences are held after all appropriation requests are submitted in order to gain an understanding of all requests and the prioritization process begins. Revenue is typically certified after the Governor's budget address in late February once the district receives its state aid summary for the upcoming fiscal year. Final amendments are then made to appropriation line items to ensure they are balanced to projected revenues. The tentative budget is then prepared for presentation to the Board of Education for tentative adoption mid-March. The tentative budget is then submitted to the Executive County Superintendent for technical review and approval. Once approved, the tentative budget is prepared for presentation to the public and Board of Education for final adoption at the end of April.

2023-2024 District Budget

Budget Adoption

Preliminary budget information is provided to the Board of Education throughout the preparation process as per the calendar. The Board of Education may request modifications during tentative and final adoptions. Tentative adoption occurred on March 16, 2023 and final adoption will take place on April 27, 2023.

Implementation

Upon final adoption by the Board of Education, the tax levy for the subsequent fiscal year is certified and sent to each of the municipalities with a collection schedule. Once adopted, the budget becomes the financial base for the fiscal year that begins on July 1 and concludes on June 30. Budget managers cannot expend or encumber funds that exceed their approved appropriation amounts. All line item transfers require the approval of the Superintendent and Board of Education.

Board of Education

The Kingsway Regional Board of Education is comprised of nine members elected by the citizens of the Townships of East Greenwich, Woolwich, South Harrison and the Borough of Swedesboro. The Logan Township Board of Education appoints Kingsway's tenth member annually.

The Board of Education's required functions are:

Policy oversight. The Board is responsible for the development of policy and for the employment of a Superintendent who shall carry out its policies through the development and implementation of regulations. The Board is responsible for evaluating the effectiveness of its policies and their implementation. This includes setting and evaluating goals in educational and financial areas.

Educational planning. The Board is responsible for requiring and acquiring reliable information from responsible sources that will enable it and the staff to work toward the continuing improvement of the educational program.

Provision of financial resources. The Board has major responsibilities for the adoption of a budget that will provide the wherewithal - in terms of buildings, staff, materials, and equipment - to enable the school system to carry out its functions.

Interpretation. The Board is responsible for providing adequate and direct means for keeping the local community informed about the district and for keeping itself and the school staff informed about the wishes of the public. All planning, both that which is and that which is not related to the budget, needs to be interpreted to the public if citizens are to support the school program.

The Board believes that, by diligently exercising these functions, it will be able to provide, within the financial limitations set by the community, the best educational opportunities possible for our children.

The Board shall exercise its powers through the legislation of bylaws and policies for the organization and operation of the school district.

2023-2024 District Budget



From Left to Right: Kelly Bonapfel, Nicholas Rosato, Jennifer Cavallaro-Fromm, Marilyn O'Rourke-Young, Dr. Michele Blair, Christopher Fay, Kristen Lombardo, Patrick Daley, Lauren Boerlin, Christie Comerford

2023-2024 District Budget

Administration

Dr. James Lavender, Superintendent



Throughout his career, Dr. Lavender has gained a broad range of educational experience, culminating in his most recent appointment as Kingsway’s Superintendent of Schools. Dr. Lavender brings extensive administrative experience and knowledge of shared services and will continue to work with the sending districts to study the steps necessary to potentially share services in the future. As Superintendent, Dr. Lavender has a long list of accomplishments, which includes leading the school system during a time of unprecedented student enrollment growth. Under his leadership, the District has expanded facilities, implemented new and innovative programs, and added significant teaching resources to meet the needs of all learners. Perhaps his most impactful work was the result of him leading a decade-long grassroots campaign to champion changes to the State’s school funding laws, which had unfairly punished student growth districts like Kingsway. The passage of Senate Bill 2 (S2) on July 24, 2018 has resulted in the elimination of student growth limits, awarding Kingsway millions more in state school funding.

The Woolwich Township resident began his educational career in 1995 as a high school, alternative high school, and middle school teacher with the Delsea Regional School District where he taught U.S. and World History.

Instructional Leadership Team

Patricia Calandro, Assistant Superintendent
Emily Virga, Chief Academic Officer
Dr. Shanna Hoffman, Director of Special Services
Michael Schiff, Director of School Counseling
June Cioffi, Director of Athletics
Rachael Anderson, Instructional Supervisor
Megan Bruder, Instructional Supervisor
Balvir Singh, Instructional Supervisor
Charae Whetstone, Instructional Supervisor

Middle School

Brian Tonelli, Principal
Edward Dubbs, Assistant Principal
Robert Miles, Assistant Principal

Operational Leadership Team

Jason Schimpf, Business Administrator
Robert Iocona, Chief Technology Officer
Melissa Brown, Director of Human Resources
Holly Haynes, Food Service Director
Michael Schneck, Director of Transportation
Michael Shuster, Dir. of Buildings & Grounds

High School

Stefanie Fox-Manno, Principal
Meredith Alexander, Assistant Principal
Steve Ottinger, Assistant Principal
Farid Syed, Assistant Principal
James Zurzolo, Assistant Principal

2023-2024 District Budget

FINANCIAL SUMMARY

The following is a high-level summary of information contained in the financial section.

Revenue Overview

The Kingsway Regional School District's budget for 2023-2024 totals \$57,637,858. The budget is made up of three main funds: (1) General; (2) Special Revenue; and (3) Debt Service.

The general fund accounts for all financial resources of the district except those required to be accounted for in another fund. The general fund totals \$52,732,473 for FY24.

The special revenue fund accounts for proceeds of specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Some examples of special revenue funds might include restricted state or federal grants-in-aid (CRRSA, ARP ESSER, IDEA, ESEA, etc.). Student activity funds and scholarship funds are also reported in the special revenue fund per GASB Statement No. 84. The special revenue fund totals \$1,621,500 in FY24.

The debt service fund accounts for the accumulation of resources for, and the payment of, long-term debt, principal and interest. The sources of revenue would be state aid, tax levy, transfers from capital projects after completion of original purpose, or transfers from capital reserve. The debt service fund totals \$3,283,885 in FY24.

General Fund (Operating Budget)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
General Fund	39,621,177	39,153,812	43,969,022	50,837,347	52,732,473
Special Revenue Fund	656,321	2,293,224	3,279,330	2,386,073	1,621,500
Debt Service Fund	3,361,721	3,392,183	3,408,917	3,330,459	3,283,885
	<u>43,639,219</u>	<u>44,839,219</u>	<u>50,657,269</u>	<u>56,553,879</u>	<u>57,637,858</u>

The Kingsway Regional School District's operating budget (General Fund) totals \$52,732,473 for FY24. The General Fund is made up five main sources of revenue: (1) Fund Balance/Capital Reserve; (2) State Aid; (3) Local Tax Levy; (4) Tuition; and (5) Other Miscellaneous sources (Facility rental, interest, athletic admission fees, student participation fees, etc.).

	<u>2022-23</u>	<u>2023-24</u>	<u>\$ Inc./ (Dec.)</u>	<u>% Inc./ (Dec.)</u>
Fund Balance/Reserves	2,600,000	334,356	(2,265,644)	-87.14%
State Aid	20,404,543	23,006,118	2,601,575	12.75%
Tax Levy	23,961,044	25,458,625	1,497,581	6.25%
Tuition	3,032,766	3,699,143	666,377	21.97%
Miscellaneous	838,994	234,231	(604,763)	-72.08%
Total General Fund	<u>50,837,347</u>	<u>52,732,473</u>	<u>1,895,126</u>	<u>3.73%</u>

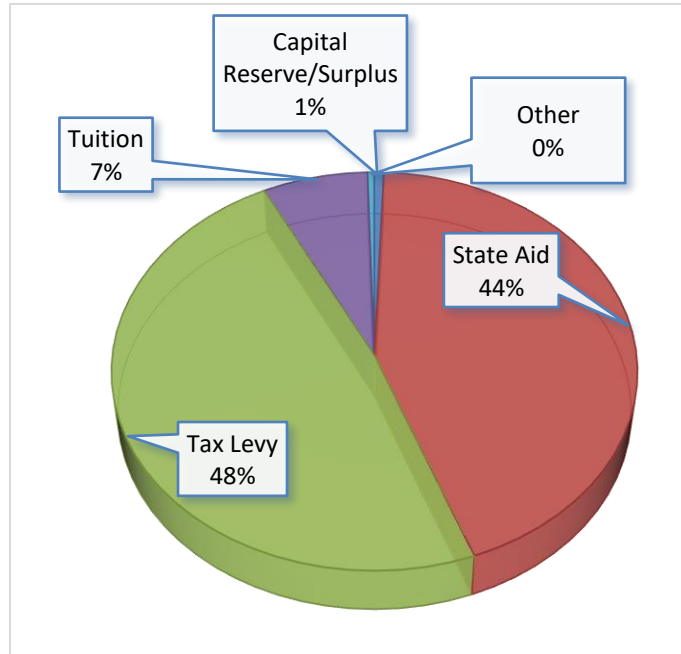
2023-2024 District Budget

Fund Balance/Capital Reserve. The FY24 operating budget utilizes \$101,575 from our capital reserve account. These funds will be utilized in conjunction with a NJSDA grant to fund the renovation of the HS Family & Consumer Science Classroom. The budget also utilizes \$232,781 of excess surplus from prior year.

State Aid. On February 28, 2023, Governor Murphy delivered his budget address to a joint session of the Legislature. Two days later, school districts throughout the State received their preliminary state aid figures for FY24. Kingsway will receive an increase of \$2.6 million from FY23. Total state aid is projected at \$23,006,118, just \$800 thousand short of full-uncapped SFRA funding, or 96.6%.

Local Tax Levy. The FY24 General Fund is supported by \$25,458,625 in local property taxes. This represents an increase of \$1,497,581 or 6.25%. The tentative tax levy includes an enrollment waiver of \$340,326 and a health benefits waiver of \$671,228.

Tuition. The Logan Township School District pays Kingsway Regional on a per pupil basis to educate their high school age students. It is anticipated that 256 Logan students will make their way on to our campus next school year at a regular education per pupil rate of \$13,072. That equates to \$3,699,143 when adjusted for prior year tuition assessments and additional support for students with special needs. This represents an increase of \$666,377 over FY23, or 21.97%.



Miscellaneous. In an effort to identify alternative revenue sources, the Board of Education adopted Policy 2436 in 2011 requiring all students to pay a predetermined fee for athletic registration. The FY24 budget includes anticipated revenue from registration fees in the amount of \$100,000. In addition, the operating budget includes estimated revenue of \$10,000 for interest on investments; \$10,000 for facility rental, \$15,000 in athletic gate receipts an additional \$90,000 from miscellaneous sources consistent with prior years.

Roadmap to Full Funding

Fiscal Year 2019 (FY19) was the first step of Kingsway Regional’s journey towards full and equitable state funding. The District was fortunate to have a core group of passionate community members that worked tirelessly to ensure that Kingsway received its fair share of state aid. The passage of bill S2 in July of 2018 modified the school funding law by eliminating adjustment aid and the state aid growth limit, thereby allowing for a fair redistribution of state aid that will bring all New Jersey school districts to 100% of SFRA funding over the course of seven years. By FY25, Kingsway should receive its full share of uncapped state aid, an increase of nearly \$12.5 million over those seven years from S2 passage.

2023-2024 District Budget

In FY19, Kingsway received an additional \$2.129 million in state aid. This additional aid allowed the district to add 20.5 additional positions including 13.0 instructional and 7.5 support service.

In FY20, Kingsway received an additional \$1.152 million in state aid. This additional state aid allowed for the hiring of 12.5 additional teaching positions and assisted in getting the high school stadium renovation project completed.

In FY21, Kingsway was slated to receive an additional \$2.149 million in state aid, but was subsequently reduced to an increase of \$683,172 due to the economic downturn related to COVID. This additional aid allowed for the hiring of an additional 2 teaching positions and a Director of Virtual Programs.

In FY22, the Kingsway received an additional \$3.386 million in state formula aid. This additional aid allowed for the hiring of an additional 19 full time equivalent positions including 13.5 instructional and 5.5 support service positions.

In FY23, the District received an additional \$3.303 million in state formula aid. That budget included the creation of 9.0 new full time equivalent positions. 4.0 teaching positions, 2.0 administrative positions, and 3.0 support service positions.

In FY24, Kingsway will receive an additional \$2.551 million in additional formula aid. This budget includes the addition of 3.0 full time equivalent positions. 1.0 NJROTC Instructor, and 2.0 paraprofessionals.

Adequacy Budget

In short, the state of NJ calculates the spending necessary by district to provide a “thorough and efficient” education. This is what is referred to as the adequacy budget. The state then calculates the “Local Fair Share;” or what the state believes the local community would be able to raise in property taxes to support the school district’s adequacy budget based upon community income and equalized property valuations. The difference between the adequacy budget and the local fair share, if one exists, is the portion the state is obligated to provide to the district as “equalization” aid. For FY24, the districts adequacy budget as calculated by the State of NJ is \$47 million. The districts FY24 adequacy spending, equalization aid plus local tax levy, is tentatively set at \$43.9 million. This places the district at \$3.1 million below adequacy, or the amount the state defines as appropriate for providing a thorough and efficient education, for FY24.

State Aid Distribution

In FY24, the district will receive \$22.7 million in state formula aid, nearly 97% of full un-capped formula aid. The district received approximately 89% of its state aid entitlement in FY23. For FY24, the districts full-uncapped state aid entitlement comes to approximately \$23.5 million. Prior to the redistribution of state aid in FY19 per S2, the district received just \$9.6 million of its uncapped SFRA aid entitlement of \$20.1 million, or 47.8%.

Local Fair Share (“LFS”)

The district’s tentative budget was prepared with a 6.25%, or \$1,497,581 increase in the general fund tax levy. The tentative general fund tax levy for FY24 totals \$25,458,625. The district’s local fair share as calculated by the state of NJ is \$28,600,810. Therefore, the district’s proposed levy for FY24 is \$3,142,185 under its LFS. Approximately 89% of what the state calculates the district can contribute towards its adequacy budget.

2023-2024 District Budget

Federal Aid (Coronavirus Relief)

On December 27, 2020, the federal Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSA Act), Public Law 116-260, was signed into law and provided an additional \$54.3 billion nationwide for the Elementary and Secondary School Emergency Relief Fund (ESSER II Fund). The purpose of the additional funding was to provide direct money to LEAs to assist in safely reopening schools, measuring and effectively addressing significant learning loss, and taking other actions to respond to the impact of COVID-19 on educators, students, and families.

The District was awarded approximately \$525,000 in ESSER II funds. These funds supported our summer school program in 2021 to promote learning acceleration, allowed for the hiring of an inclusion coach and SEL counselor, and funded our projects in association with the Hanover Research group.

On March 11, 2021, President Biden signed the Federal American Rescue Plan Elementary and Secondary School Emergency Relief (ARP ESSER) Fund, Public Law 117-2, into law. As with the previous ESSER funds available under the Coronavirus Aid, Relief and Economic Security (CARES) Act, and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), the purpose of the additional funding is to support local educational agencies (LEAs) in preparing for and responding to the impact of COVID-19 on educators, students, and families. In addition to the ESSER I and ESSER II uses of funds which included hiring new staff and avoiding layoffs, the ARP ESSER requires LEAs to reserve not less than 20 percent of its total ARP ESSER allocation to address learning loss through the implementation of evidence-based interventions, such as summer learning or summer enrichment, extended day, comprehensive afterschool programs, or extended school year programs, and ensure that such interventions respond to students' academic, social, and emotional needs and address the disproportionate impact of COVID-19 on underrepresented student groups.

Kingsway Regional was awarded nearly \$1.4 million in ARP ESSER funds. The district filed an application for these funds in November of 2021. These funds offset the costs associated with the conversion of the High School North Media Center into a student wellness center, and various upgrades to our High School HVAC system. Additionally, the remaining ARP ESSER funds have been dedicated to the inclusion coach and SEL counselor positions in FY24. All ARP ESSER funds must be liquidated by September 30, 2024.

2023-2024 District Budget

Appropriation Overview

The Fiscal Year 2024 budget has total appropriations of \$57.63 million. The appropriations represent an increase of 1.92%, or \$1.1 million from the adjusted appropriations for the current fiscal year ending June 30, 2023.

The General Fund appropriations total \$52,732,473 for FY24. An increase of 3.73% over FY24. The vast majority of the increase can be attributed to the significant increase in state aid and tuition charged to Logan Township for their high school aged students. An additional contributing factor to the large increase in revenue is the result of a transfer of \$615,000 from our capital reserve account to fund summer 2023 capital projects.

Highlights

Personnel Additions

The FY24 budget includes the addition of 3.0 full time equivalent (FTE) positions. They include additions to our instructional, and support staff as follows:

High School NJROTC Instructor (1.0)

This instructor is hired to support the addition of the NJROTC program during the 23-24SY. This position will teach all Naval Science courses and be responsible for coordinating, overseeing, and building the NJROTC program.

Paraprofessional (2.0)

Two (2) additional paraprofessionals will be added to the budget to support the special education students as mandated by their Individual Education Plan (IEP). This includes the addition of support in high school elective courses.

Capital Outlay

The FY24 budget includes a capital investment in our high school building. The projects include:

- a. HS Family & Consumer Science Classroom (302) - All work associated with renovating the existing classroom up to today's standards. New floor, cabinets, counter tops, fixtures, and ceiling grid.

The total estimated cost for this project, including soft costs is \$175,000. The project will be funded through our capital reserve account (\$101,575), and a state SDA Emergent Needs and Capital Maintenance in School Districts grant of \$73,425.

2023-2024 District Budget

INFORMATIONAL SUMMARY

The Middle School’s enrollment is expected to increase to 976 students for the 2023-24 school year. An increase of 23 students. The High School is anticipating an increase of 5 students to its 9th through 12th grade population for a total of 1,956. In total, enrollment is expected to increase by 28 students to 2,932.

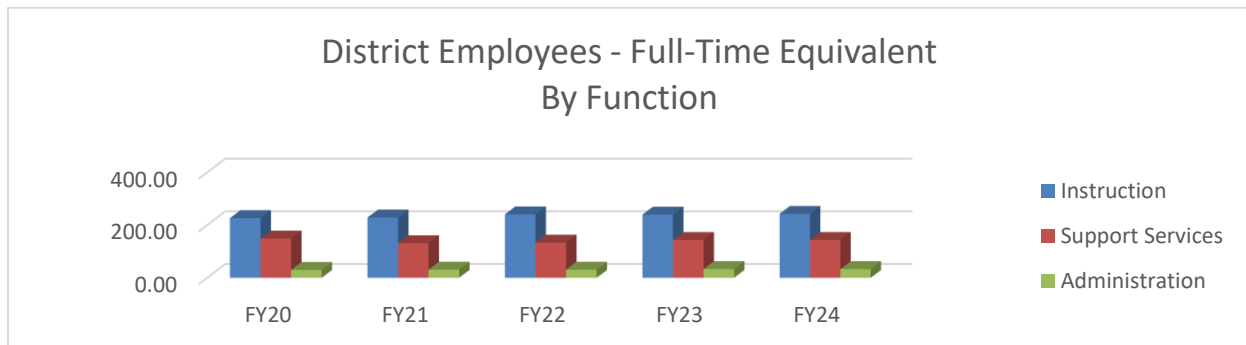
	Current FY '23	Projected FY '24	Inc./Dec From FY23
7 th	495	481	-14
8 th	458	495	+37
Sub Total (MS)	953	976	+23
9 th	507	468	-39
10 th	507	507	0
11 th	474	507	+33
12 th	463	474	+11
Sub Total (HS)	1,951	1,956	+5
District Total	2,904	2,932	+28

Staffing Levels

Due to the nature of our industry, 67% of the operating budget consists of employee compensation and benefits. Total employee compensation is projected at \$27,156,818 for FY24 with another \$8,428,790 for employee benefits. Compensation totals 51% of our total operating budget while employee benefits total 16%. The budget reflects an overall net increase of 3.0 FTE positions from FY23.

Full Time Equivalent Positions

	Actual			Current	Proposed
	FY20	FY21	FY22	FY23	FY24
Instruction	227.00	229.00	241.00	242.00	243.00
Support Services	149.00	131.50	133.84	136.84	138.84
Administration	30.00	31.00	31.00	33.00	33.00
	406.00	391.50	405.84	411.84	414.84



2023-2024 District Budget

Tax Impact

The FY24 general fund is supported by \$25,458,625 in local property taxes. This represents an increase of \$1,497,581 or 6.25%. The district is eligible for two (2) separate tax levy cap waivers. An enrollment waiver of \$340,326 and a health benefits increase waiver of \$671,228. The tentative tax levy would increase the tax rate in three of the district’s four regional communities. The below charts represent the impact the proposed tax levy for FY24 has on the tax rates for each municipality within the region on a calendar basis:

Impact on Tax Rate

	2023 Net Valuation Taxable	Percentage 23-24	Total Tax Levy	Tax Rate 2022-23	Tax Rate 2023-24	Rate Change
East Greenwich	1,273,948,500	37.5358868	10,094,783	0.742	0.792	0.050
South Harrison	401,540,600	12.7192088	3,448,277	0.806	0.859	0.053
Swedesboro	173,502,900	6.7180651	1,878,491	1.040	1.083	0.043
Woolwich	1,460,126,010	43.0268393	12,055,903	0.841	0.826	-0.015



2023-2024 District Budget

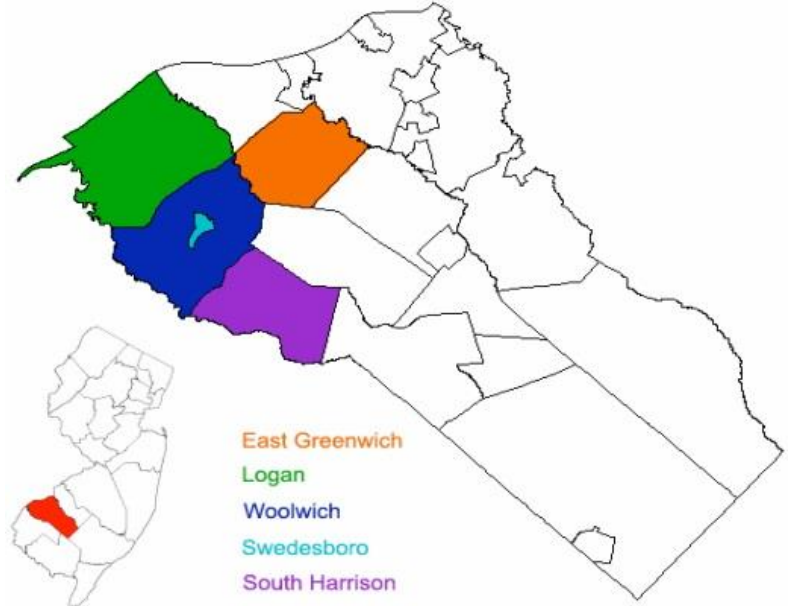
Organizational Section

2023-2024 District Budget

School District Organization

The Kingsway Regional School District is one of twenty-nine (29) public school districts within Gloucester County. The District provides a full range of educational services appropriate to grade levels 7 through 12. An elected nine-member Board of Education (“Board”), along with a representative from the Logan Township School District, serves as the policy-making entity for the School District. Geographically, the District is situated in predominately rural/suburban areas, with nearly 30,000 people residing within its 52 square mile border.

The District includes the Borough of Swedesboro and the Townships of South Harrison, East Greenwich, and Woolwich. Though not part of the District, high school aged students from Logan Township attend Kingsway Regional High School through a send/receive relationship as paid tuition students.



About Kingsway

Kingsway Regional is a limited purpose regional school district that offers its students a rigorous academic program and myriad of enrichment programs and services for students in grades 7-12.

Kingsway Regional Middle and High Schools cater to the individual needs of our students and promote opportunities for students to pursue their own areas of interest. Our population of nearly 3,000 students is multicultural and reflects the diversity of the communities it serves.

Statement of Curriculum & Instruction Priorities

A strong, cohesive focus as well as successful implementation of well-developed curricula and sound delivery of their contents are at the core of high-achieving educational institutions. Excellence in student achievement is directly correlated to a formidable curricular foundation that is strongly developed, properly implemented, and accurately assessed. To ensure that curricular and instructional practice is advantageous, various factors must work in unison. These components include, but are not limited to, institutional commitment to ongoing academic and professional growth; vertical and horizontal curriculum alignment; professional development at all levels of the organization; and strong resources to support student learning and discovery.

As with many other areas of school and district operations at Kingsway, budgetary constraints and the pandemic have drastically impacted district initiatives related to academic teaching and learning. Although we continue to grow our academic offerings, recent academic performance reports indicate a needed focus on student growth and academic achievement; the results of our strategic plan note this as a priority. This requires a deeper dive into understanding individual students’ needs, subgroup populations’ needs, programmatic areas of strength and weakness, targeted instructional practices, use of data, etc.

2023-2024 District Budget

This document aims to highlight important projected budgetary allocations for the middle school and high school that support larger district and school goals related to improving students' academic outcomes. Throughout, are established objectives for which the 2023-2024 curriculum and instruction budget were collaboratively developed, including input from teacher leaders, department supervisors, principals, and other key district personnel. Each corresponds to priority areas, aims, and goals outlined in the district's strategic plan; is aligned with the district-developed [curriculum writing and resource adoption schedule](#); and, supports the advancement of the district's [Six Programs of Study](#).

Background

During the 2023-2024 school year, the goal is to continue to follow the district's approved [curriculum writing and textbook adoption schedule](#) that has been developed and shared with all constituents. It aims to rebalance the time and cost of curricular planning for core curricular areas against those of non-core subjects to assist with successful future planning.

Curriculum & Instruction Priority Items for 2023-2024

As we prepare to launch the district's new strategic plan, improved student achievement is a core focus. The information below notes priority items for which the 2023-2024 curriculum and instruction budget was developed, with each aligned to the strategic plan. Although not a comprehensive list of budgeted items, each priority item aims to provide insight into some major purchases and/or initiatives that require support for the upcoming school year.

I. Data & Assessment

As effective use of assessment is an integral part of the teaching and learning cycle, the district will continue to implement MAP assessments as a benchmark to yield immediate performance feedback for use at the classroom, school, and district levels. As we head into year three of implementation, the schools and district will more strategically implement MAP data into the classrooms to guide instructional conversations and pedagogical practices. Additionally, the district will continue to use LinkIT! to store its data and to assist with the triangulation of multiple data sets to guide a data-driven culture related to student achievement. Additionally, iXL will continue to be utilized to target areas of individual student growth, specifically in math, English/language arts (ELA), and special education.

- **MAP Testing 7-12 (ELA & Math):** MAP Assessments are norm-referenced and adaptive to get the best measure of student readiness as a baseline as well as growth over time as a result of instruction. MAP will be administered three times per year in the fall, winter, and spring.
- **LinkIT! Warehouse:** The use of LinkIt! as our data warehouse helps to provide easy access to data (MAP, grades, course assessments, SAT/PSAT, & AP) for all faculty (teachers, CST, guidance, school leaders, administrators) to best understand students' needs, to facilitate dialogue with families, to make decisions for placement, and to measure program/curricular success and areas of improvement.
- **iXL:** Math & ELA labs utilize iXL as a diagnostic tool and to assign individualized practice in areas where basic skill gaps are identified. Additionally, it assists with progress monitoring in an effort to chart improvement with the goal of exiting at the end of each semester. iXL is also used as a resource in the 7-12 STEP programs across all core subjects to assist with individualized instruction related to IEP goals/objectives and will be available to students with Individualized Education Plans (IEPs) whose placement is in the push-in or pull-out resource center.

2023-2024 District Budget

II. Professional Development

Professional Development for the 2023-24 school year will support the strategic plan. Specifically, there will be a focus on building administrator and certified staff's understanding of multi-tiered systems of support (MTSS) to address both social/emotional wellness and academic growth. Specially designed instruction (SDI) will be a focus for special education (SE) teachers and case managers to continue to improve the outcomes of our classified students. Finally, a professional development focus on data for both administrators and certified staff will be supported through this budget. Two (2) instructional tech coaches and one (1) inclusion coach will also continue to be supported in this budget. These positions allow for additional job-embedded professional development to be realized at the classroom level.

III. Curriculum Writing & Program Expansion

As stated above, we will continue to implement [our curriculum writing and textbook adoption schedule](#) that has been developed to ensure a balance between core curricular areas against those of non-core subjects. As a result, the following will be engaged in the Curriculum Writing Cycle and prepare for Program Evaluation Phase during the 2023-24 school year.

During the summer months, the following courses will be revised and/or written at the middle school and high school. 2

- **Middle School:** *Revised* – English & Literature courses, STEM Elective courses, Chorus, Voice & Movement, STEP English Language Arts, STEP Math
- **High School:** *New* – AP Pre-Calculus, AP Computer Science Principles A, Cyber Security, Honors Veterinary Science, Honors Health Professions II, Naval Science I; *Revised* – English courses, Introduction to Computers

Math, V&P Arts, Television Production, and F&CS: Under the guidance and direction of the department supervisors, teachers will evaluate the status of curricula relevant to grade-level standards, state mandates, and the impact on student achievement (examining standardized test scores, AP/SAT data and common/local assessments) in preparation for beginning curriculum writing during the summer of 2024. They also review resources (programs, textbooks, technology, etc.) and possibly visit schools with quality programs, attend national, state, and local conferences, conduct surveys where appropriate, review pilot materials, share this information at departmental meetings and set the direction of the curriculum for subsequent years.

Instructional Technology: The FY24 budget includes a sustained investment in the district's use of technology to enhance instruction. Kingsway will continue to utilize Schoology as its learning management system (LMS) to support learning and instruction across various environments. In conjunction with Schoology, selected instructional technology (ReadWrite, Turnitin, Edpuzzle, Gimkit, Newsela, PearDeck, etc.) aids in student engagement, timely feedback, and the use of assessment to guide instruction. Adapting to the current trends in education, with the intention of fostering authentic learning, requires purposeful access to instructional technology resources for all teachers and students.

Specialized Programs

- **Navy JROTC:** As we begin Navy JROTC, investment is needed to ensure we supply students with the required equipment and uniforms for the program. The expected number of students will include 35-40 in its first year. Similar to BLA, STEM, and the SHP, NJROTC aims to secure co-

2023-2024 District Budget

curricular experiences that support and expand the students' experiences in the program. As a result, co-curricular opportunities will be an integral part of the program.

- **Business Leadership Academy (BLA)**: There is an increase of approximately 25 students into the BLA next year, reflecting our largest freshman cohort. Specifically, these costs will be reflected in the additional purchasing of BLA polos and DECA participation requirements, including dues, registration fees, field trips, lodging for district and state conferences, etc.
- **School of Health Professions (SHP)**: The SHP will continue to infuse [Squads Abroad](#), a supplemental virtual component of the program that allows students to interact, in real time, with international medical relief organizations. These online programs create engaging experiential learning environments by leveraging telemedical tools and in-country medical teams to involve students in real patient cases and healthcare work. Similar to BLA, STEM, and NJROTC, the SHP aims to secure co-curricular experiences that support and expand the students' experiences in the program. As a result, the teachers within the program would like to bring in [HOSA \(future health professionals\)](#). This program is a global organization recognized by the U.S. Department of Education and the Department of Health and Human Services and several federal and state agencies. HOSA provides a unique program of leadership development, motivation, and recognition exclusively for students enrolled in health science education or student who have an interest in pursuing careers in health professions.
- **STEM Academy**: We will continue to budget for an incoming cohort of 50 students in the STEM Academy. Therefore, we will continue to need supplies relative to freshman year's STEAM night, STEM apparel as well as co-curricular opportunities related to field trips and Sci/Bio Olympiad participation.
- **Team Scholastics**: As in previous years, PD is being budgeted for costs associated with teacher summer training relative to AVID. Of the 8 teachers on the team, only 4 have been to in-person training due to COVID. Therefore, the goal would be for grade 10 teachers (4) to attend the in-person training during the summer and grade 9 teachers (4) to attend the virtual session. Funds will also be used to support the continued use of the AVID curriculum, resources, training videos, etc., which are the foundation for the Team Scholastics Program.

Overview of Instructional Program

Math (New Jersey Student Learning Standards)

In the 2023-24 school year, math curricula aligned to the New Jersey Student Learning Standards (NJSLS) will continue to be implemented for all students in grades 7-12. MAP assessments for math will be administered in the fall, winter, and spring in an effort to gather specific starting points, tailor instruction, monitor progress, and evaluate curricula and classroom instruction. Standards-aligned resource, Big Ideas, will continue to be used to deliver math instruction. Math lab classes 7-12 will continue to provide time dedicated to closing skill gaps and accelerate learning for students identified as six months or more behind on their math learning. iXL will be used as a skill development tool and progress monitoring resource during this course; all resources are aligned to the standards. A new addition to the College Board suite of Advanced Placement courses, AP Precalculus is designed for any student ready for high school precalculus and presents students an opportunity to earn college credit and/or placement and stands out to colleges. This course will be written in Summer 2023 alongside the revision of CP Precalculus. During the 2023-2024 school year, the Math department will be under program evaluation in preparation for curriculum revision in the summer of 2024. Under the guidance and

2023-2024 District Budget

direction of their department supervisor, teachers will evaluate the status of curricula relevant to standards, practices, and state mandates as well as the impact of their curricula on student achievement. Educators will review resources (programs, textbooks, technology, etc.) and possibly visit schools with quality programs, attend national, state, and local conferences, conduct surveys where appropriate, review pilot materials, share information at departmental meetings, and set the direction for the curricula to be adopted by September 2025.

Science (New Jersey Student Learning Standards)

In the 2023-24 school year, science curricula aligned to the 2020 NJSLs will be implemented for all students in grades 7-12. This includes the integration of disciplinary core ideas and performance expectations, the science and engineering practices, and the cross-cutting concepts that make up the three dimensions of NJSLs-S. Incorporating core values through the implementation of student-centered hands-on activities that cultivate teamwork, perseverance, and belonging will be a focus for Science department professional learning teams (PLTs). Departmental goals relate to blended learning and data-driven instruction through the continued use of assessment and instructional technology resources, including but not limited to MAP, ReadWrite, and Newsela, to support student growth. The district will continue to use STEMScopes as a resource to deliver the curricula in the middle school and will supplement high school science instruction through the continued implementation of Gizmos. Using purchased supplies, teachers will also infuse hands-on laboratory instruction into the curriculum, differentiating for all types of learners and making abstract material concrete. In the 2023-2024 school year, a focus group will be convened to support the transition away from the current physics-first approach at the high school in favor of a more traditional sequence. Middle school STEM electives will be revised this summer and grant funding will allow the district to infuse Project Lead the Way components.

English/Language Arts Literacy - (New Jersey Student Learning Standards)

Throughout the 2022-2023 school year, the district conducted its English Language Arts (ELA) program evaluation. As a result, the 2023-2024 curriculum and instruction budget prioritizes the purchase of ELA resources and curriculum writing. During the summer of 2023, the district will revise its current ELA curricula with a focus on establishing pacing aligned with NJSLs content standards, developing related learning goals, and outlining learning objectives. The establishment of detailed units that adhere to the pacing guides and include: essential questions/enduring understandings, equity integration, common assessments, interdisciplinary standards, 21st century skill integration, technology integration, and core resources that support the curriculum.

General education English teachers in both schools evaluated the status of current curricula relevant to grade-level standards and new state mandates and reviewed their impact on student achievement by examining standardized test scores, AP/SAT data, and MAP in preparation for curriculum writing during the summer. In tandem, English department members have reviewed resources (programs, textbooks, technology, etc.), conducted the materials' pilots, and shared their impressions at departmental meetings. These efforts and the information they yielded will set the direction for the curriculum for the next five years.

Every year, every student of the Kingsway Regional School District is engaged in an English class. At the middle school level, this includes two (2) ELA-focused core requirements. In high school, this course becomes a graduation requirement as students must take and pass four years of high school English. The resources referenced below include online teacher resources for general and SE teachers, student resources, and professional development for the five years between curriculum adoption cycles. Overall, the

2023-2024 District Budget

investment in the proposed ELA resources will support 15,000 student experiences in the ELA classroom over the course of the next 5 years.

- **MS English & Literature courses:** My Perspectives, grades 7-9, *Savaas Learning Company*
- **CP & Honors English courses:** Mirrors and Windows, grades 9-12, *Carnegie Learning*
- **AP English courses:** The Language of Composition, grade 11; Literature & Composition, grade 12, *Bedford, Freeman & Worth*

MAP assessments for ELA will be administered in the fall, winter, and spring in an effort to gather specific starting points, tailor instruction, monitor progress, and evaluate curricula and classroom instruction. ELA lab classes in grades 9-12 will continue to provide time dedicated to closing skill gaps and accelerate learning for students identified as six months or more behind on their ELA learning. iXL will be used as a skill development tool and progress monitoring resource during this course; all resources are aligned to the standards.

Social Studies - (New Jersey Student Learning Standards)

During the summer of 2023, the district revised its current social studies curricula to reflect all changes within the 2020 NJSLs. Summer work focused on establishing pacing of content standards, developing related learning goals, and outlining learning objectives with specific DOK levels. Additional attention was placed on the establishment of detailed units that adhere to the pacing guides and include: essential questions/enduring understandings, equity integration, common assessments, interdisciplinary standards, career readiness practices, 21st-century skill integration, technology integration, and core resources that support the curriculum. This phase of the curriculum writing cycle continued throughout the 23-24 school year with necessary adjustments in PLT/department/in-service time as the curriculum is taught. The department supervisor will finalize work completed throughout the year during the summer of 2023.

21st Century Life and Careers - (New Jersey Student Learning Standards)

During the 2023-24 school year, the district continues to implement a freshmen course at the high school, *College and Career Seminar*, that serves as a graduation requirement for all Kingsway students in non-specialized programs. This course serves integrates a number of the new 2020 career readiness, life literacies, and key skills outlined in the 2020 NJSLs. Ongoing curriculum development to ensure up-to-date standards alignment will continue to be completed within teacher PLTs, this includes the use of locally developed assessments tied to the NJSLs. Moreover, the district continues to structure its elective programming around its [Six Programs of Study](#) that align with the nationally recognized career clusters. The Six Programs of Study aim to help students make career decisions, identify how specific courses correspond to specific careers, and to improve students' skills, and increase their potential for employment and further training and education. Additionally, the school counseling department worked throughout the 2023-24 school year to create an aligned 7-12 pacing guide that integrates key features of the 21st-century live and careers framework and specifically the National Model of the ASCA framework. The school counseling curriculum will be completed during the summer of 2023 with aligned lessons developed and implemented throughout the 2023-24 school year.

World Language - (New Jersey Student Learning Standards)

The world language curricula is aligned to the NJSLs and is implemented for students in grades 7-12. This includes the integration of world language practices. In the 2023-2024 school year, the district will continue to provide students the opportunity to earn the New Jersey State Seal of Biliteracy via the administration of

2023-2024 District Budget

the STAMP assessment. This recognizes students who have studied and attained proficiency in at least one language in addition to English by high school graduation and is designated on a student's high school diploma to provide employers and universities with a method of identifying bilingual candidates, students with 21st century skills, and those who have prioritized the study of other languages and cultures. Moreover, the high school world language department is working to align instruction to support the rigorous requirements of the STAMP assessment to boost student achievement. The district will also continue its work to ensure diverse perspectives and the integration of multicultural content are reflected throughout by assessing through the lens of contributions, additive, transformation, and social action (Banks, 2010). Ongoing curriculum development to ensure up-to-date standards alignment will continue to be completed within teacher PLTs, this includes the use of locally developed assessments tied to the NJSLs.

Visual and Performing Arts - (New Jersey Student Learning Standards)

The visual and performing arts curricula aligned to the NJSLs and is implemented for students in grades 7-12. Middle school music electives, Chorus 7 and Chorus 8, receive a makeover to reflect and expand upon the inclusion and connection of theater and music practices, including creating, performing, responding, and connect to music and drama. Curricular revisions include the addition of theater NJSLs threaded both throughout the course and as a standalone theater unit in this yearlong course. The district will also continue its work to ensure diverse perspectives and the integration of multicultural content are reflected throughout by assessing through the lens of contributions, additive, transformation, and social action (Banks, 2010). Ongoing curriculum development to ensure up-to-date standards alignment will continue to be completed within teacher PLTs.

Comprehensive Health & P.E. - (New Jersey Student Learning Standards)

The Health and Physical Education curricula is aligned to the NJSLs will be implemented for all students in grades 7-12. This includes the integration of disciplinary concepts and core ideas related to personal growth and development; pregnancy and parenting; emotional health; social and sexual health; community health services and support; movement and concepts; physical fitness; lifelong fitness; nutrition; personal safety; health conditions, disease, and medications; alcohol, tobacco, and other drugs; and, dependency, substances disorders, and treatment. Comprehensive health and PE practices and the all-related legislation will also be included. Additionally, the district will continue to administer the BASC- 3 BESS as a universal screener for behavioral and emotional screening twice a year in PE & Health classes.

Computer Science & Design Thinking- (New Jersey Student Learning Standards)

The district infuses related computer science and design thinking throughout 7-12 courses. The 2023-2024 school year contains implementation of Phase II of the high school's Computer Science Program with two new computer science course offerings, AP Computer Science A and Cybersecurity. In AP Computer Science A, students cultivate their understanding of coding through analyzing, writing, and testing code as they explore concepts like modularity, variables, and control structures. The Cybersecurity course is a full-year course designed to expose high school students to the ever-growing and far-reaching field of cybersecurity. The Library Media Specialists and Instructional Technology Coaches assist teachers with effective implementation of technology to enhance and personalize classroom instruction. Increased levels of proficiency allow students to access, manage, evaluate, and synthesize information aligned with the NJSLs in their personal, academic, and professional lives. This also includes effective instruction on technology literacy, digital citizenship, and information and media literacy so that students use technology to enhance productivity, increase collaboration, and communicate effectively.

2023-2024 District Budget

Financial Section

2023-2024 District Budget

Basis of Accounting

Fund Accounting

The accounts of the Kingsway Regional School District are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds or account groups in accordance with activities or objectives specified for the resources. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

The annual budget consists of governmental funds that are grouped into the following four (4) fund types:

General Fund. (10) The general fund is the general operating fund of the Kingsway Regional School District and is used to account for all financial resources except those required to be accounted for in another fund. Expenditures included here would be regular program instruction costs and the administrative and other support services costs related to the District’s daily operations.

As required by the New Jersey Department of Education, the Kingsway Regional School District includes budgeted capital outlay in this fund. Generally accepted accounting principles (GAAP) as they pertain to governmental entities state that general fund resources may be used to directly finance capital outlays for long-lived improvements as long as the resources in such cases are derived exclusively from unrestricted revenues. Expenditures are those that result in the acquisition of or additions to fixed assets for land, existing buildings, improvements of grounds, construction of buildings, additions to or remodeling of buildings and the purchase of built-in equipment.

Special Revenue Fund. (20) The special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. An example of special revenue funds would include federal grants-in-aid such as the Every Student Succeeds Act (ESSA). Pursuant to GASB Statement No. 84, Student Activity Funds and Scholarship Funds are also reported here. Student Activity Funds are owned, operated, and managed by the student body under the guidance and direction staff members educational, recreational, and cultural purposes.

Capital Projects Fund. (30) Accounts for resources used to acquire or construct major capital facilities. The source of revenue in this fund would be the sale of bonds, grants, or transfer from a capital reserve account. Separate accounting is used for each capital project within the capital projects fund.

Debt Service Fund. (40) Accounts for the accumulation of resources for, and the payment of, long-term debt including principal and interest on bonds issued to finance major property acquisition and construction.

Minimum Chart of Accounts

Used in its entirety, the chart of accounts classification structure can generate a variety of detailed data (particularly the expenditure classifications). The financial section of this document is presented in accordance with the [NJ DOE account classification structure](#) and consists of the following:

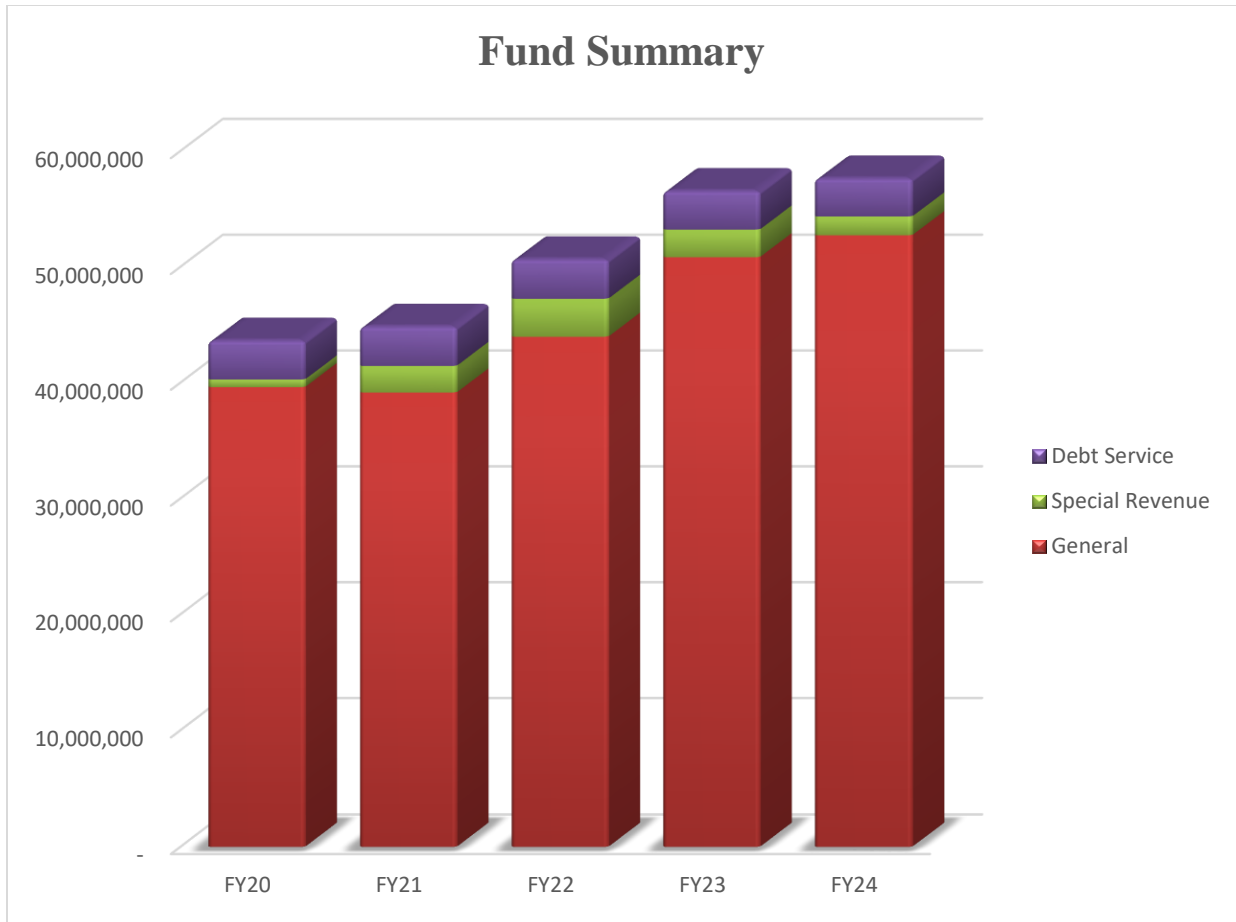
<u>Fund</u>	<u>Program</u>	<u>Function</u>	<u>Object</u>
xx	xxx	xxx	xxx

2023-2024 District Budget

Revenue Summary by Fund

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
General	39,621,177	39,153,812	43,969,022	50,837,347	52,732,473
Special Revenue	656,321	2,293,224	3,279,330	2,386,073	1,621,500
Debt Service	3,361,721	3,392,183	3,408,917	3,330,459	3,283,885
	<u>43,639,219</u>	<u>44,839,219</u>	<u>50,657,269</u>	<u>56,553,879</u>	<u>57,637,858</u>

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. It also contains all related liabilities and residual equities or balances, or changes therein. Funds are established to carry out specific activities or attain certain objectives of a school district.



2023-2024 District Budget

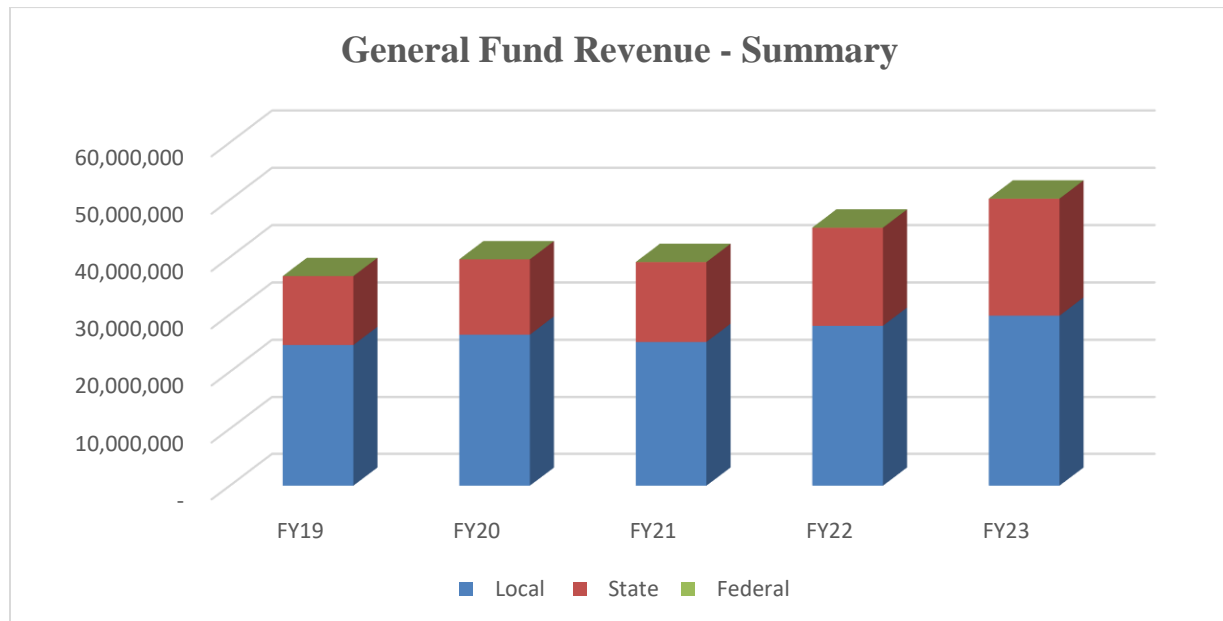
Sources of Revenue by Fund

General Fund (10)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Local	26,482,690	25,201,369	26,242,576	30,399,139	29,674,979
State	13,131,427	13,936,309	17,723,860	20,404,543	23,006,118
Federal	7,060	16,134	2,586	33,665	51,376
Total All Funds	39,621,177	39,153,812	43,969,022	50,837,347	52,732,473

The General Fund accounts for all financial resources of the district except those specifically required to be accounted for in another fund. The Kingsway Regional School District's General Fund totals \$52,732,473 for FY24. The general fund is made up of five main sources of revenue: (1) Fund Balance, or surplus; (2) State Aid; (3) Local Tax Levy; (4) Tuition; and (5) Other Miscellaneous sources (Facility rental, interest, athletic admission fees, student participation fees, etc.).

	2022-23	2023-24	\$ Inc./ (Dec.)	% Inc./ (Dec.)
Fund Balance/Reserves	2,600,000	334,356	(2,265,644)	-87.14%
State Aid	20,404,543	23,006,118	2,601,575	12.75%
Tax Levy	23,961,044	25,458,625	1,497,581	6.25%
Tuition	3,032,766	3,699,143	666,377	21.97%
Miscellaneous	838,994	234,231	(604,763)	-72.08%
Total General Fund	50,837,347	52,732,473	1,895,126	3.73%

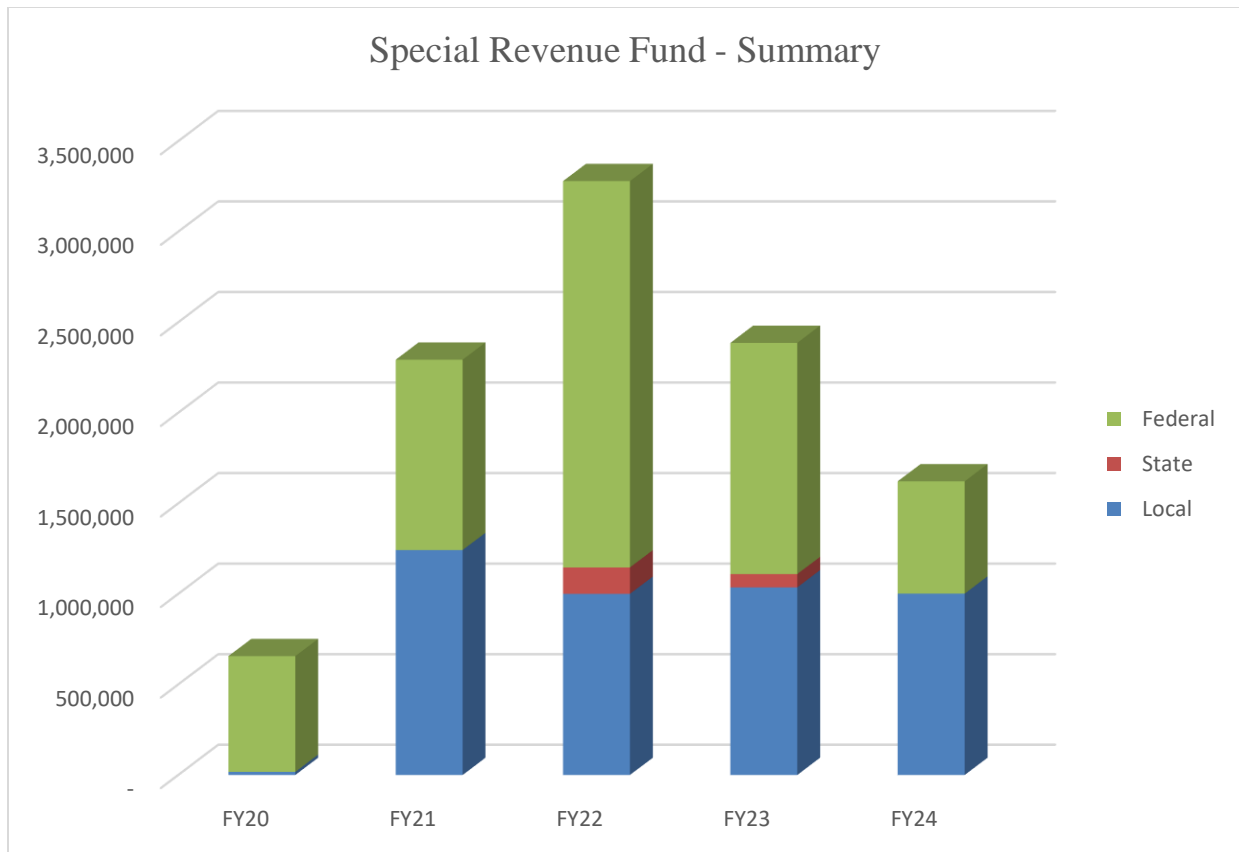


2023-2024 District Budget

Special Revenue Fund (20)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Local	17,110	1,242,333	1,000,337	1,035,989	1,001,500
State	-	-	145,822	73,425	-
Federal	639,211	1,050,891	2,133,171	1,276,659	620,000
Total	656,321	2,293,224	3,279,330	2,386,073	1,621,500

The special revenue fund accounts for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. An example of special revenue funds would include federal grants-in-aid such as the Every Student Succeeds Act (ESSA), or Individuals with Disabilities Education Act (IDEA) funds.

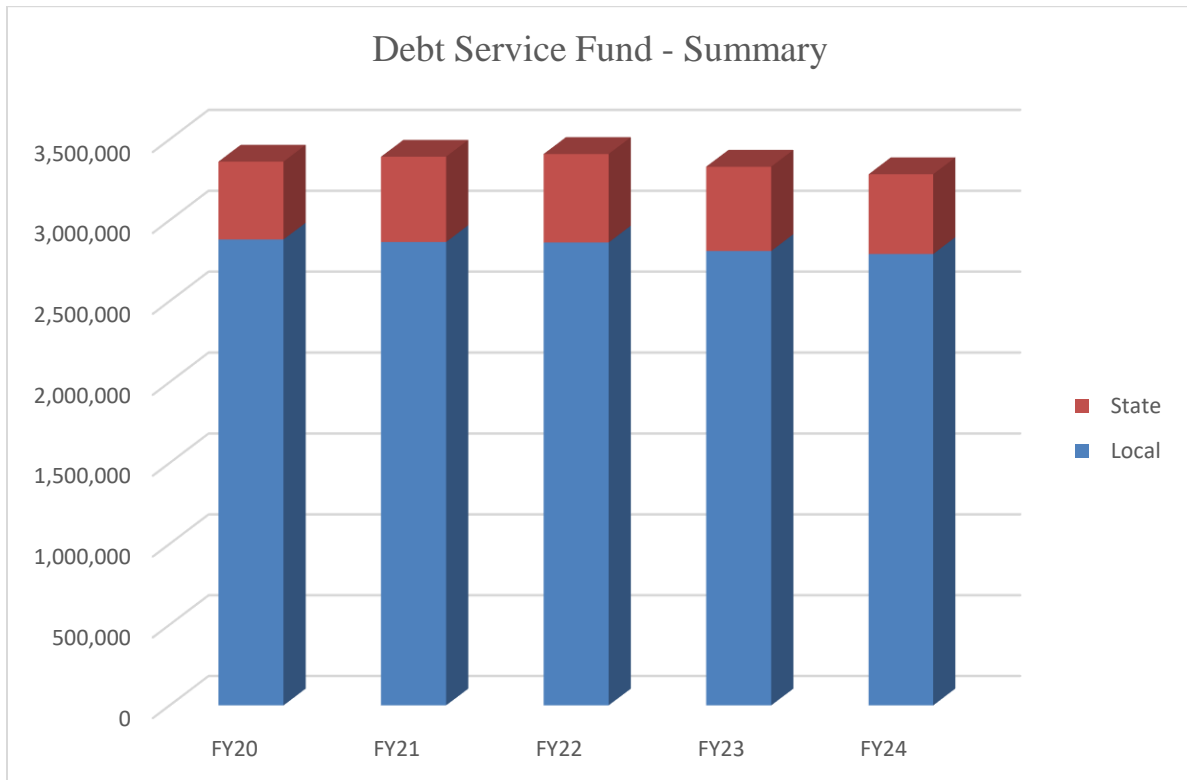


2023-2024 District Budget

Debt Service Fund (40)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Local	2,880,640	2,865,218	2,862,541	2,809,723	2,791,048
State	481,081	526,965	546,376	520,736	492,837
Total	3,361,721	3,392,183	3,408,917	3,330,459	3,283,885

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, long-term debt including principal and interest on bonds issued to finance major property acquisition and construction.



2023-2024 District Budget

Revenue Detail by Source

General Fund (10)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Local Sources					
Local Tax Levy	22,263,737	23,030,609	23,491,220	23,961,044	25,458,625
Tuition	2,591,361	3,097,863	2,911,431	3,032,766	3,699,143
Miscellaneous	303,445	204,349	753,258	191,907	182,855
Total Local Sources	25,158,543	26,332,821	27,155,909	27,185,717	29,340,623
State Sources					
Transportation Aid	1,518,262	1,518,262	1,518,262	1,518,262	1,518,262
Extraordinary Aid	250,253	315,123	597,149	250,000	300,000
Special Education Aid	2,148,364	2,148,364	2,148,364	2,148,364	2,473,180
Equalization Aid	8,981,736	9,664,908	13,051,854	16,255,105	18,481,864
Security Aid	232,812	232,812	232,812	232,812	232,812
Securing Our Children's Future Bond Act	-	-	112,489	-	-
Non-Public Transportation Aid	-	56,840	62,930	-	-
Total State Sources	13,131,427	13,936,309	17,723,860	20,404,543	23,006,118
Federal Sources					
Medicaid Reimbursement	7,060	16,134	2,586	33,665	51,376
Total Federal Sources	7,060	16,134	2,586	33,665	51,376
Transfers from Other Funds	322,020	-	146	-	-
Budgeted Fund Balance	-	-	-	-	232,781
Withdraw from Capital Reserve	-	-	-	2,600,000	101,575
Prior Year Encumbrances	-	-	-	613,422	-
Actual Revenues (Over)/Under Expenditures	1,002,127	(1,131,452)	(913,479)	-	-
Total General Fund	39,621,177	39,153,812	43,969,022	50,837,347	52,732,473

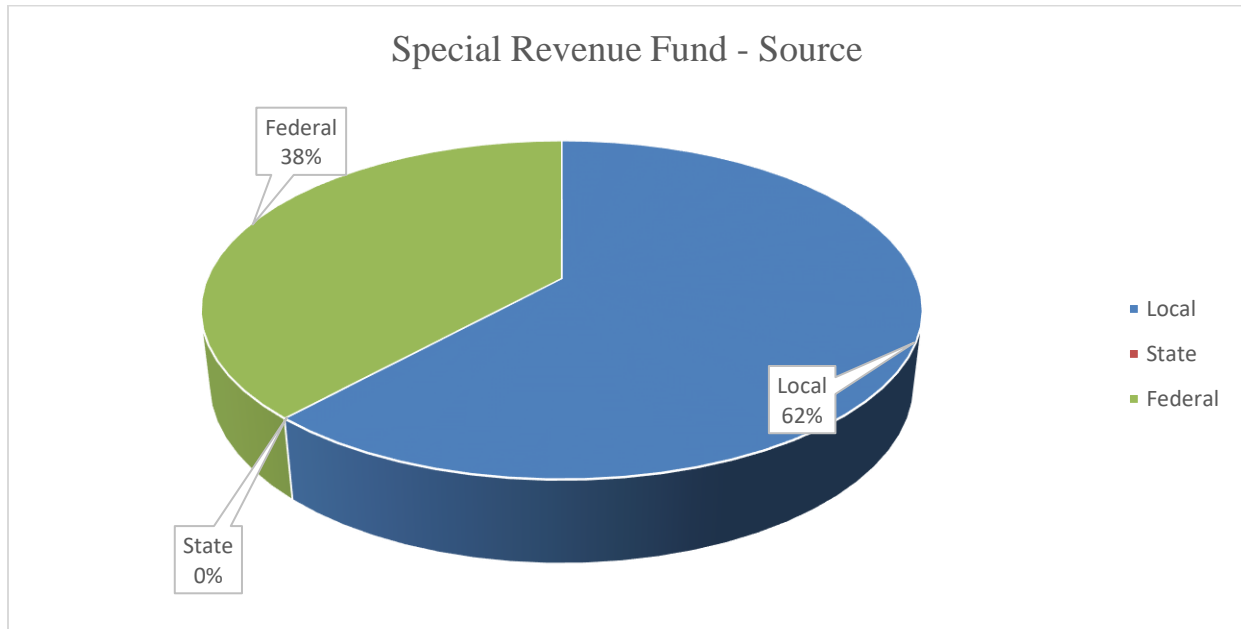
2023-2024 District Budget

Special Revenue Fund (20)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Local Sources					
Student Activity Fund	-	1,212,212	979,702	1,000,000	1,000,000
Scholarship Fund	-	1,799	2,779	1,500	1,500
Miscellaneous	17,110	23,133	27,368	34,489	-
Total Local Sources	17,110	1,237,144	1,009,849	1,035,989	1,001,500
State Sources					
SDA Emergent Needs and Capital Maintenance in School Districts	-	-	71,822	73,425	-
Local Efficiency Achievement Program (LEAP)	-	-	74,000	-	-
Total State Sources	-	-	145,822	73,425	-
Federal Sources					
ESSA - Title I	141,412	148,472	110,477	128,952	90,000
ESSA - Title II	31,445	30,583	26,800	37,421	20,000
ESSA - Title III	2,690	-	-	-	-
ESSA - Title IV	3,250	9,750	-	-	10,000
ARP - I.D.E.A. Basic	-	-	125,243	-	-
I.D.E.A. Part B	460,414	505,041	498,286	524,590	500,000
ARP - ESSER	-	-	830,296	186,231	-
ARP ESSER Subgrant - Accelerated Learning, Coaching, and Educator Support Grant	-	-	-	213,827	-
ARP ESSER Subgrant - Evidence-Based Summer Learning and Enrichment Activities Grant	-	-	-	40,000	-
ARP ESSER Subgrant - Evidence-Based Comprehensive Beyond the School Day Activities Grant	-	-	-	40,000	-
ARP ESSER Subgrant - NJ Tiered System of Supports (NJTSS) Mental Health Support Staffing Grant	-	-	9,500	79,001	-
CARES Act Education Stabilization Fund	-	115,026	63	-	-

2023-2024 District Budget

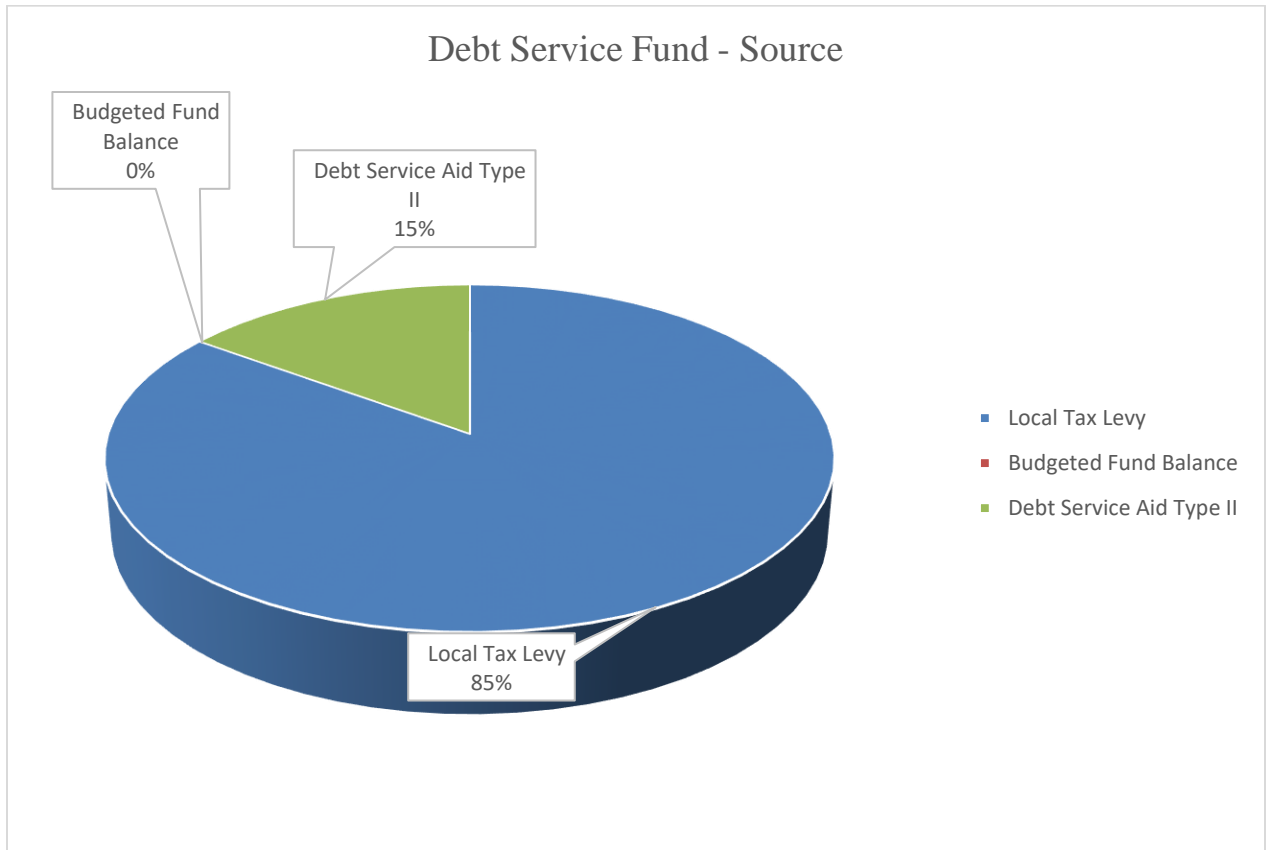
CARES - Digital Divide Grant	-	134,507	-	-	-
Coronavirus Relief Fund (CRF)	-	107,512	-	-	-
CRSSA Act - ESSER II	-	-	449,471	2,834	-
CRSSA Act - Learning Acceleration Grant	-	-	29,026	-	-
CRSSA Act - Mental Health Grant	-	-	32,143	12,857	-
Additional or Compensatory Special Education & Related Services (ACSERS)	-	-	21,866	-	-
ARP - Homeless Children and Youth II Grant	-	-	-	10,946	-
Total Federal Sources	639,211	1,050,891	2,133,171	1,276,659	620,000
Actual Revenues (Over)/Under Expenditures - Student Activity Fund	-	1,188	(10,537)	-	-
Actual Revenues (Over)/Under Expenditures - Scholarship Fund	-	4,001	1,025	-	-
Total Special Revenue Fund	656,321	2,293,224	3,279,330	2,386,073	1,621,500



2023-2024 District Budget

Debt Service Fund

	Actual		Revised FY23	Proposed FY24	
	FY20	FY21			FY22
Local Sources					
Local Tax Levy	2,151,832	2,171,632	2,304,528	2,744,191	2,791,048
Transfers from Capital Projects Fund	725,000	758,724	558,011	-	-
Budgeted Fund Balance	-	-	-	65,532	-
Total Local Sources	2,876,832	2,930,356	2,862,539	2,809,723	2,791,048
State Sources					
Debt Service Aid Type II	481,081	526,965	546,376	520,736	492,837
Total State Sources	481,081	526,965	546,376	520,736	492,837
Actual Revenues (Over)/Under Expenditures	3,808	(65,138)	2	-	-
Total Debt Service Fund	3,361,721	3,392,183	3,408,917	3,330,459	3,283,885



2023-2024 District Budget

General Fund Appropriations – By Program/Function

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Regular Programs	11,487,722	12,180,965	13,813,073	14,431,332	15,598,884
Special Education - Multiple Disabilities	461,377	462,278	443,955	635,818	569,715
Special Education - Resource Room/Resource Center	2,397,678	2,637,714	2,667,748	2,531,677	2,961,082
Special Education - Home Instruction	58,390	12,908	41,871	30,400	30,400
Basic Skills/Remedial	9,191	9,015	3,215	128,847	86,943
School-Sponsored Extra Curricular Activities	224,067	167,121	307,421	382,945	420,907
School-Sponsored Athletics	886,479	858,788	1,115,684	1,225,149	1,282,854
Before/After School Programs	7,302	167	3,911	5,000	-
Tuition	2,875,656	2,292,524	2,628,681	3,357,286	4,199,947
Attendance	132,477	128,274	134,222	192,380	197,075
Health Services	286,329	321,749	484,368	445,354	482,242
Speech/OT/PT and Related Services	130,894	193,505	163,476	163,955	193,400
Extraordinary Services	586,645	642,175	791,468	819,495	1,044,387
Guidance	888,728	956,736	1,003,347	1,185,210	1,120,555
Child Study Team	646,165	704,427	779,502	841,440	901,675
Improvement of Instruction Services	405,674	596,387	735,539	914,148	863,394
Educational Media Services/Library	241,846	255,095	267,949	285,998	304,329
Instructional Staff Training Services	114,058	114,181	120,106	171,675	209,518
General Administration	446,522	509,087	633,525	641,478	705,585
School Administration	1,552,218	1,584,513	1,706,364	1,840,654	1,854,600
Central Services	517,696	550,357	669,261	706,829	646,860
Administrative Information Technology	464,689	423,915	418,820	488,182	501,520
Required Maintenance for School Facilities	557,050	509,765	797,189	805,181	810,800
Custodial Services	2,100,658	2,296,149	2,426,173	2,463,135	2,563,741
Care and Upkeep of Grounds	330,501	353,021	402,708	515,406	483,792
Security	192,054	143,342	196,277	305,280	244,590
Student Transportation Services	3,164,983	2,776,567	4,008,572	5,146,464	5,711,593
Allocated Employee Benefits	-	-	-	29,730	-
Unallocated Employee Benefits	6,277,460	6,369,625	6,669,253	7,258,681	8,428,790
Equipment	36,756	31,550	323,107	84,849	37,798
Facilities Acquisition and Construction Services	116,737	116,737	133,687	137,477	116,737
Interest Deposit to Capital Reserve	-	-	-	1,000	1,000
Capital Reserve - Transfer to Capital Projects	1,939,960	878,762	-	2,600,000	101,575
Charter Schools	83,215	76,413	78,550	64,892	56,185
	39,621,177	39,153,812	43,969,022	50,837,347	52,732,473

2023-2024 District Budget

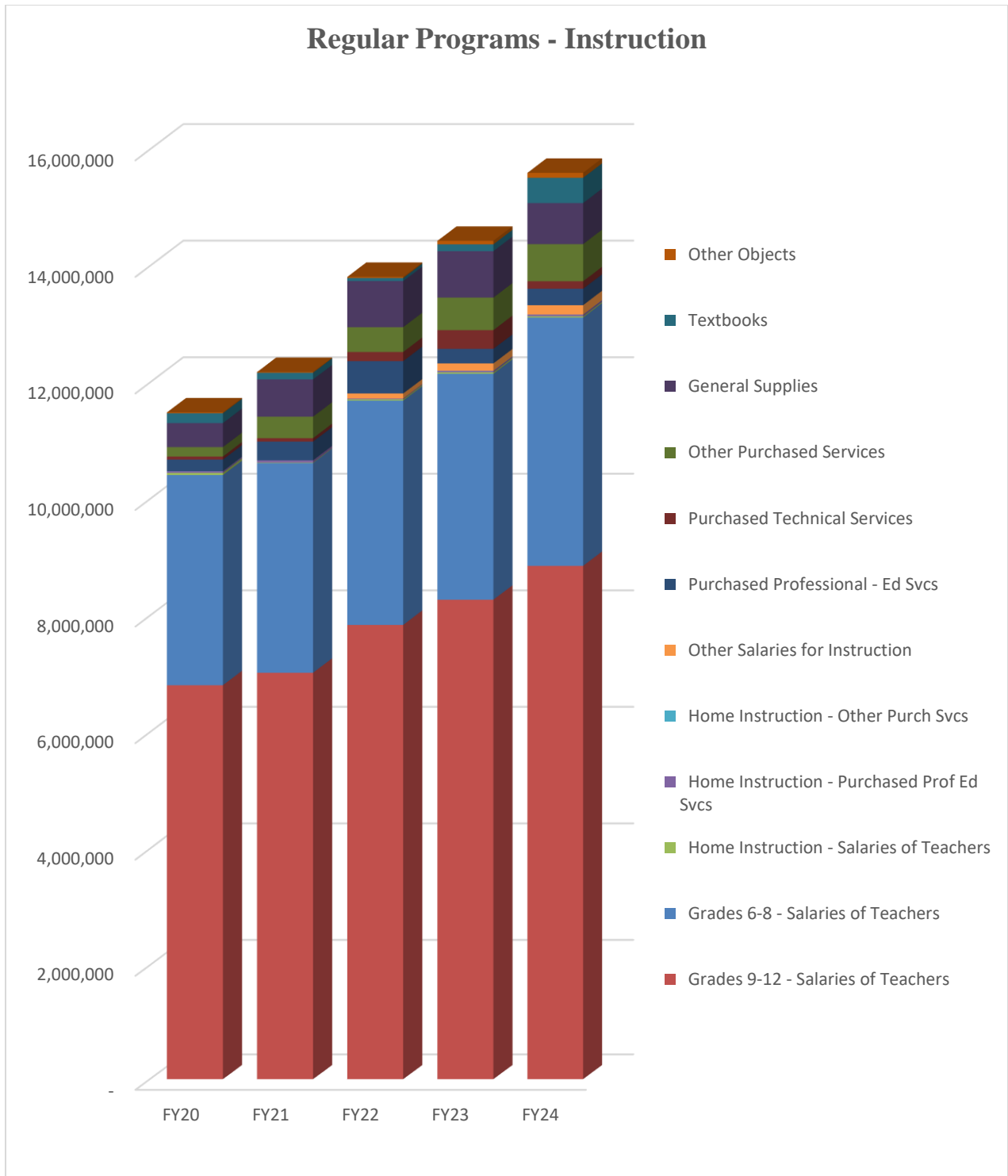
General Fund Appropriations – By Program/Function at Object Level

Regular Programs – Instruction (11-xxx-100-xxx)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Grades 6-8 - Salaries of Teachers	3,605,888	3,598,279	3,848,786	3,876,820	4,260,902
Grades 9-12 - Salaries of Teachers	6,806,072	7,020,311	7,841,366	8,273,155	8,853,905
Home Instruction - Salaries of Teachers	38,258	7,844	23,275	25,000	21,000
Home Instruction - Purchased Prof Ed Svcs	28,104	39,346	12,956	25,000	30,000
Home Instruction - Other Purch Svcs	908	70	7	2,000	1,500
Other Salaries for Instruction	-	-	85,544	125,990	160,095
Purchased Professional - Ed Svcs	198,788	320,679	556,432	250,199	281,614
Purchased Technical Services	52,409	59,965	156,501	321,800	128,693
Other Purchased Services	161,941	368,117	425,458	558,215	637,820
General Supplies	412,473	639,724	790,792	796,520	704,085
Textbooks	168,156	114,521	53,386	117,218	433,735
Other Objects	14,725	12,109	18,570	59,415	85,535
	<u>11,487,722</u>	<u>12,180,965</u>	<u>13,813,073</u>	<u>14,431,332</u>	<u>15,598,884</u>

Regular Programs - Instruction (11-1XX-100-XXX) is used to record direct classroom instruction costs for regular education programs. A program is considered regular when its classes contain only regular education pupils, including mainstreamed special education pupils. The salaries of teachers and substitutes (Object 101) are detailed by the grade classifications used in the calculation of the adequacy budget under SFRA and are recorded under the applicable program codes (105-140).

2023-2024 District Budget



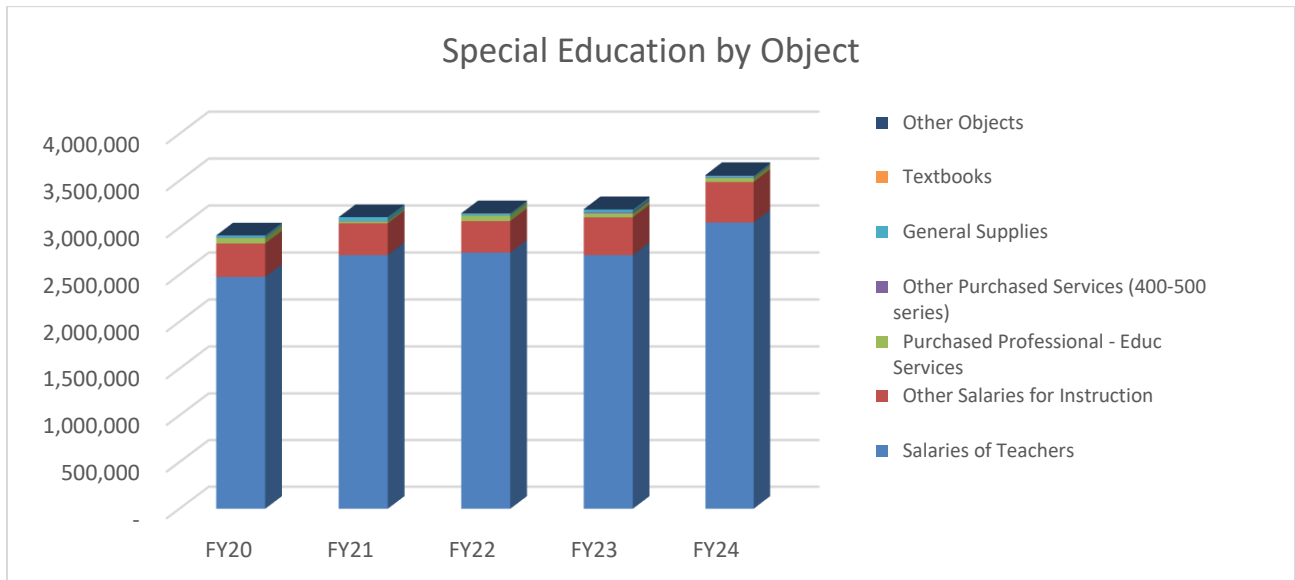
2023-2024 District Budget

Special Education – Instruction (11-2xx-100-xxx)

Program Level	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Multiple Disabilities	461,377	462,278	443,955	635,818	569,715
Resource Room/Resource Center	2,397,678	2,637,714	2,667,748	2,531,677	2,961,082
Home Instruction	58,390	12,908	41,871	30,400	30,400
	<u>2,917,445</u>	<u>3,112,900</u>	<u>3,153,574</u>	<u>3,197,895</u>	<u>3,561,197</u>

Object Level	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Teachers	2,476,665	2,708,696	2,735,512	2,708,854	3,055,557
Other Salaries for Instruction	355,712	338,921	335,104	400,909	431,228
Purchased Professional - Educ Services	58,358	19,302	57,271	42,450	43,521
Other Purchased Services (400-500 series)	3,518	3,670	925	12,700	5,400
General Supplies	23,192	41,653	19,797	26,982	16,491
Textbooks	-	624	2,843	-	-
Other Objects	-	34	2,122	6,000	9,000
	<u>2,917,445</u>	<u>3,112,900</u>	<u>3,153,574</u>	<u>3,197,895</u>	<u>3,561,197</u>

Special Education – Instruction (11-2xx-100-xxx) is used to record the classroom costs of providing services because of individualized education programs (IEPs). A program is considered special when its classes contain only special education pupils. Costs are classified in accordance with the program categories.

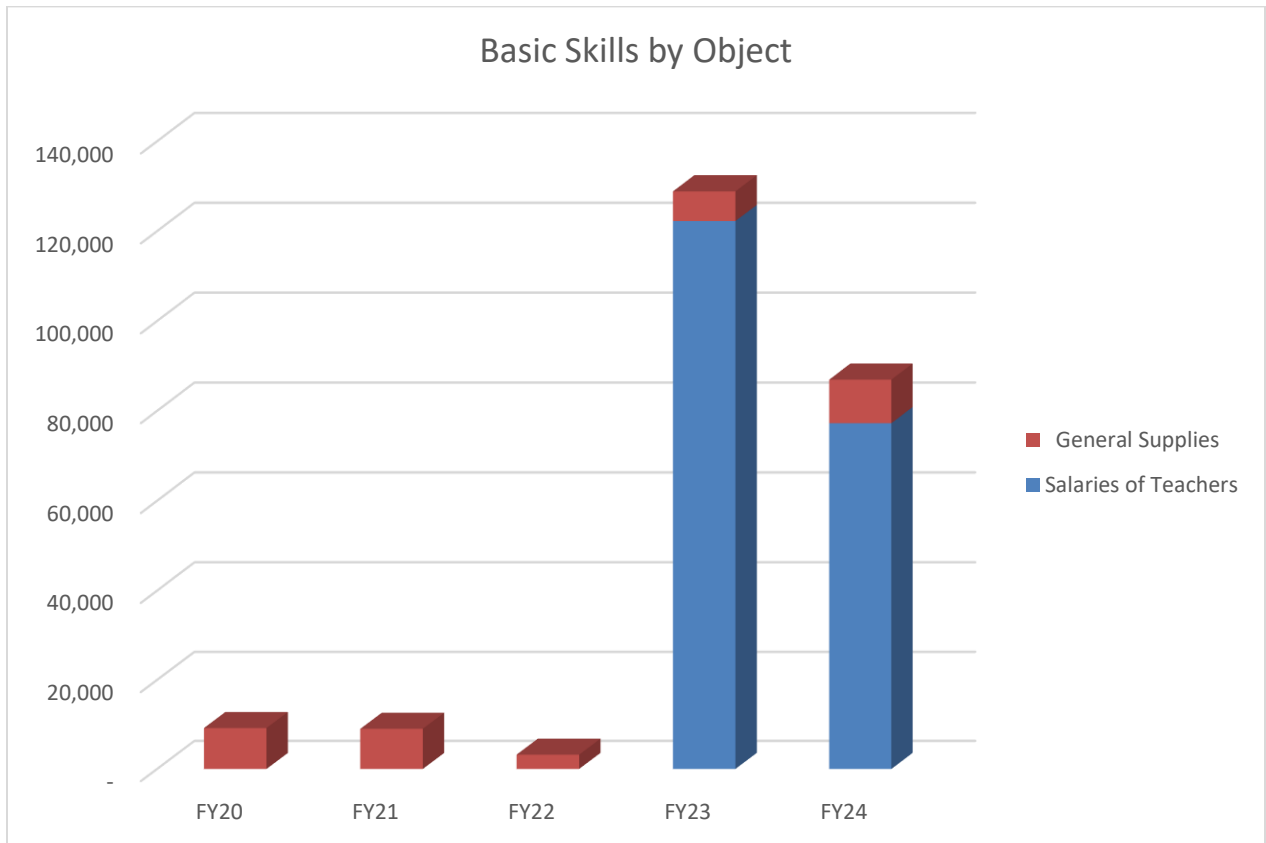


2023-2024 District Budget

Basic Skills/Remedial (11-230-100-xxx)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Salaries of Teachers	-	-	-	122,245	77,254
General Supplies	9,191	9,015	3,215	6,602	9,689
	9,191	9,015	3,215	128,847	86,943

Basic Skills (11-230-100-XXX) is used to record the classroom costs of providing the district’s basic skills program. This includes math and English/language arts lab classes at the middle and high school, which are designed to support students identified as needing additional assistance.

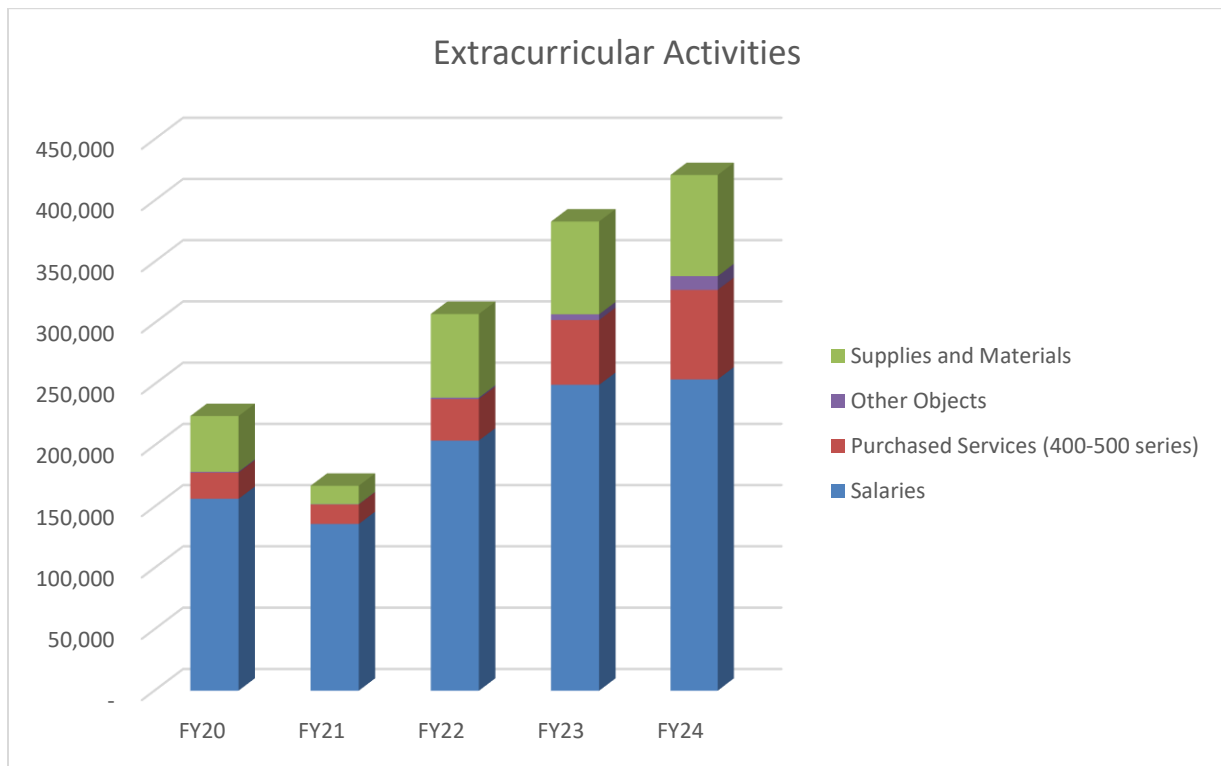


2023-2024 District Budget

School-Sponsored Co-Curricular/Extra-Curricular Activities (11-401-100-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	156,455	135,924	204,036	249,550	253,982
Purchased Services (400-500 series)	21,389	15,885	33,921	52,953	73,085
Supplies and Materials	45,513	15,067	68,329	75,792	82,595
Other Objects	710	245	1,135	4,650	11,245
	<u>224,067</u>	<u>167,121</u>	<u>307,421</u>	<u>382,945</u>	<u>420,907</u>

School-Sponsored co-curricular/Extracurricular activities (11-401-100-XXX) is used to record the costs associated with district sponsored co-curricular and extra-curricular activities such as entertainment, publications, clubs, band and mock trial.

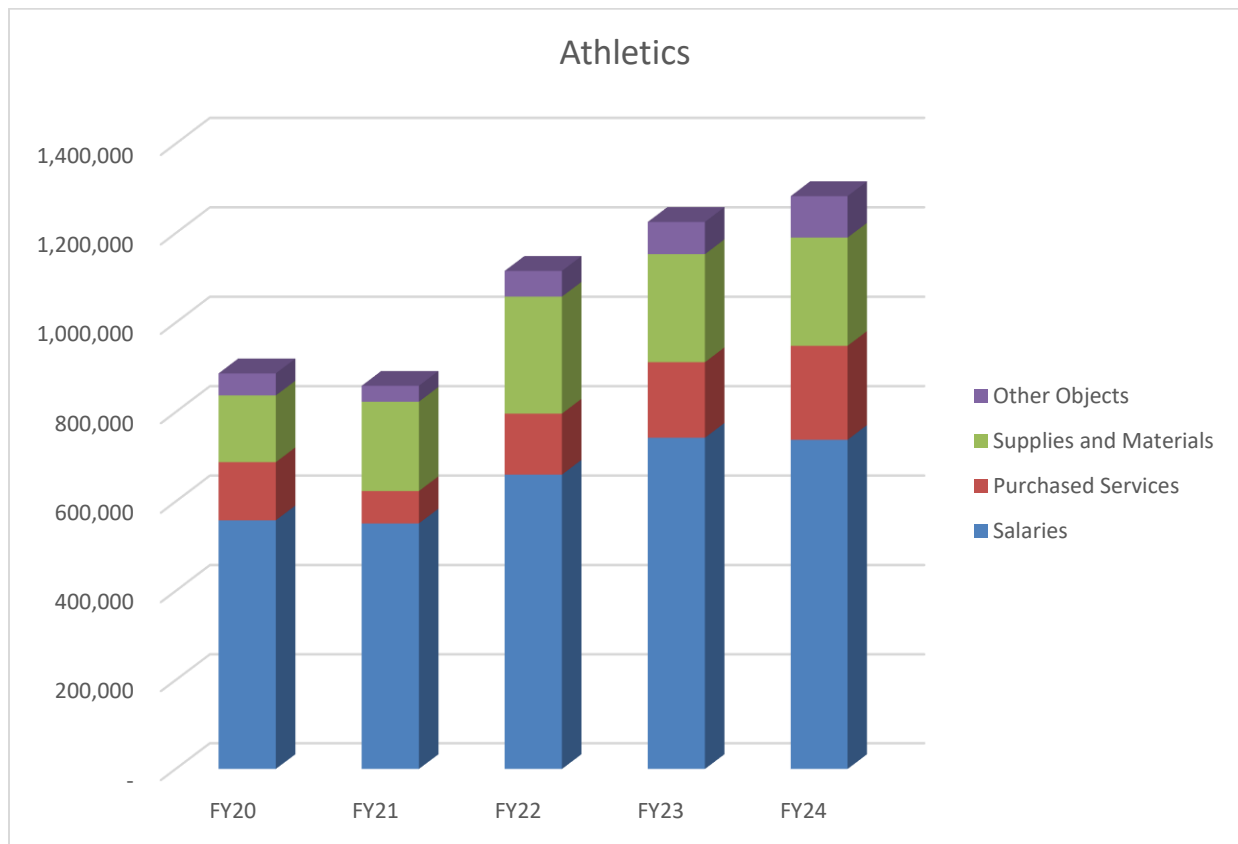


2023-2024 District Budget

School-Sponsored Athletics (11-402-100-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	558,020	550,967	660,009	742,600	737,894
Purchased Services	129,981	72,290	136,418	168,996	210,195
Supplies and Materials	149,155	199,880	261,649	241,567	242,005
Other Objects	49,323	35,651	57,608	71,986	92,760
	886,479	858,788	1,115,684	1,225,149	1,282,854

School-sponsored athletics (11-402-100-XXX) is used to record those costs attributed to its school-sponsored interscholastic athletic programs. Kingsway offers athletic team opportunities at the middle school, freshman, junior varsity and varsity levels.

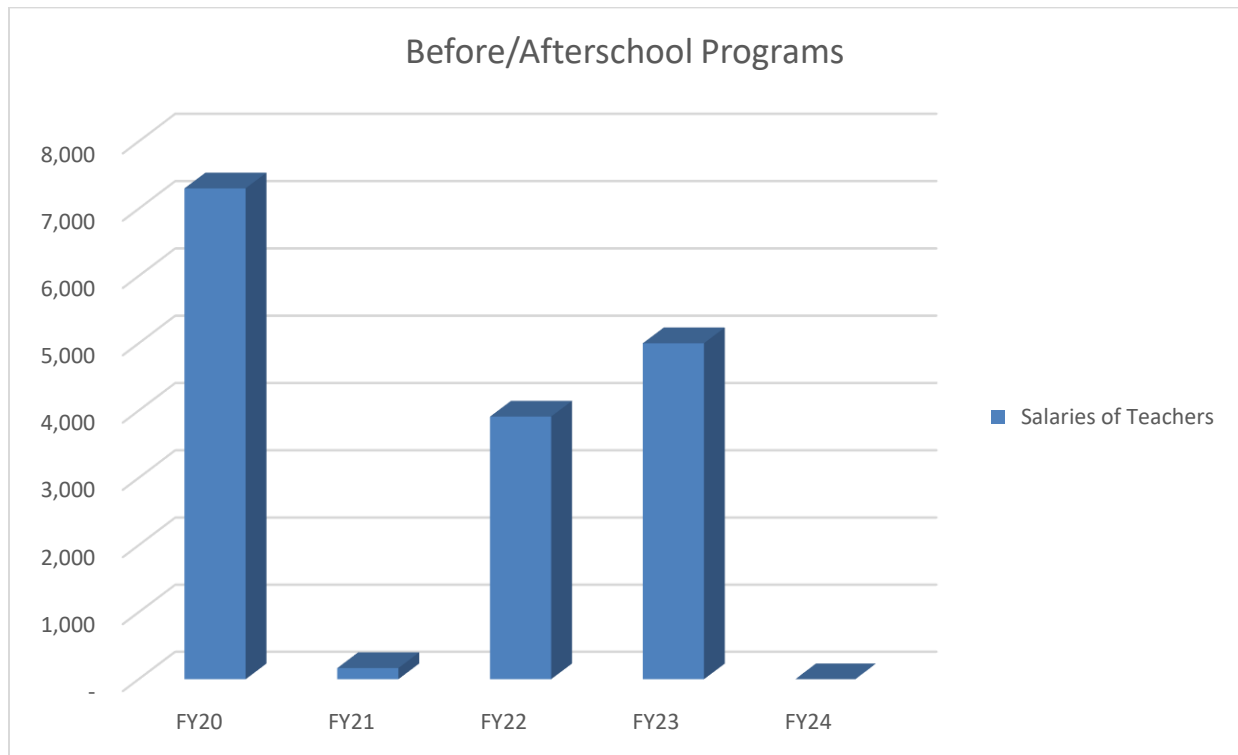


2023-2024 District Budget

Before/After School Programs (11-421-100-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Teachers	7,302	167	3,911	5,000	-
	<u>7,302</u>	<u>167</u>	<u>3,911</u>	<u>5,000</u>	<u>-</u>

Before/After School Programs (11-421-100-XXX) is used to record the costs of remedial/supplementary support for students. Expenditures for tutoring, homework assistance, and/or structured recreation and social activities are recorded here. This included the middle schools after school enrichment program, which emphasizes higher-level thinking skills, basic and complex problem solving, and extended interdisciplinary themes.

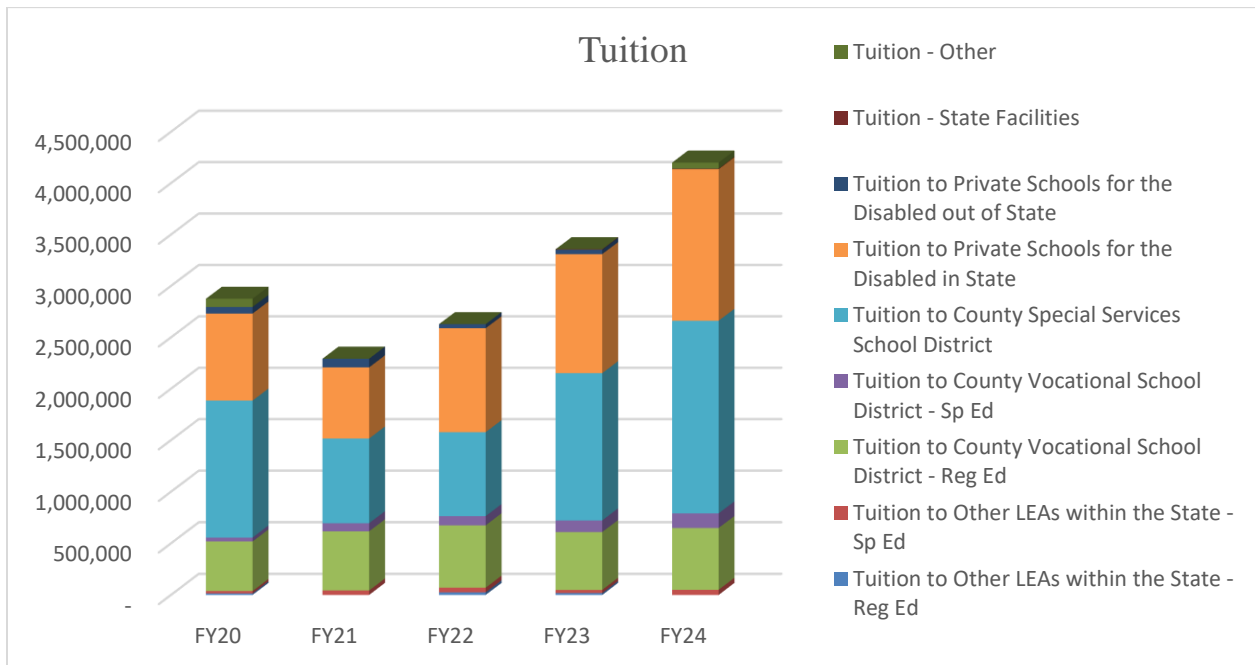


2023-2024 District Budget

Undistributed Instruction - Tuition (11-000-100-5xx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Tuition to Other LEAs within the State - Reg Ed	14,500	-	25,756	18,000	-
Tuition to Other LEAs within the State - Sp Ed	23,245	43,360	44,554	31,100	50,000
Tuition to County Vocational School District - Reg Ed	480,406	573,236	604,330	560,175	598,895
Tuition to County Vocational School District - Sp Ed	37,798	78,895	89,487	113,083	141,255
Tuition to County Special Services School District	1,329,163	820,609	813,779	1,429,858	1,871,856
Tuition to Private Schools for the Disabled in State	846,411	692,100	1,010,849	1,157,570	1,473,441
Tuition to Private Schools for the Disabled out of State	64,389	84,324	39,924	43,000	-
Tuition - State Facilities	-	-	-	4,500	4,500
Tuition - Other	79,744	-	-	-	60,000
	<u>2,875,656</u>	<u>2,292,524</u>	<u>2,628,679</u>	<u>3,357,286</u>	<u>4,199,947</u>

Instruction – Tuition (11-000-100-5XX) is used to record tuition costs paid to other districts, private schools for the handicapped, county vocational and special services school districts, and state facilities. A distinction is made between regular and special education pupils and receiving districts within and outside the state.

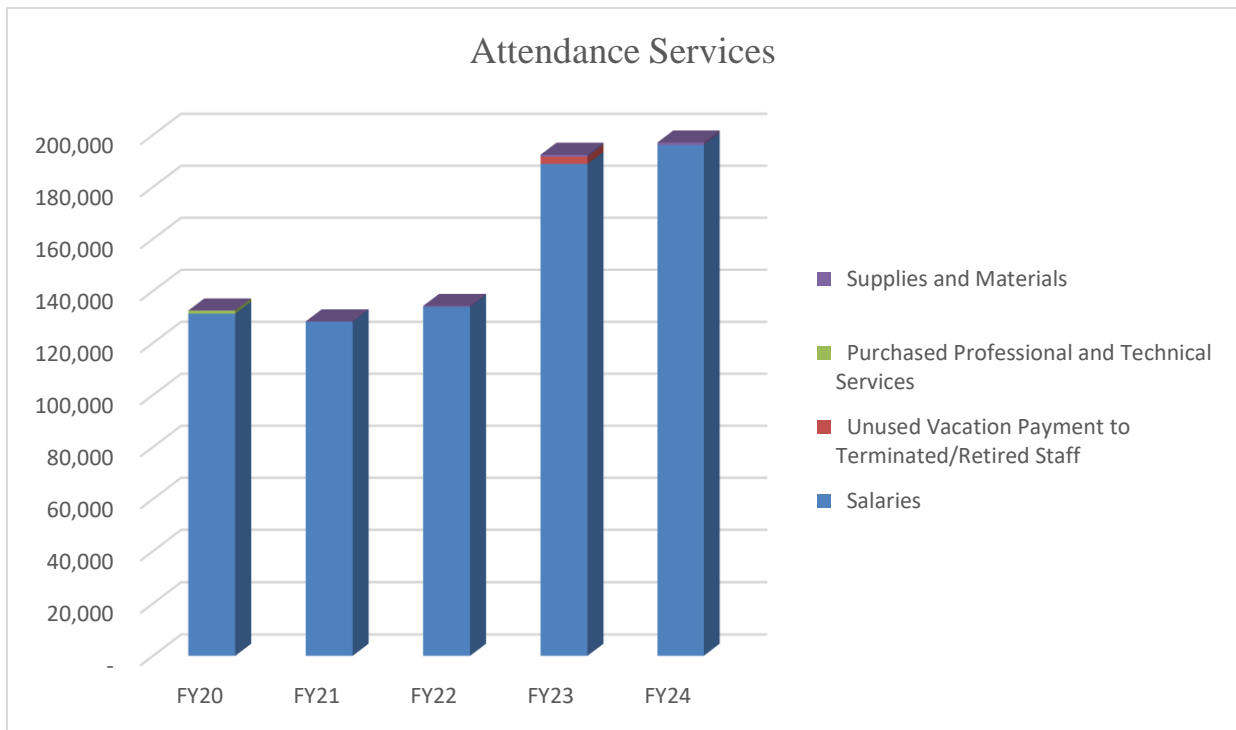


2023-2024 District Budget

Attendance and Social Work Services (11-000-211-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	131,279	128,159	133,884	188,839	196,075
Unused Vacation Payment to Terminated/Retired Staff	-	-	-	2,791	-
Purchased Professional and Technical Services	1,198	-	-	-	-
Supplies and Materials	-	115	338	750	1,000
	132,477	128,274	134,222	192,380	197,075

Attendance and Social Work Services (11-000-211-XXX) is used to record the expenditures associated with activities designed to improve student attendance at school and which attempt to prevent or solve student problems. These services include the supervision of attendance and social work services; they include the identification of nonattendance patterns, promotion of improved attitudes towards attendance, and enforcement of attendance laws. The collection, maintenance, and reporting of school attendance records, family characteristics data, census data, and other important information is recorded here.

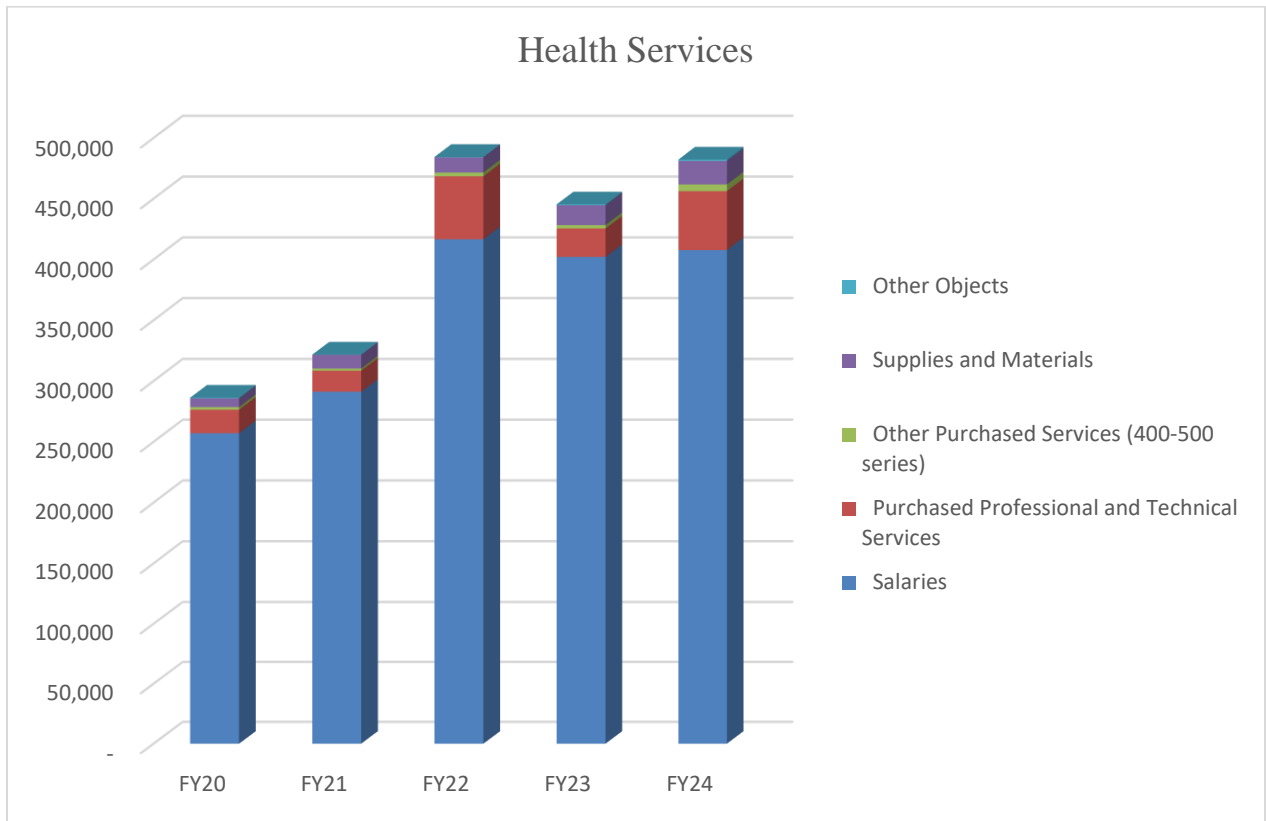


2023-2024 District Budget

Health Services (11-000-213-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	257,060	291,203	416,686	402,120	407,792
Purchased Professional and Technical Services	19,346	17,315	51,771	23,359	48,450
Other Purchased Services (400-500 series)	2,171	1,832	3,100	2,858	5,550
Supplies and Materials	7,208	11,277	12,535	16,342	19,350
Other Objects	544	122	276	675	1,100
	<u>286,329</u>	<u>321,749</u>	<u>484,368</u>	<u>445,354</u>	<u>482,242</u>

Health services (11-000-213-XXX) is used to record the costs associated with physical and mental health services provided to students which are not direct instruction such as supervision of health services, health appraisal, screening for psychiatric services, periodic health examinations, emergency injury and illness care, nursing services, and communications with parents and medical officials.

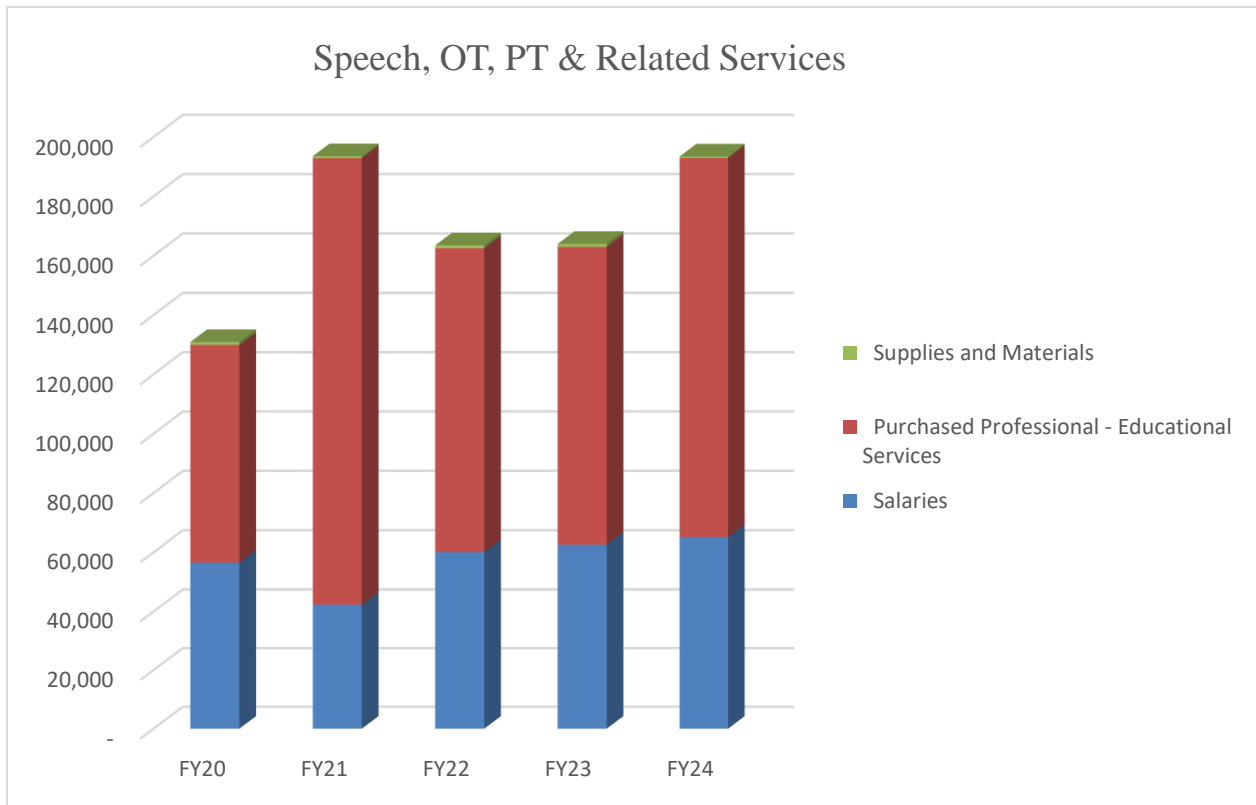


2023-2024 District Budget

Speech/Occupational Therapy/Physical Therapy and Related Services (11-000-216-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	56,505	42,258	60,051	62,573	65,135
Purchased Professional - Educational Services	73,413	150,594	102,425	100,382	127,765
Supplies and Materials	976	653	1,000	1,000	500
	130,894	193,505	163,476	163,955	193,400

Speech/Occupational Therapy/Physical Therapy and Related services (11-000-216-XXX) is used to record the costs of related services provided to students as a result of individualized education programs (IEPs) for services such as speech therapy, occupational therapy, physical therapy, and additional counseling.

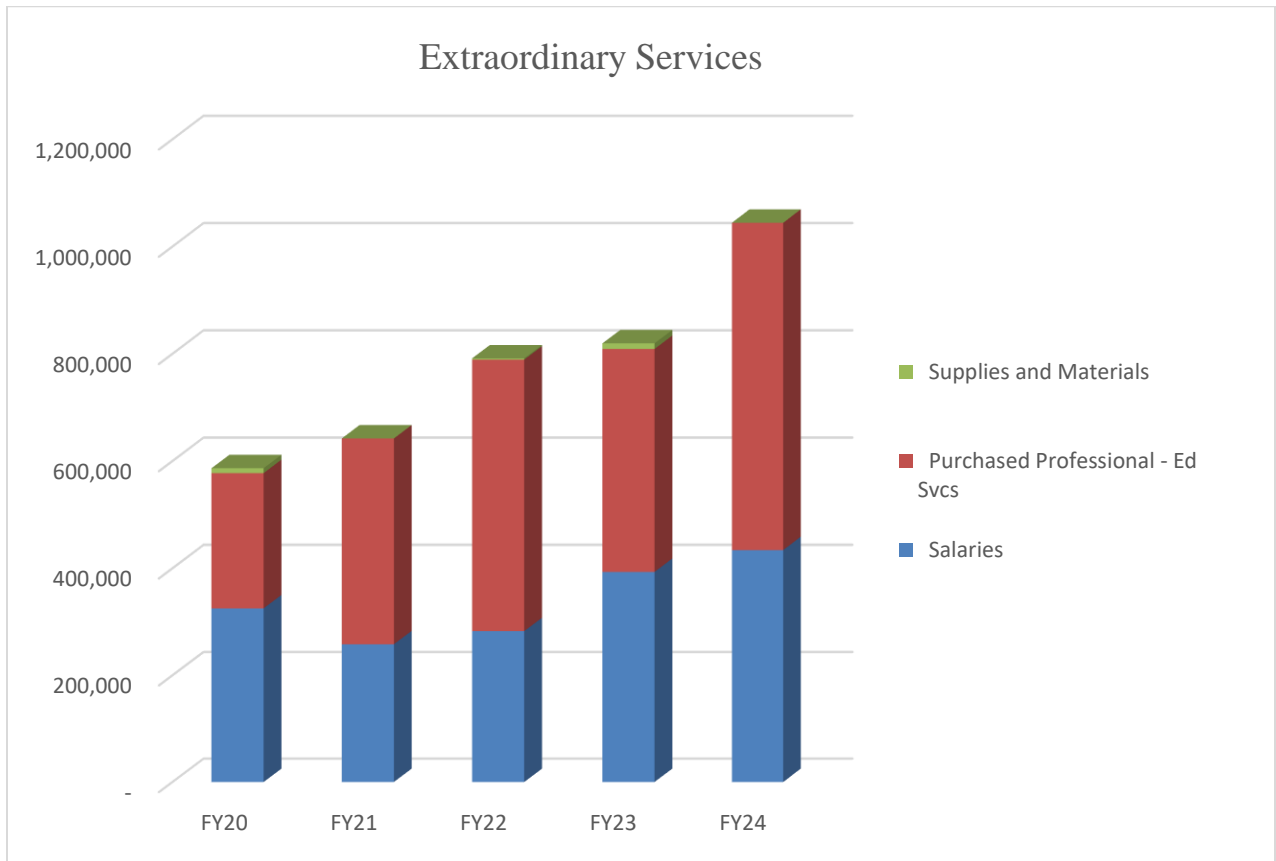


2023-2024 District Budget

Extraordinary Services (11-000-217-xxx)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Salaries	325,363	258,317	282,872	393,365	434,027
Purchased Professional - Ed Svcs	252,138	383,858	506,272	415,630	610,360
Supplies and Materials	9,144	-	2,324	10,500	-
	586,645	642,175	791,468	819,495	1,044,387

Extraordinary services (11-000-217-XXX) is used to record the costs of services other than related services provided to students as a result of an IEP, which are unique to individual students, such as one-to-one aides.

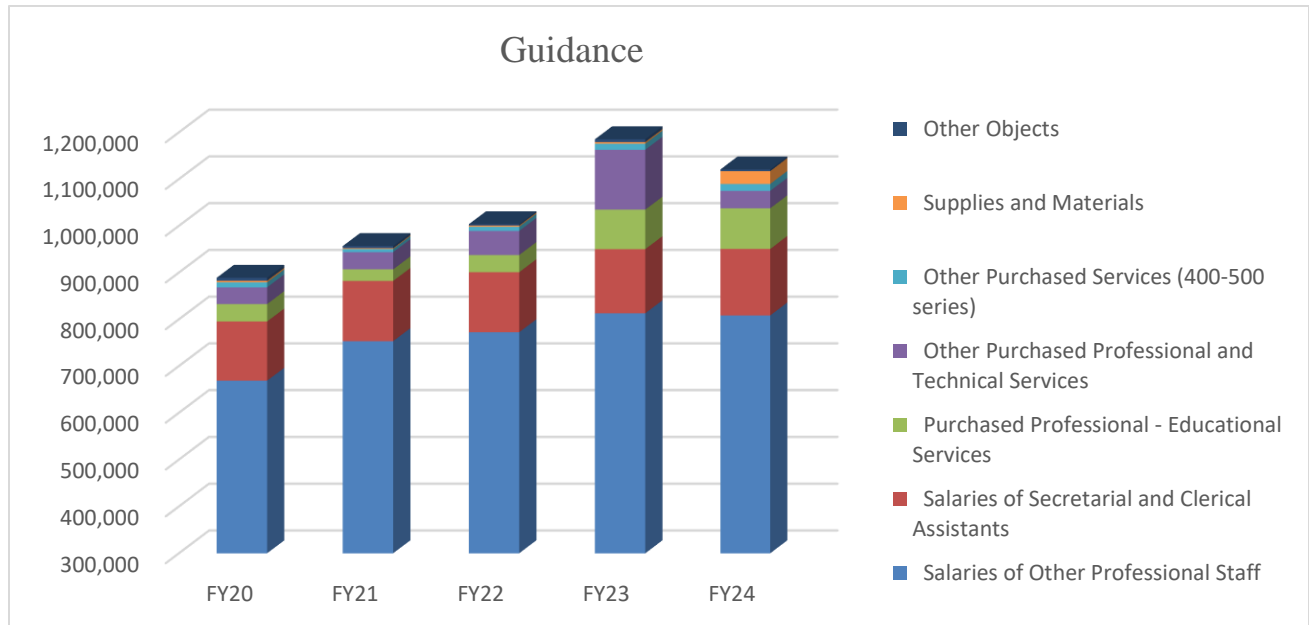


2023-2024 District Budget

Guidance (11-000-218-xxx)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Salaries of Other Professional Staff	668,753	753,246	772,477	812,910	808,285
Salaries of Secretarial and Clerical Assistants	126,739	128,987	128,413	137,305	142,253
Purchased Professional - Educational Services	37,086	24,673	36,698	84,500	86,980
Other Purchased Professional and Technical Services	35,854	36,793	51,544	128,100	37,350
Other Purchased Services (400-500 series)	10,637	6,640	9,025	13,100	14,830
Supplies and Materials	3,347	1,799	2,384	3,250	27,467
Other Objects	6,312	4,598	2,806	6,045	3,390
	888,728	956,736	1,003,347	1,185,210	1,120,555

Guidance (11-000-218-XXX) is used to record the costs associated with guidance services and any other activities supplemental to the teaching process that are designed to assess and improve the well-being of students other than attendance, health and child study team services. Guidance services includes counseling with students and parents, consulting with other staff members on learning problems, evaluating the abilities of students, assisting students in personal and social development, providing referral assistance and working with other staff members in planning and conducting guidance programs for students. Guidance services also include pupil record maintenance – the compiling, maintaining and interpreting of records of individuals for such factors as physical and medical status, standardized test results, personal and social development, school performance and home background.

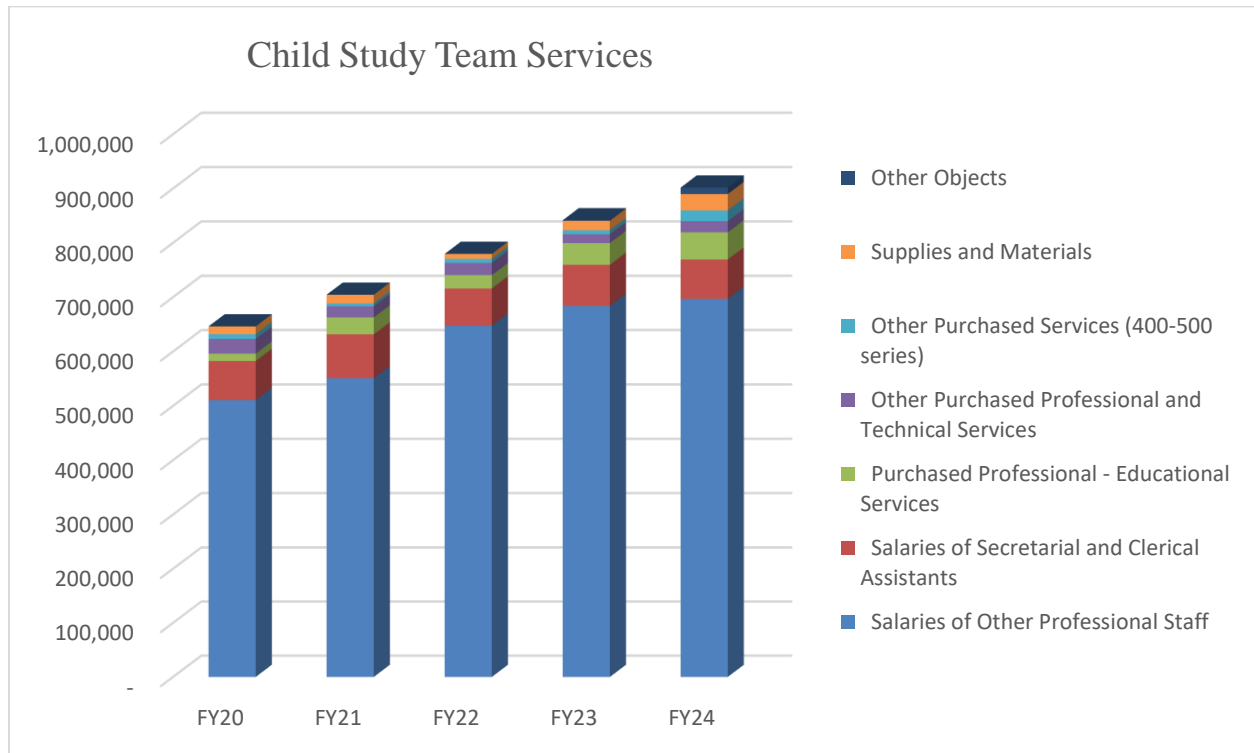


2023-2024 District Budget

Child Study Team (11-000-219-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Other Professional Staff	510,649	550,901	647,547	684,065	696,849
Salaries of Secretarial and Clerical Assistants	71,919	80,658	68,396	75,530	72,436
Purchased Professional - Educational Services	13,412	31,183	24,592	39,905	50,000
Other Purchased Professional and Technical Services	27,115	20,473	22,623	16,320	20,520
Other Purchased Services (400-500 series)	8,645	5,310	7,212	7,574	19,820
Supplies and Materials	14,425	15,902	9,132	17,201	30,050
Other Objects	-	-	-	845	12,000
	646,165	704,427	779,502	841,440	901,675

Child Study Team services (11-000-219-XXX) is used to record the costs associated with the services provided by the child study team members. A child study team consists of a school psychologist, a learning disabilities teacher-consultant, and a school social worker. Child study team members may provide both support services in the development of the I.E.P. and may provide the actual services for the implementation of the I.E.P.s.

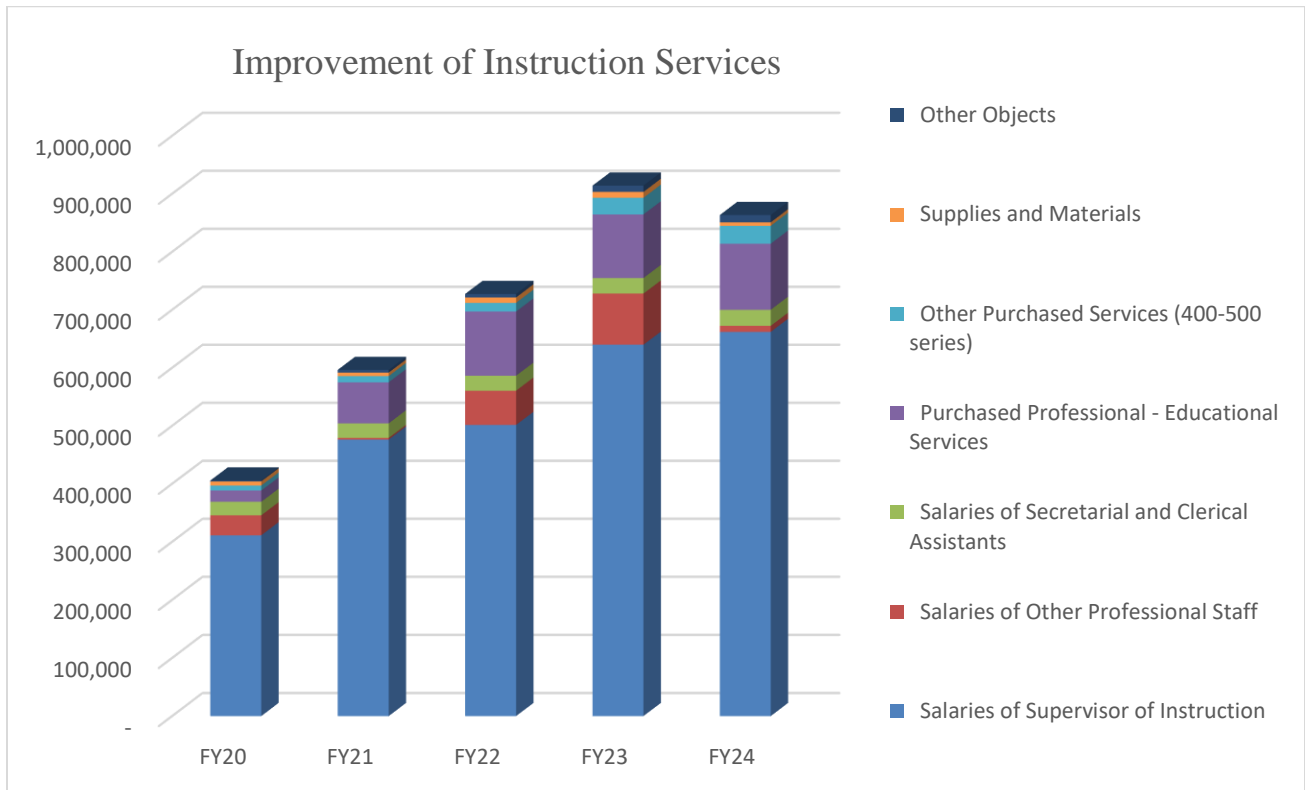


2023-2024 District Budget

Improvement of Instruction Services (11-000-221-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Supervisor of Instruction	311,208	476,295	501,549	639,840	661,880
Salaries of Other Professional Staff	34,408	2,775	58,967	88,180	10,524
Salaries of Secretarial and Clerical Assistants	23,396	25,074	25,826	26,740	27,540
Unused Vacation Payment to Terminated/Retired Staff	-	-	8,278	-	-
Purchased Professional - Educational Services	19,402	70,824	110,692	109,777	114,100
Other Purchased Services (400-500 series)	8,635	10,746	14,986	28,663	30,750
Supplies and Materials	6,964	5,913	9,326	10,048	6,000
Other Objects	1,661	4,760	5,915	10,900	12,600
	405,674	596,387	735,539	914,148	863,394

Improvement of Instruction services (11-000-221-XXX) is used to record the costs associated with assisting instructional staff in planning, developing, and evaluating the process of providing valuable learning experiences for students. These activities include supervision of instruction services, curriculum development, and techniques of instruction, child development and understanding.

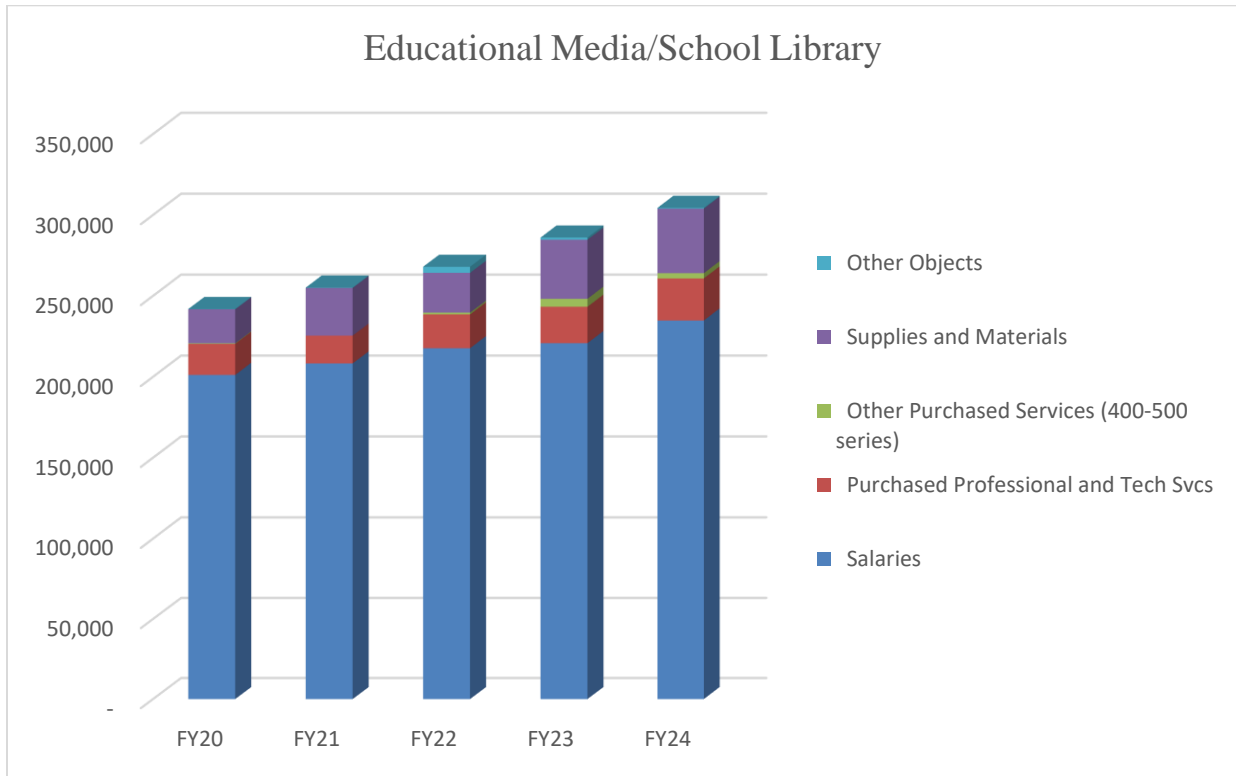


2023-2024 District Budget

Educational Media Services/School Library (11-000-222-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	201,172	208,232	217,668	220,790	234,793
Purchased Professional and Tech Svcs	19,174	17,195	20,864	22,506	26,011
Other Purchased Services (400-500 series)	320	-	1,132	4,909	3,193
Supplies and Materials	21,050	29,473	24,554	36,493	39,882
Other Objects	130	195	3,731	1,300	450
	<u>241,846</u>	<u>255,095</u>	<u>267,949</u>	<u>285,998</u>	<u>304,329</u>

Educational Media services/School Library (11-000-222-XXX) is used to record the costs associated with activities concerning the use of all teaching and learning resources, including hardware and content materials. Educational media are defined as devices, content materials, methods, or experiences used for teaching and learning purposes. School library services, audiovisual services, and computer assisted instruction services are recorded here.

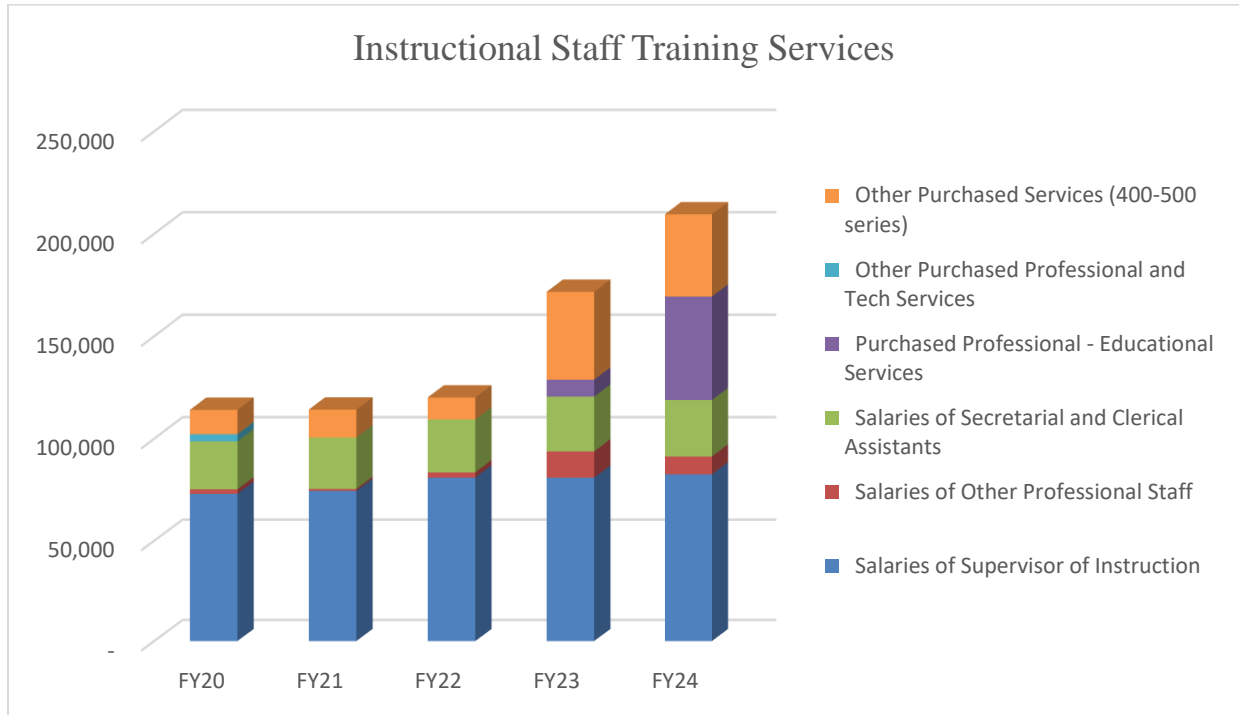


2023-2024 District Budget

Instructional Staff Training Services (11-000-223-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Supervisor of Instruction	73,068	74,530	81,000	81,000	82,620
Salaries of Other Professional Staff	2,220	962	2,547	12,795	8,708
Salaries of Secretarial and Clerical Assistants	23,395	25,074	25,826	26,740	27,540
Purchased Professional - Educational Services	-	-	-	8,295	50,519
Other Purchased Professional and Tech Services	3,500	-	-	-	-
Other Purchased Services (400-500 series)	11,875	13,615	10,733	42,845	40,131
Total	114,058	114,181	120,106	171,675	209,518

Instructional Staff Training services (11-000-223-XXX) is used to record the activities that contribute to the professional or occupational growth and competence of members of the instructional staff during their time of service to the school system. Professional development costs are defined as those costs that represent reimbursement to teaching staff for attendance at out-of-district workshops and the costs of professional development activities for teachers that the district itself sponsors. The reimbursed development costs include registration reimbursement, travel costs, overnight accommodations, and meals.

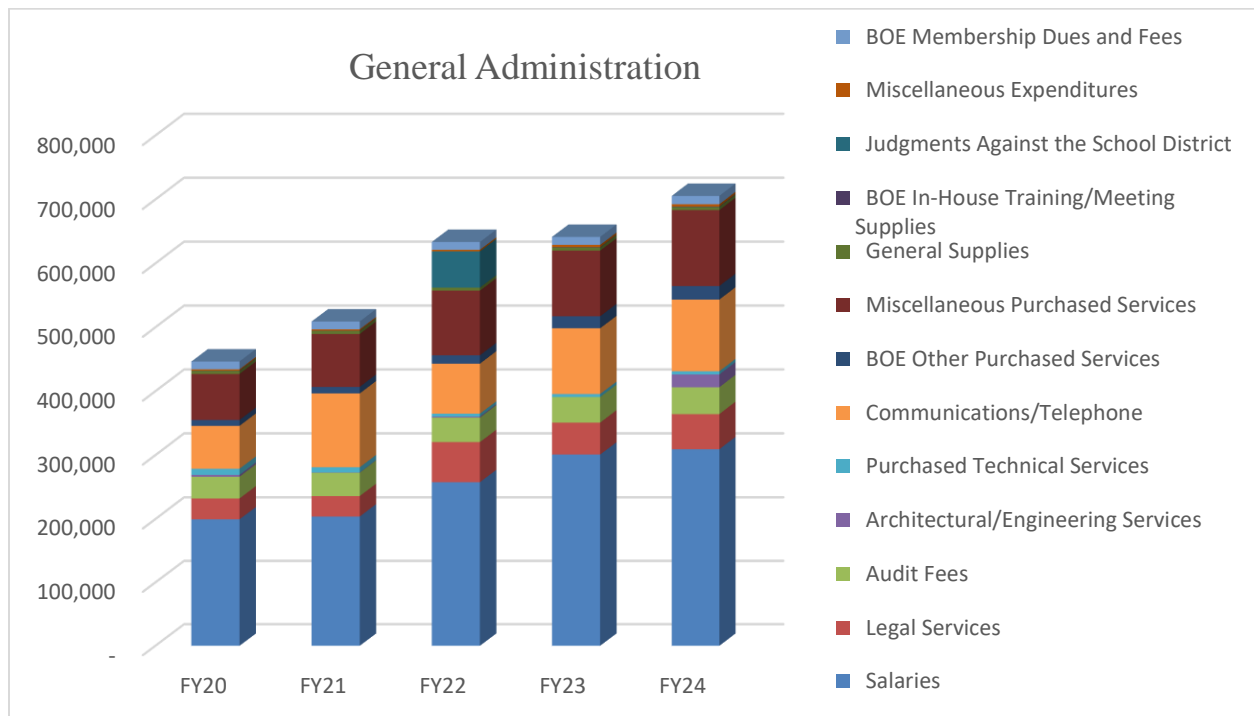


2023-2024 District Budget

General Administration (11-000-230-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	199,554	203,961	257,694	300,952	309,261
Legal Services	32,680	32,004	62,740	50,000	55,000
Audit Fees	33,968	36,524	38,346	40,000	42,000
Architectural/Engineering Services	2,925	450	1,500	-	20,000
Purchased Technical Services	9,507	8,130	4,685	4,800	5,000
Communications/Telephone	67,237	115,463	78,162	102,766	112,024
BOE Other Purchased Services	9,130	10,260	13,144	18,810	21,300
Miscellaneous Purchased Services	72,041	82,852	101,108	102,610	118,750
General Supplies	4,786	4,750	4,672	5,000	5,000
BOE In-House Training/Meeting Supplies	468	410	115	500	750
Judgments Against the School District	-	-	56,727	-	-
Miscellaneous Expenditures	2,036	2,093	2,442	3,540	3,500
BOE Membership Dues and Fees	12,190	12,190	12,190	12,500	13,000
	446,522	509,087	633,525	641,478	705,585

General Administration (11-000-230-XXX) is used to record the costs associated with activities concerned with the establishing and administering of policy for operating the district. These include Board of Education (BOE) and executive administration services (Superintendent.)

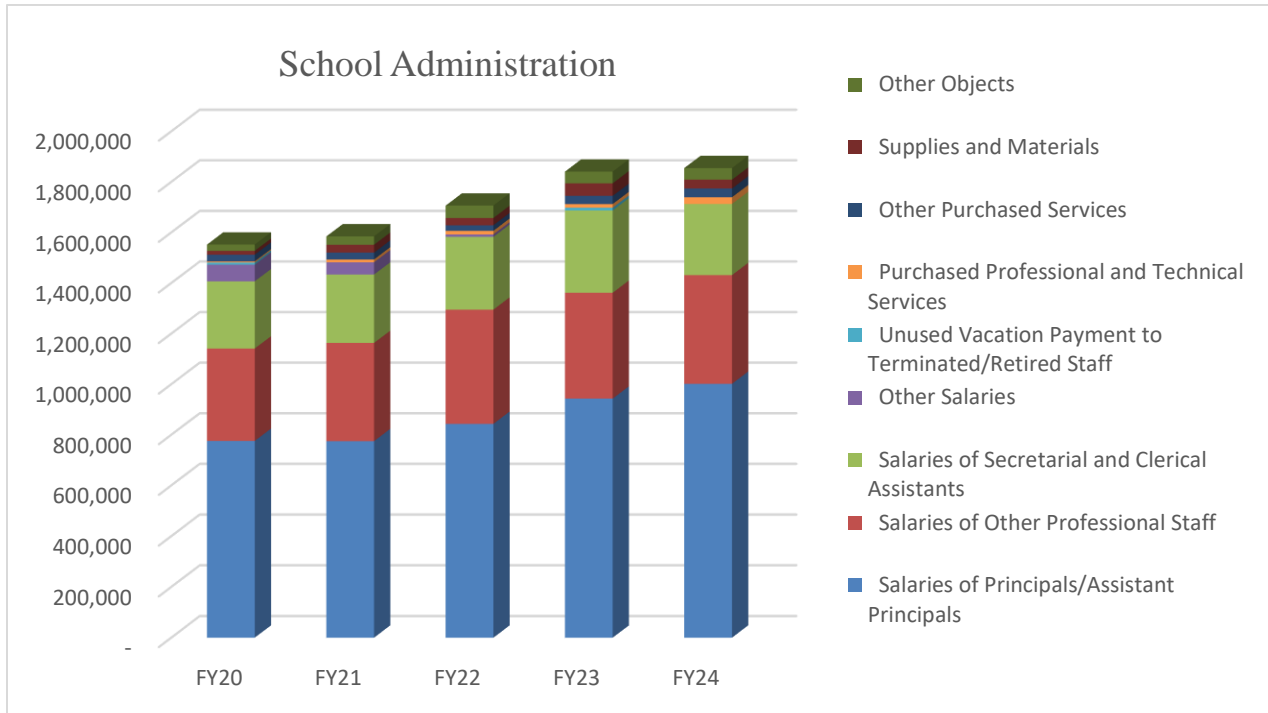


2023-2024 District Budget

School Administration (11-000-240-xxx)

	Actual		Revised FY23	Proposed FY24
	FY20	FY21		
Salaries of Principals/Assistant Principals	775,614	774,860	843,315	943,180
Salaries of Other Professional Staff	365,643	388,436	451,645	429,860
Salaries of Secretarial and Clerical Assistants	265,589	270,547	287,705	281,405
Other Salaries	65,870	48,396	9,820	-
Unused Vacation Payment to Terminated/Retired Staff	8,320	-	-	11,100
Purchased Professional and Technical Services	4,590	10,971	13,896	14,050
Other Purchased Services	26,521	27,204	22,092	32,525
Supplies and Materials	15,057	30,881	28,792	49,627
Other Objects	25,014	33,218	49,099	45,750
	1,552,218	1,584,513	1,706,364	1,854,600

School Administration (11-000-240-XXX) is used to record the costs associated with the overall administrative responsibility for a school. It includes the activities performed by the Principal, Assistant Principals, and other assistants while they supervise the operation of the school, evaluate staff members, supervise and maintain the records of the school, and coordinate school instructional activities with those of the district. Also included here are the activities of department directors such as guidance, athletics, and special education. Graduation expenses are also recorded in this function.

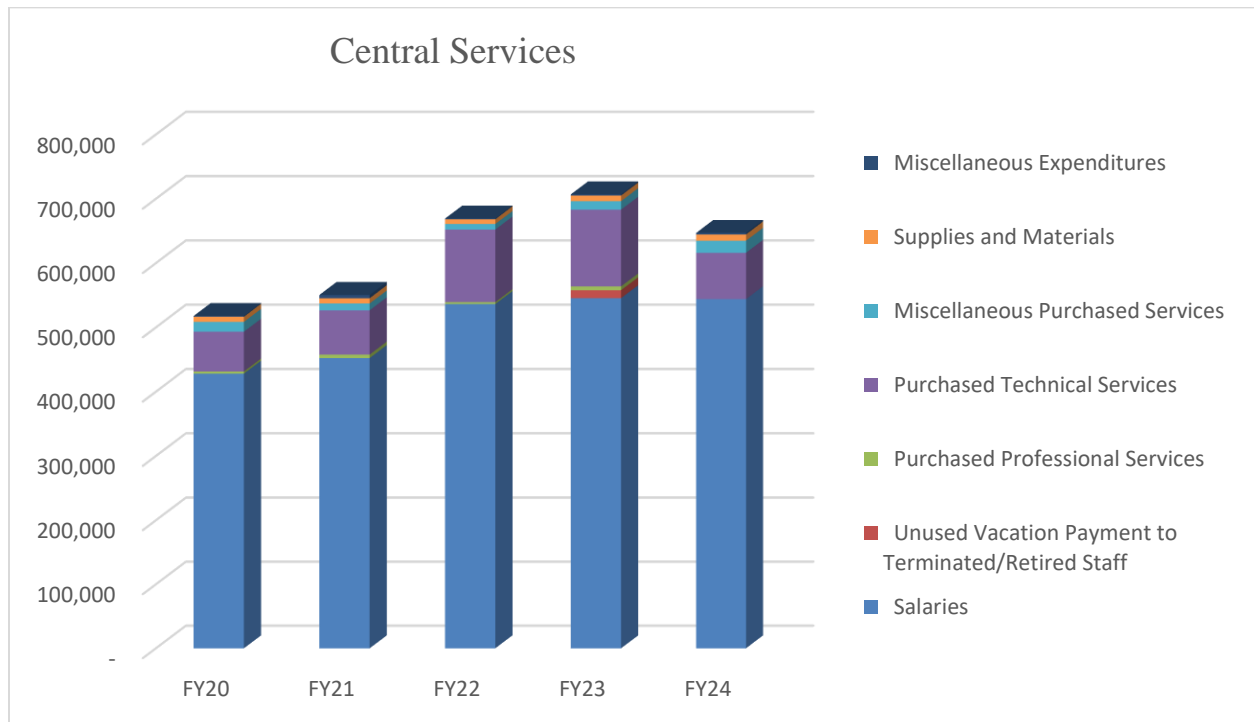


2023-2024 District Budget

Central Services (11-000-251-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	428,058	452,310	536,404	545,460	543,950
Unused Vacation Payment to Terminated/Retired Staff	-	-	-	12,375	-
Purchased Professional Services	3,400	5,350	3,000	6,000	-
Purchased Technical Services	61,784	68,920	112,788	119,330	72,090
Miscellaneous Purchased Services	15,282	10,659	8,659	13,199	18,770
Supplies and Materials	8,057	8,053	7,296	8,675	9,750
Miscellaneous Expenditures	1,115	5,065	1,114	1,790	2,300
	517,696	550,357	669,261	706,829	646,860

Central services (11-000-251-XXX) is used to record the business function and costs that support other administrative and instructional functions. The business function includes fiscal services, human resources, and purchasing. The salary for the chief business official and related expenditures are also included here.

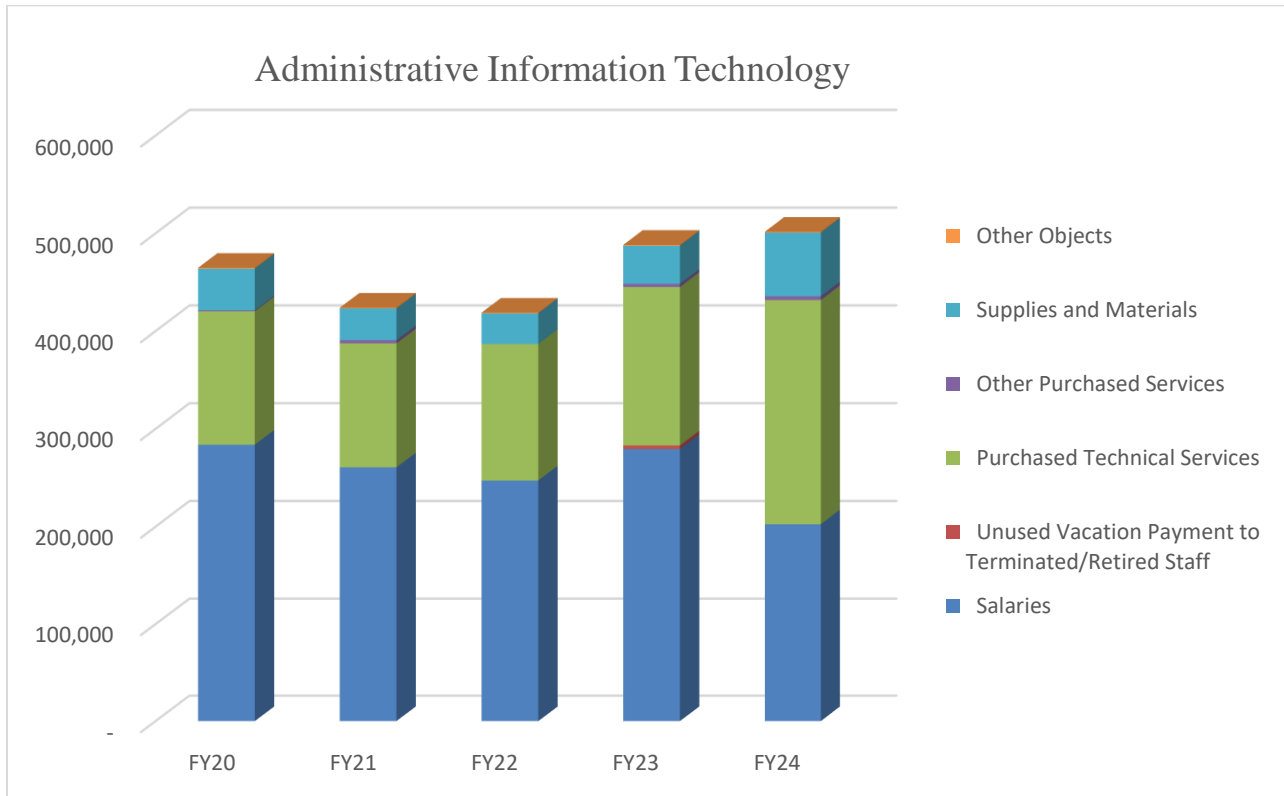


2023-2024 District Budget

Administrative Information Technology (11-000-252-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	283,753	260,655	247,189	279,490	202,420
Unused Vacation Payment to Terminated/Retired Staff	-	-	-	3,550	-
Purchased Technical Services	136,500	126,795	139,545	162,104	229,300
Other Purchased Services	997	3,300	-	3,300	4,000
Supplies and Materials	42,666	32,470	31,391	38,888	65,000
Other Objects	773	695	695	850	800
	464,689	423,915	418,820	488,182	501,520

Administrative Information Technology (11-000-252-XXX) is used to record activities that support the school District’s information technology systems, including maintaining and supporting administrative networks and information systems, and processing data for administrative and managerial purposes. These activities include costs associated with the supervision of technology personnel, systems planning and analysis, systems application development, systems operation, network support services, and hardware and software maintenance and support.

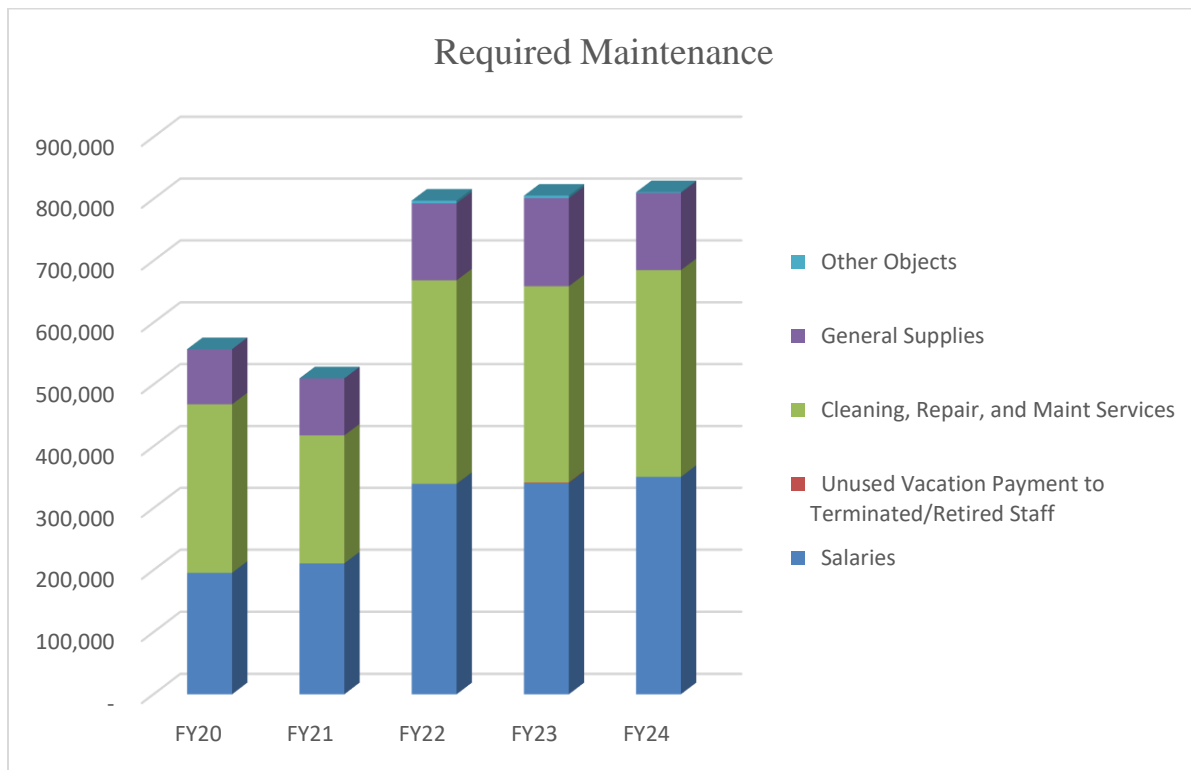


2023-2024 District Budget

Required Maintenance for School Facilities (11-000-261-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	195,490	210,681	339,196	340,310	350,466
Unused Vacation Payment to Terminated/Retired Staff	-	-	-	1,000	-
Cleaning, Repair, and Maint Services	272,368	206,954	329,004	317,475	334,334
General Supplies	89,192	92,130	124,552	142,396	125,000
Other Objects	-	-	4,437	4,000	1,000
	<u>557,050</u>	<u>509,765</u>	<u>797,189</u>	<u>805,181</u>	<u>810,800</u>

Required Maintenance for School Facilities (11-000-261-XXX) is used to report the detailed appropriations for required maintenance of our District facilities and building systems. Required maintenance is defined as expenditures for specific maintenance activities required for system warranty purposes that are approved for repairs and replacements to keep a school facility open and safe for use or in its original condition.

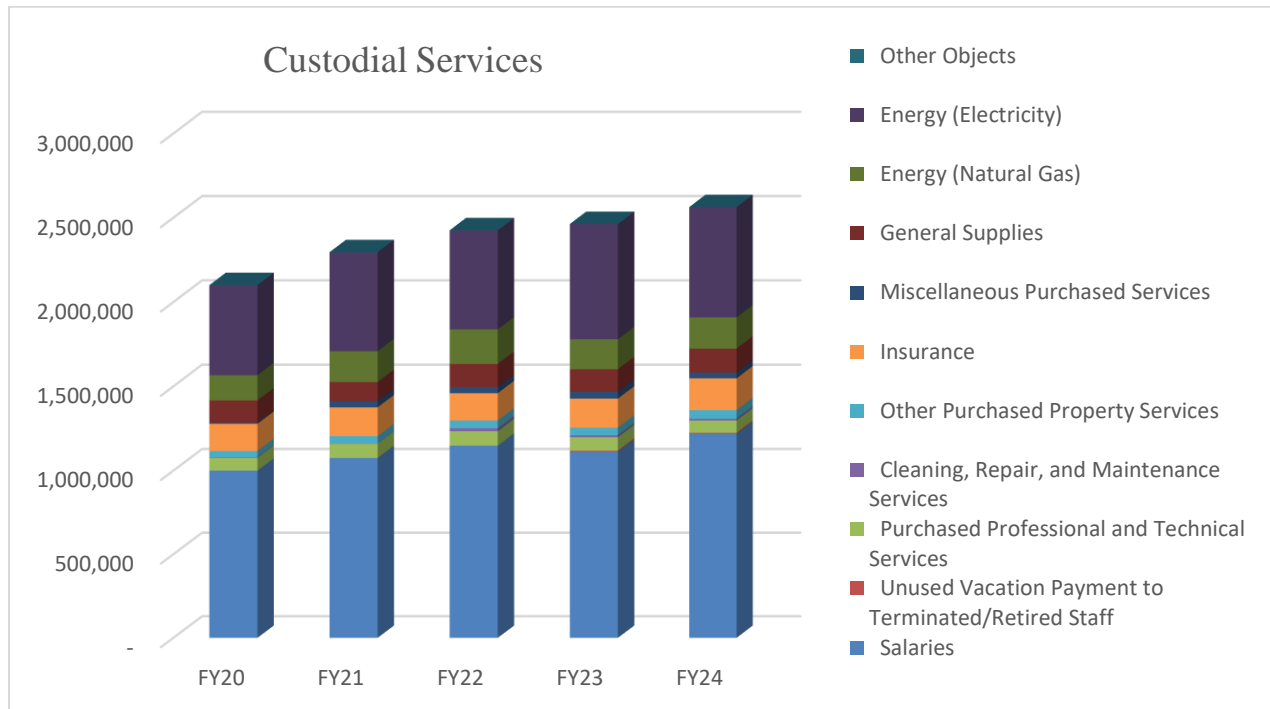


2023-2024 District Budget

Custodial Services (11-000-262-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	1,000,307	1,075,248	1,148,441	1,112,230	1,218,044
Unused Vacation Payment to Terminated/Retired Staff	-	-	-	6,320	6,500
Purchased Professional and Technical Services	76,081	84,061	85,430	80,073	72,905
Cleaning, Repair, and Maintenance Services	3,797	942	18,082	11,500	11,500
Other Purchased Property Services	36,411	44,198	45,880	45,315	50,000
Insurance	161,216	171,343	161,378	172,185	188,500
Miscellaneous Purchased Services	7,045	36,694	37,505	40,434	35,334
General Supplies	132,115	113,198	136,222	133,482	141,725
Energy (Natural Gas)	149,397	182,662	205,425	178,400	185,000
Energy (Electricity)	533,613	587,410	587,204	683,196	654,233
Other Objects	676	393	606	-	-
	2,100,658	2,296,149	2,426,173	2,463,135	2,563,741

Custodial services (11-000-262-XXX) is used for expenditures for the daily upkeep of the facilities that would not otherwise be required to maintain its original condition over its useful life. This includes custodial services, routine maintenance and other operational costs. Custodial services include expenditures for the cleaning of a school facility and the cleaning or repair of movable furnishings or equipment.

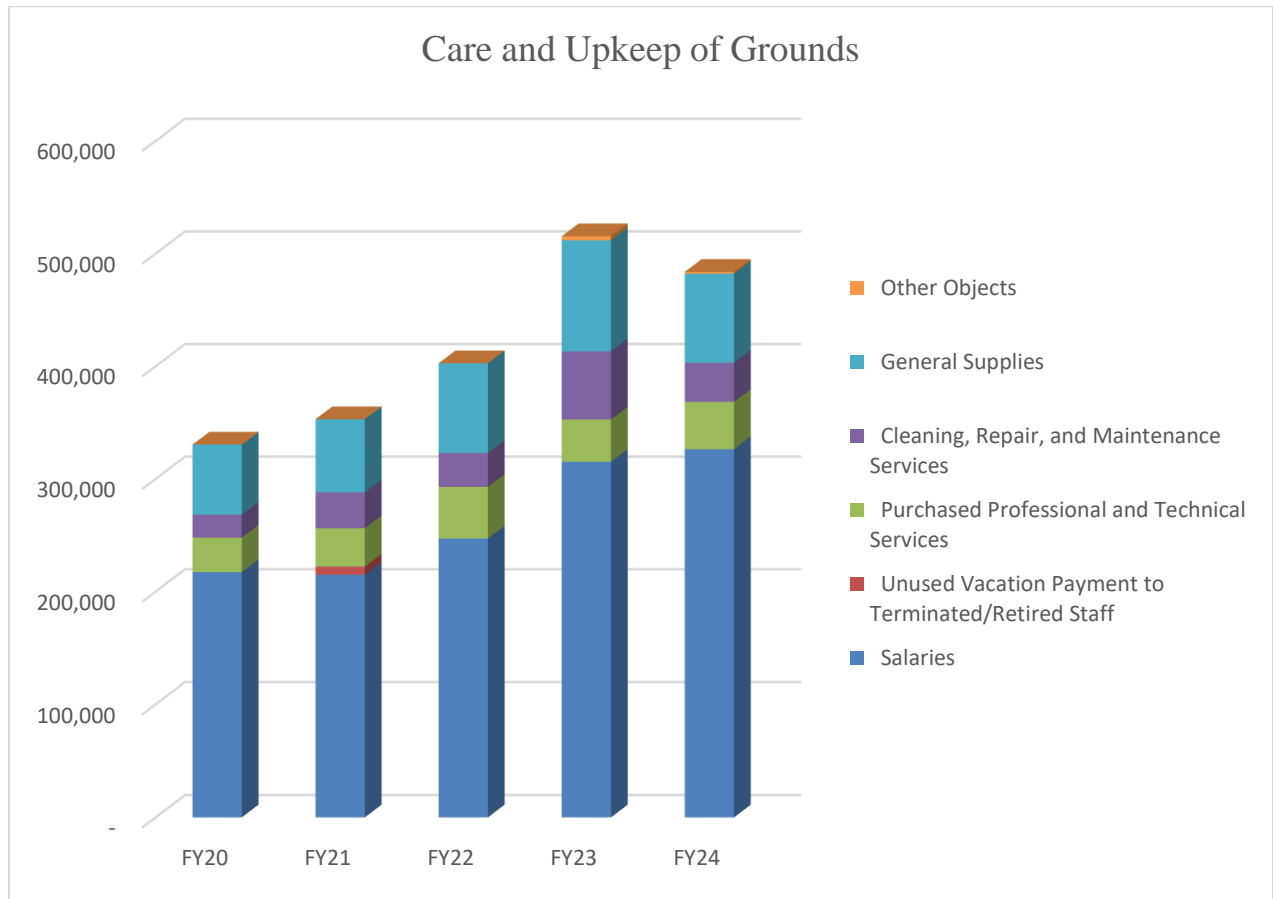


2023-2024 District Budget

Care and Upkeep of Grounds (11-000-263-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	217,180	215,019	247,068	315,220	326,362
Unused Vacation Payment to Terminated/Retired Staff	-	7,074	-	-	-
Purchased Professional and Technical Services	30,652	34,107	45,917	37,500	42,000
Cleaning, Repair, and Maintenance Services	20,507	31,864	30,085	60,500	34,700
General Supplies	62,162	64,957	79,638	98,686	79,230
Other Objects	-	-	-	3,500	1,500
	330,501	353,021	402,708	515,406	483,792

Care and Upkeep of Grounds (11-000-263-XXX) is used to record the activities of maintaining and improving the land, but not the buildings. These include snow removal, landscaping, and athletic field preparation and maintenance.

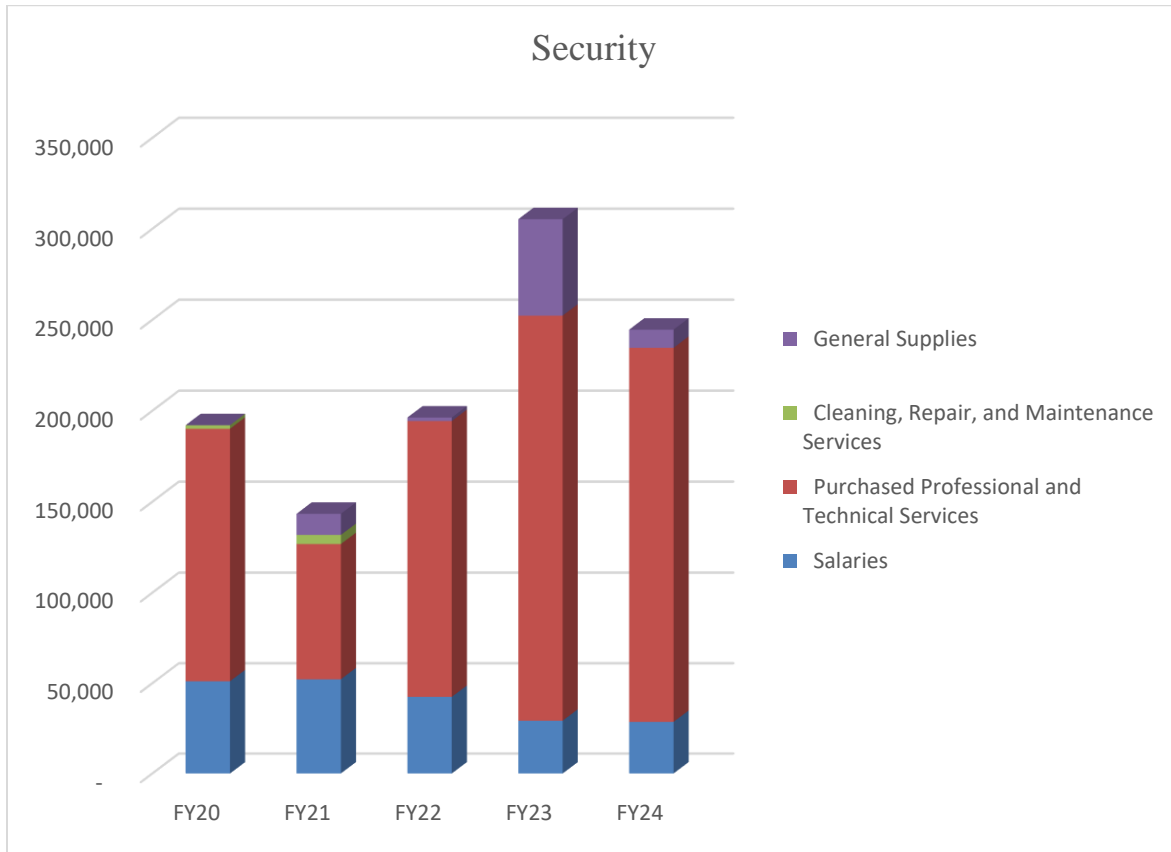


2023-2024 District Budget

Security (11-000-266-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries	51,104	52,160	42,435	29,255	28,590
Purchased Professional and Technical Services	139,000	74,585	151,891	223,025	206,000
Cleaning, Repair, and Maintenance Services	1,950	5,000	-	-	-
General Supplies	-	11,597	1,951	53,000	10,000
	<u>192,054</u>	<u>143,342</u>	<u>196,277</u>	<u>305,280</u>	<u>244,590</u>

Security (11-000-266-XXX) is used to record activities that maintain a secure environment for students and staff, whether in transit to or from school, on campus, or participating in school-sponsored events. Costs include installation of security monitoring devices (e.g., cameras), security personnel, purchase of security vehicles and communication equipment, and related costs.



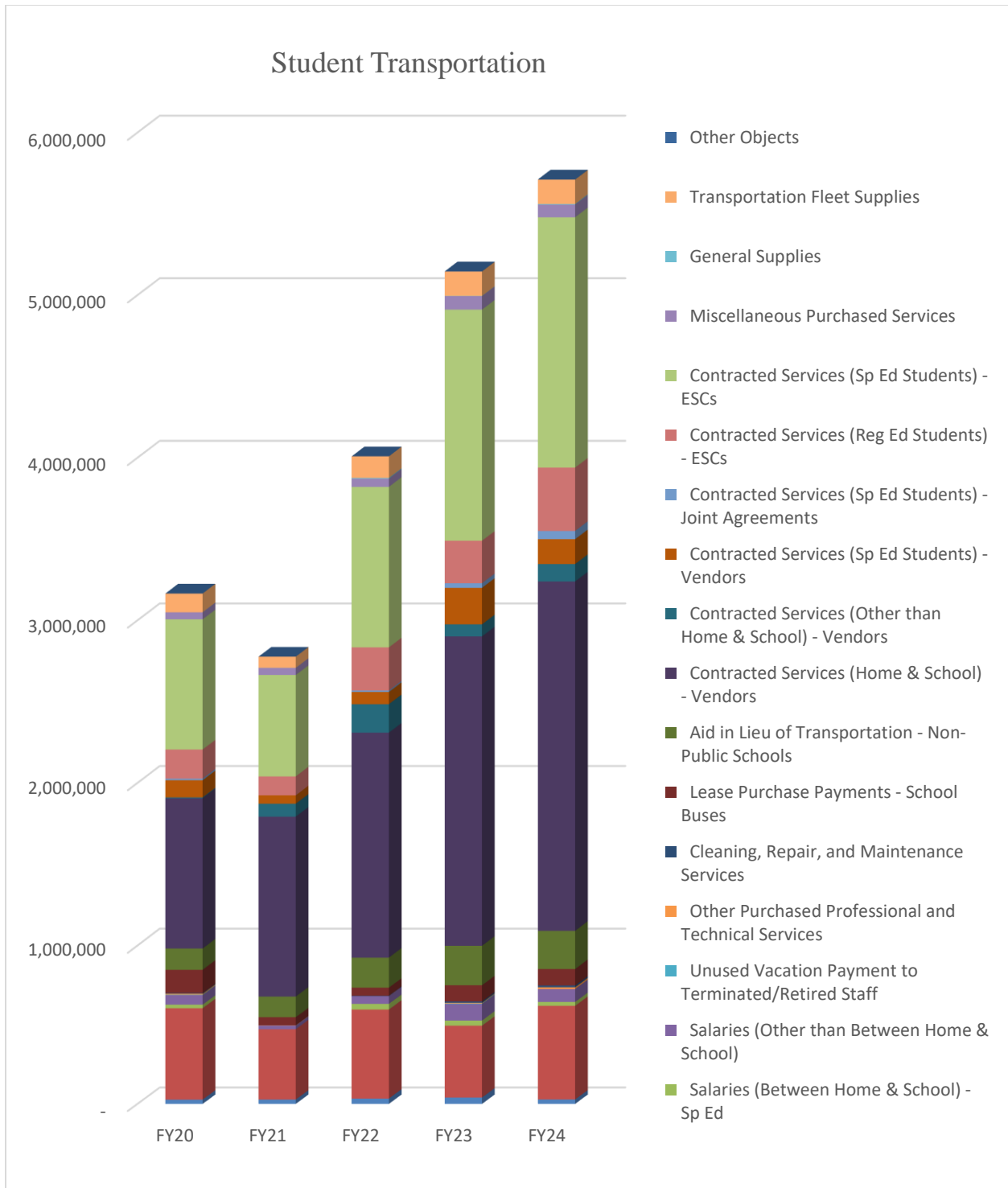
2023-2024 District Budget

Student Transportation Services (11-000-270-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Salaries of Non-Instructional Aides	27,103	27,430	33,873	40,625	27,955
Salaries (Between Home & School) - Reg Ed	580,896	446,964	565,644	456,495	594,976
Salaries (Between Home & School) - Sp Ed	22,667	79	35,999	32,460	24,685
Salaries (Other than Between Home & School)	60,387	23,541	48,779	105,000	82,500
Unused Vacation Payment to Terminated/Retired Staff	2,420	-	-	3,300	-
Other Purchased Professional and Technical Services	6,075	1,149	458	4,125	10,625
Cleaning, Repair, and Maintenance Services	4,348	-	2,358	9,000	11,500
Lease Purchase Payments - School Buses	146,625	51,501	51,501	103,002	103,002
Aid in Lieu of Transportation - Non-Public Schools	131,082	131,621	186,912	244,315	235,060
Contracted Services (Home & School) - Vendors	924,655	1,110,552	1,383,765	1,903,029	2,148,635
Contracted Services (Other than Home & School) - Vendors	5,051	79,441	175,133	74,000	107,500
Contracted Services (Sp Ed Students) - Vendors	105,346	51,503	75,348	224,647	152,970
Contracted Services (Sp Ed Students) - Joint Agreements	10,038	-	8,691	28,215	50,500
Contracted Services (Reg Ed Students) - ESCs	178,944	116,504	265,158	261,345	389,535
Contracted Services (Sp Ed Students) - ESCs	800,864	623,650	987,440	1,421,529	1,539,580
Miscellaneous Purchased Services	42,877	43,421	50,042	82,780	77,570
General Supplies	509	522	4,992	1,500	4,000
Transportation Fleet Supplies	115,096	68,689	132,479	150,097	150,000
Other Objects	-	-	-	1,000	1,000
	3,164,983	2,776,567	4,008,572	5,146,464	5,711,593

Student Transportation services (11-000-270-XXX) is used to record the costs associated with conveying students between home and school, and from school to other school related activities. This function includes the supervision of student transportation services as well as vehicle servicing and maintenance. Fuel costs specific to student transportation are recorded within fleet supplies at the object level.

2023-2024 District Budget

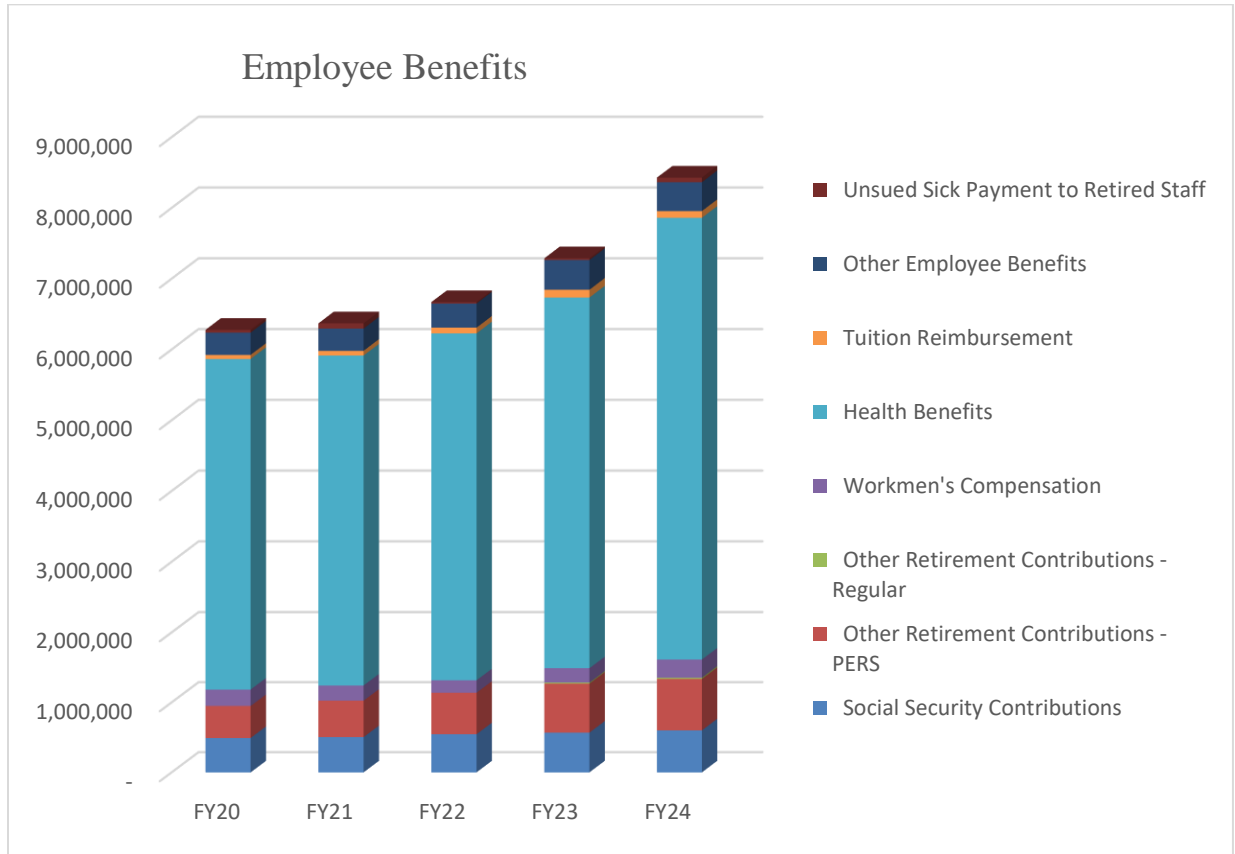


2023-2024 District Budget

Employee Benefits (11-xxx-xxx-2xx)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Social Security Contributions	491,718	504,327	545,362	568,265	600,000
Other Retirement Contributions - PERS	457,484	520,605	593,203	700,000	735,000
Other Retirement Contributions - Regular	-	-	-	15,000	18,000
Workmen's Compensation	234,421	216,856	178,411	206,000	259,500
Health Benefits	4,682,864	4,673,069	4,911,305	5,245,100	6,247,945
Tuition Reimbursement	57,621	66,498	80,703	110,816	95,000
Other Employee Benefits	314,172	314,440	340,199	419,730	408,345
Unused Sick Payment to Retired Staff	39,180	73,830	20,070	23,500	65,000
	6,277,460	6,369,625	6,669,253	7,288,411	8,428,790

Personal services – Employee Benefits (11-XXX-XXX-2XX) is used to report the employee benefits for district staff whose salaries are reported in the general fund.

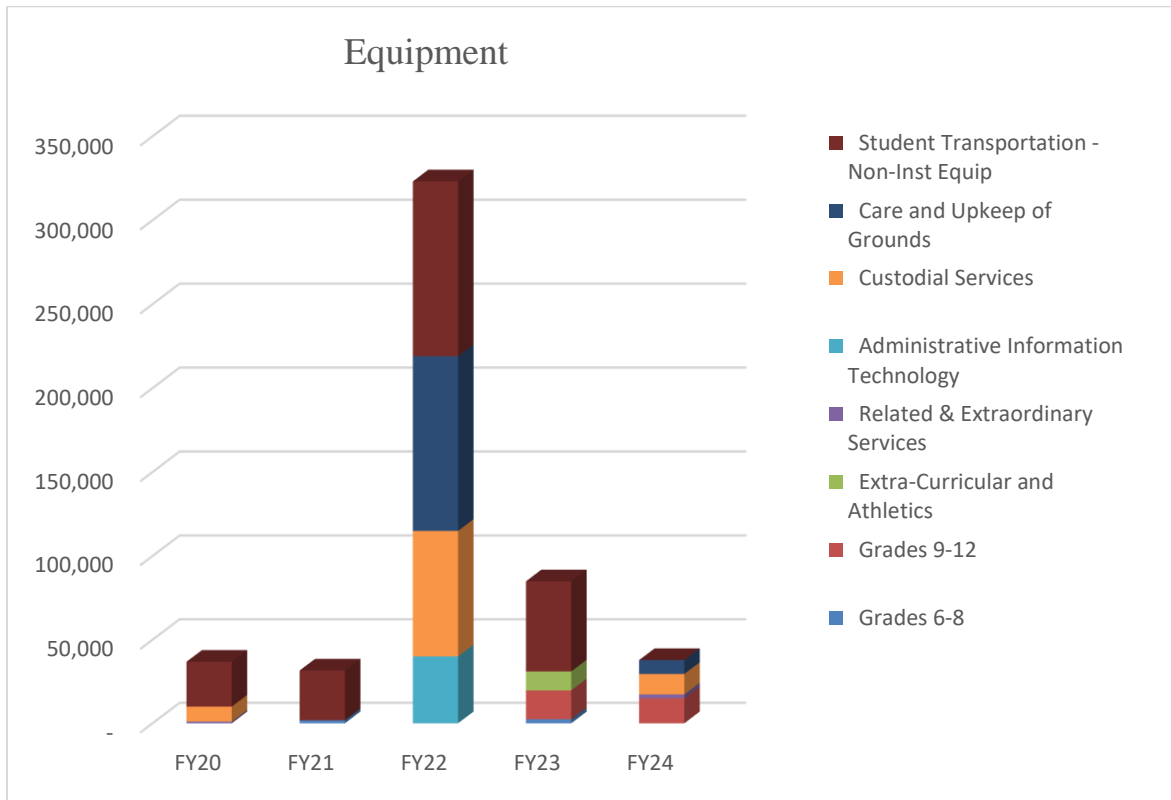


2023-2024 District Budget

Capital Outlay – Equipment (12-xxx-xxx-73x)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Grades 6-8	-	1,800	-	2,415	-
Grades 9-12	-	-	-	17,200	14,948
Extra-Curricular and Athletics	-	-	-	11,400	-
Related & Extraordinary Services	1,019	-	-	-	2,300
Administrative Information Technology	-	-	39,973	-	-
Custodial Services	8,936	-	74,950	-	12,250
Care and Upkeep of Grounds	-	-	104,059	-	8,300
Student Transportation - Non-Inst Equip	26,801	29,750	104,125	53,834	-
	<u>36,756</u>	<u>31,550</u>	<u>323,107</u>	<u>84,849</u>	<u>37,798</u>

Equipment (12-XXX-XXX-73X) items are any instrument, machine, apparatus, or set of articles (including software) which meets all of the following criteria: Retains its original shape, appearance, and character with use; does not lose its identity through fabrication or incorporation into a more complex unit; it is non-expendable, that is, if the item is damaged it is more feasible to repair the item than replace it; under normal conditions of use it can be expected to serve its purpose for at least one year. The capitalization threshold has been set at \$2,000 for financial reporting purposes.

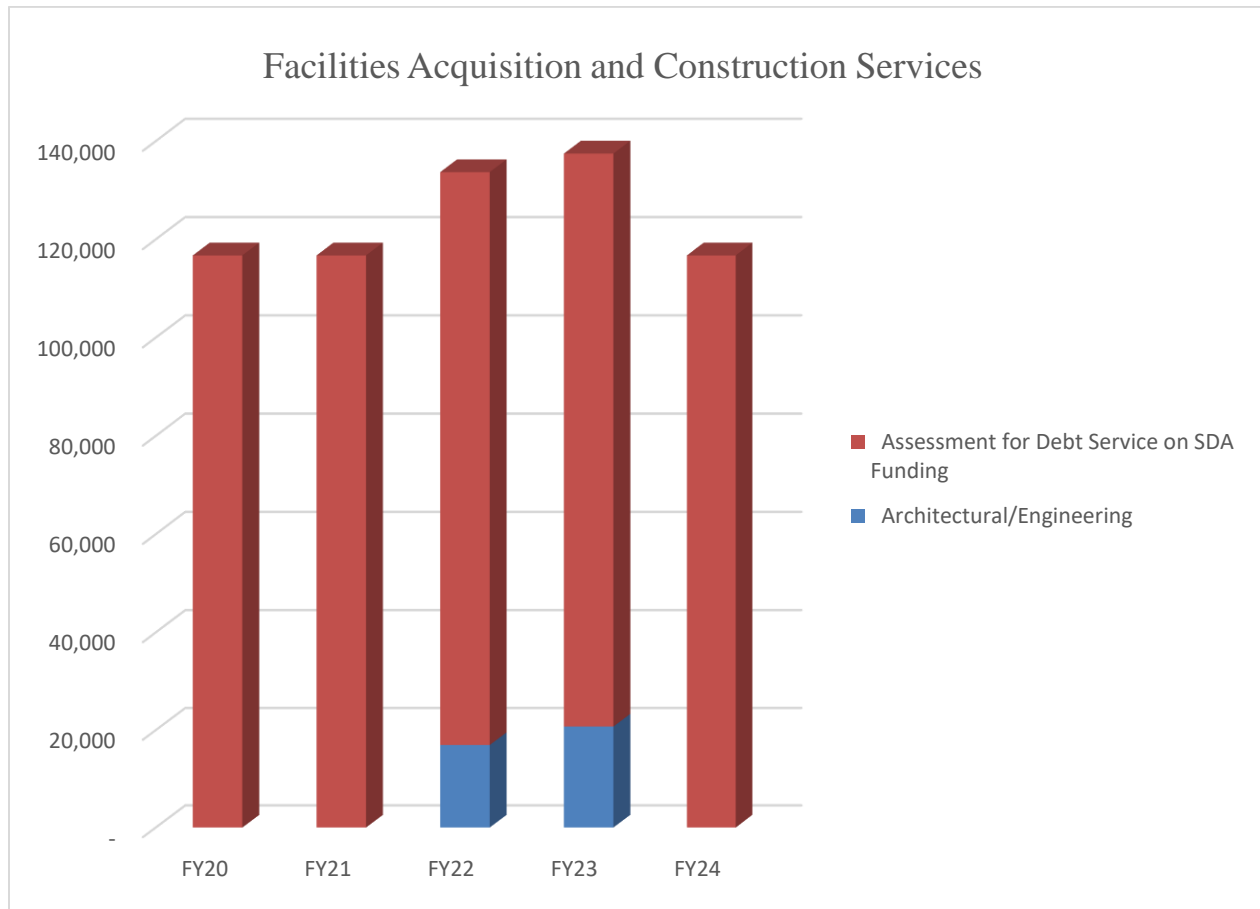


2023-2024 District Budget

Capital Outlay – Facilities Acquisition and Construction Services (12-000-400-xxx)

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Architectural/Engineering	-	-	16,950	20,740	-
Assessment for Debt Service on SDA Funding	116,737	116,737	116,737	116,737	116,737
	<u>116,737</u>	<u>116,737</u>	<u>133,687</u>	<u>137,477</u>	<u>116,737</u>

Facilities Acquisition and Construction services (12-000-400-XXX) is used to record activities funded by current revenues concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions, and improving sites. The capital projects fund (Fund 30) accounts for major capital facility improvements where the source of revenue would be the sale of bonds, grants, or transfers from the general fund to augment the grant.



2023-2024 District Budget

Capital Outlay – Increase in Capital Reserve

	Actual			Budget	Proposed
	FY20	FY21	FY22	FY23	FY24
Beginning Balance at July 1	1,966,049	691,049	2,812,953	3,812,953	1,213,953
Increase in Capital Reserve	664,960	3,000,666	1,000,000	1,000	1,000
Capital Reserve - Transfer to Capital Projects	(1,939,960)	(878,762)	-	(2,600,000)	(101,575)
Ending Balance at June 30	691,049	2,812,953	3,812,953	1,213,953	1,113,378

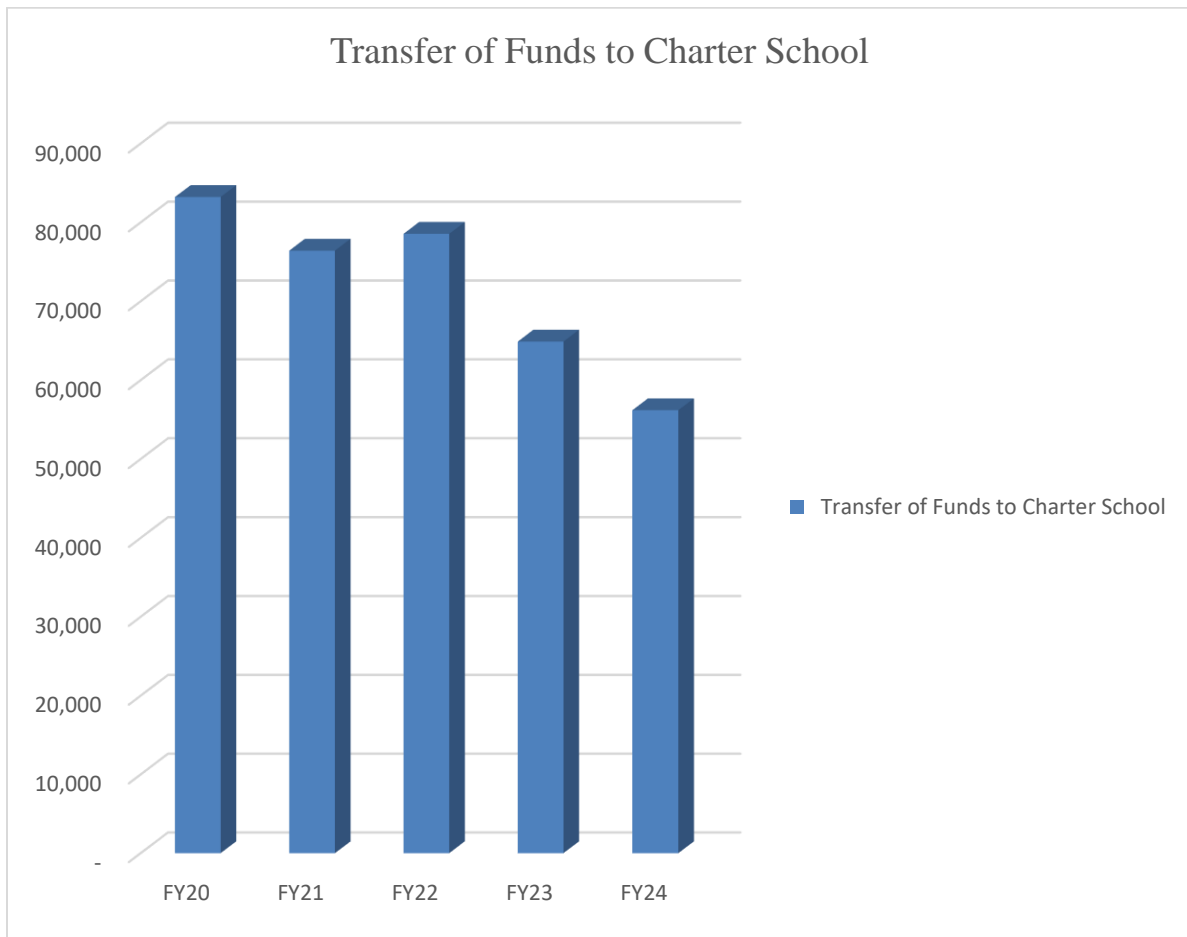
Increase in Capital Reserve (10-604) is used to record a budgeted increase in the capital reserve account to help finance the local share of the District's Long Range Facilities Plan (LRFP). Investment income is listed separately at the object level.

2023-2024 District Budget

Transfer of Funds to Charter Schools (10-000-100-56x)

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
Transfer of Funds to Charter School	83,215	76,413	78,550	64,892	56,185
	83,215	76,413	78,550	64,892	56,185

Transfer of Funds to Charter Schools (10-000-100-56X) is used to record the estimated payment of district general fund revenues related to resident students projected to attend a charter school. The amount recorded is provided by the Department of Education and includes the projected per pupil regular education spending and special education amounts for those pupils.



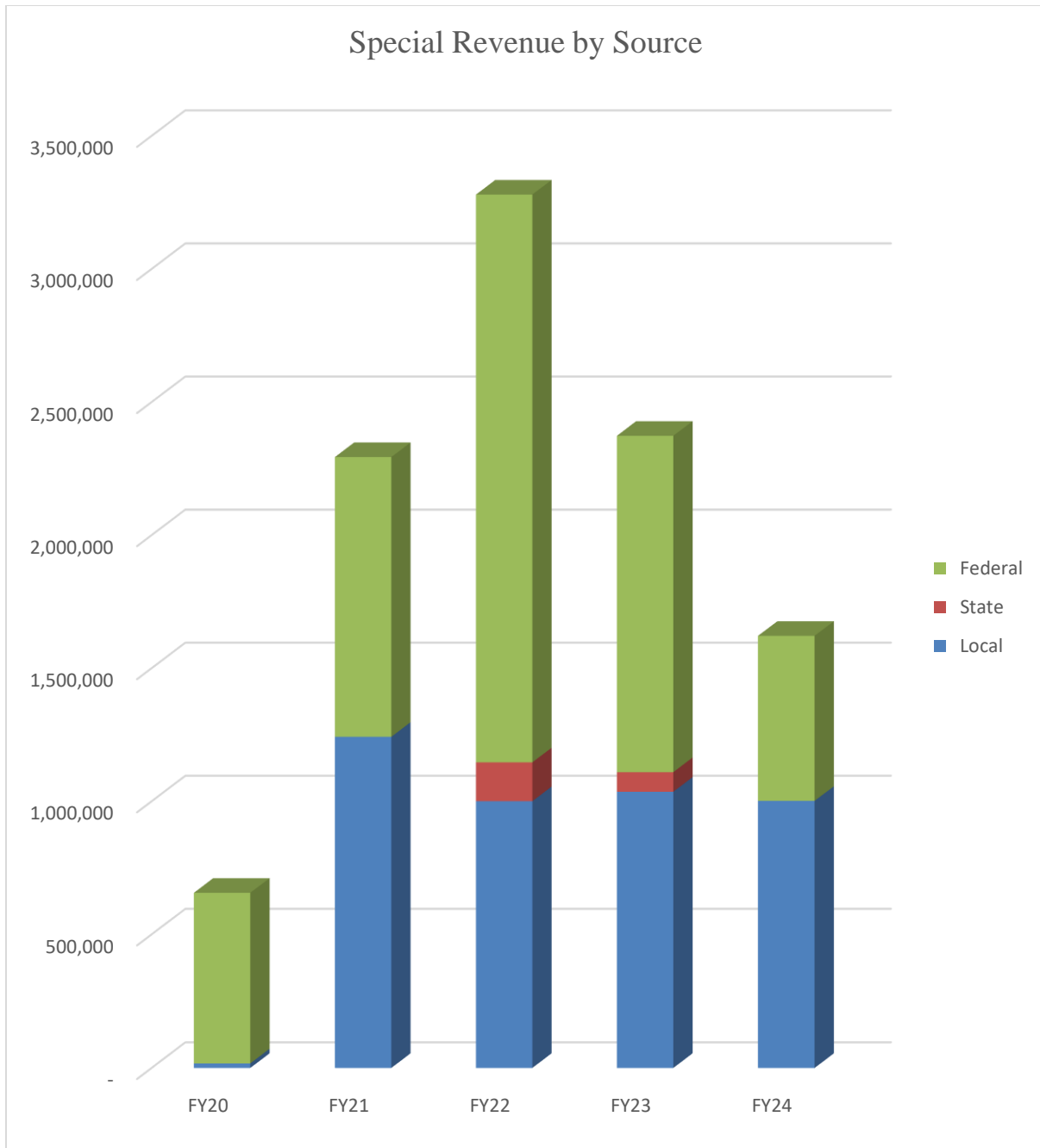
2023-2024 District Budget

Special Revenue Fund Appropriations by Program

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Local Sources					
Student Activity Fund	-	1,213,400	969,165	1,000,000	1,000,000
Scholarship Fund	-	5,800	3,804	1,500	1,500
Safety Grant (NJSIG)	16,288	16,955	13,558	10,989	-
Other	822	6,178	13,810	23,500	-
	17,110	1,242,333	1,000,337	1,035,989	1,001,500
State Sources					
SDA Emergent Needs and Capital Maintenance in School Districts	-	-	71,822	73,425	-
Local Efficiency Achievement Program (LEAP)	-	-	74,000	-	-
	-	-	145,822	73,425	-
Federal Sources					
Title I	141,412	148,472	110,477	128,952	90,000
Title II	31,445	30,583	26,800	37,421	20,000
Title III	2,690	-	-	-	-
Title IV	3,250	9,750	-	-	10,000
I.D.E.A. Part B	460,414	505,041	498,286	524,590	500,000
CARES Act - Education Stabilization Fund	-	115,026	63	-	-
Bridging the Digital Divide	-	134,507	-	-	-
Coronavirus Relief Fund (CRF)	-	107,512	-	-	-
CRSSA Act - ESSER II	-	-	449,471	2,834	-
CRSSA Act - Learning Acceleration	-	-	29,026	-	-
CRSSA Act - Mental Health	-	-	32,143	-	-
Additional or Compensatory Special Education and Related Services (ACSERS)	-	-	21,866	-	-
ARP ESSER	-	-	830,296	186,231	-
Accelerated Learning Coaching and Educator Support Grant	-	-	-	213,827	-
Evidence-Based Summer Learning and Enrichment Activities	-	-	-	40,000	-
Evidence-Based Comprehensive Beyond the School Day Activities	-	-	-	40,000	-
NJTSS Mental Health Support Staffing	-	-	9,500	79,001	-
ARP Homeless Children and Youth II	-	-	-	10,946	-
ARP - I.D.E.A. Basic	-	-	125,243	-	-
	639,211	1,050,891	2,133,171	1,263,802	620,000

The Special Revenue Fund (20-XXX-XXX-XXX) accounts for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Some examples of special revenue funds might include restricted federal grants in aid and local donations. These funds are additionally grouped by local, state and federal sources.

2023-2024 District Budget

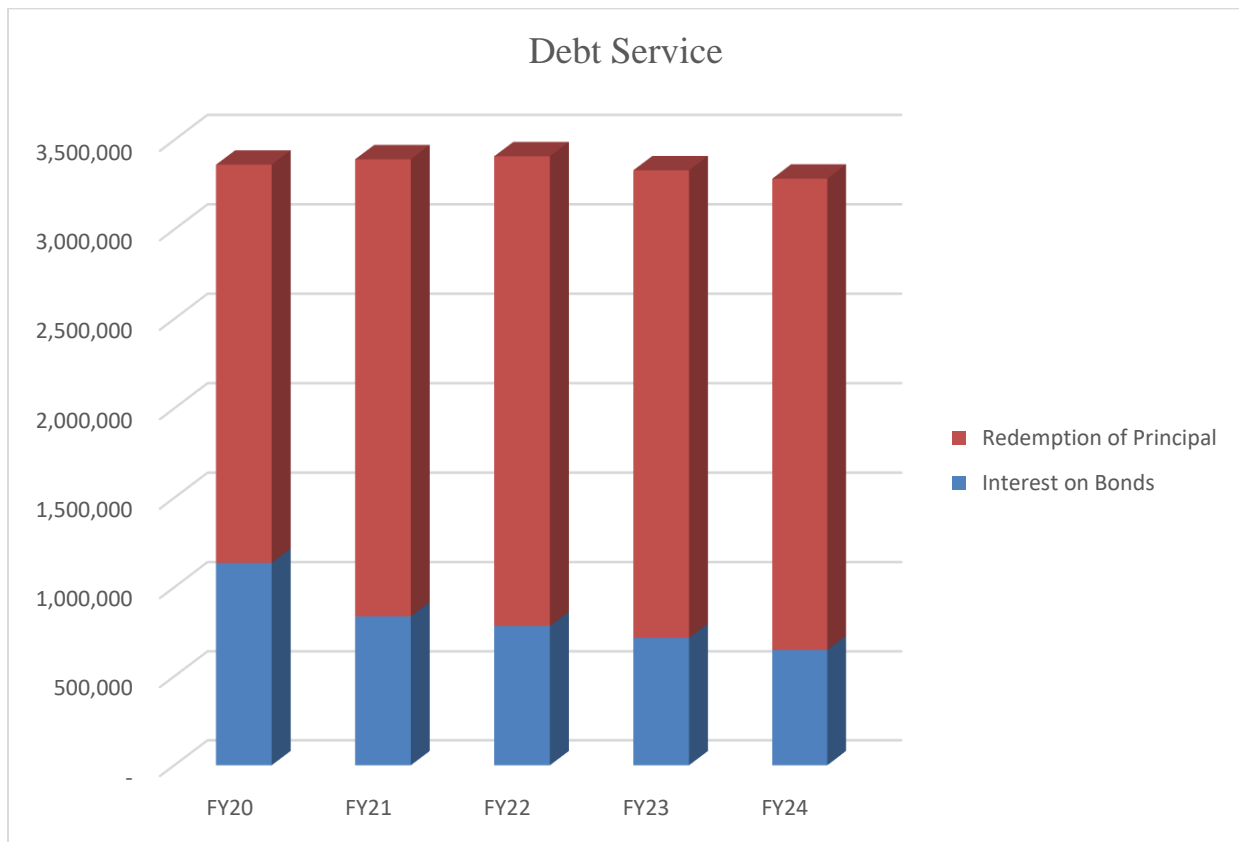


2023-2024 District Budget

Debt Service Fund Appropriations at Object Level

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Interest on Bonds	1,136,721	837,183	783,917	715,459	648,885
Redemption of Principal	2,225,000	2,555,000	2,625,000	2,615,000	2,635,000
	<u>3,361,721</u>	<u>3,392,183</u>	<u>3,408,917</u>	<u>3,330,459</u>	<u>3,283,885</u>

The Debt Service Fund (40-XXX-XXX-XXX) accounts for the principal and interest payments on outstanding long-term debt. The source of revenue in this fund would be state aid, debt service tax levy, and transfers from capital projects after completion of the original purpose or transfers from general fund capital reserve.



2023-2024 District Budget

Informational Section

2023-2024 District Budget

State Aid Analysis

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
Equalization Aid	8,981,736	9,664,908	13,051,854	16,255,105	18,481,864
Transportation Aid	1,518,262	1,518,262	1,518,262	1,518,262	1,518,262
Special Education Aid	2,148,364	2,148,364	2,148,364	2,148,364	2,473,180
Security Aid	232,812	232,812	232,812	232,812	232,812
Total Aid	12,881,174	13,564,346	16,951,292	20,154,543	22,706,118
One Year Aid Change	1,152,061	683,172	3,386,946	3,203,251	2,551,575
% Aid Change from Prior Year	9.8%	5.3%	25.0%	18.9%	12.7%
% Aid Change since FY09 (SFRA)	68.9%	77.9%	122.3%	164.3%	197.8%
Adequacy Budget	39,620,651	41,964,480	42,316,820	43,318,686	47,082,674
District Spending	31,245,473	32,695,516	36,543,074	40,216,149	43,940,489
Above/(Below) Adequacy	(8,375,178)	(9,268,964)	(5,773,746)	(3,102,537)	(3,142,185)
Total SFRA Due to District	20,591,112	22,228,060	22,718,261	22,775,388	23,511,875
Variance from Actual	7,709,938	8,663,714	5,766,969	2,620,845	805,757
% of Actual versus Due	62.6%	61.0%	74.6%	88.5%	96.6%
Local General Fund Tax Levy	22,263,737	23,030,608	23,491,220	23,961,044	25,458,625
One Year Change	666,098	766,871	460,612	469,824	1,497,581
% Levy Change	3.1%	3.4%	2.0%	2.0%	6.3%
Local Fair Share	23,210,793	24,193,008	24,117,227	25,230,674	28,600,810
% of Local Fair Share	95.92%	95.20%	97.40%	94.97%	89.01%
Resident Enrollment	2,529.0	2,624.0	2,615.5	2,618.0	2,715.5
One Year Change	42.5	95.0	-8.5	2.5	97.5
% Change over prior year	1.7%	3.8%	-0.3%	0.1%	3.7%
% Change since FY09 (SFRA)	48.6%	54.2%	53.7%	53.9%	59.6%

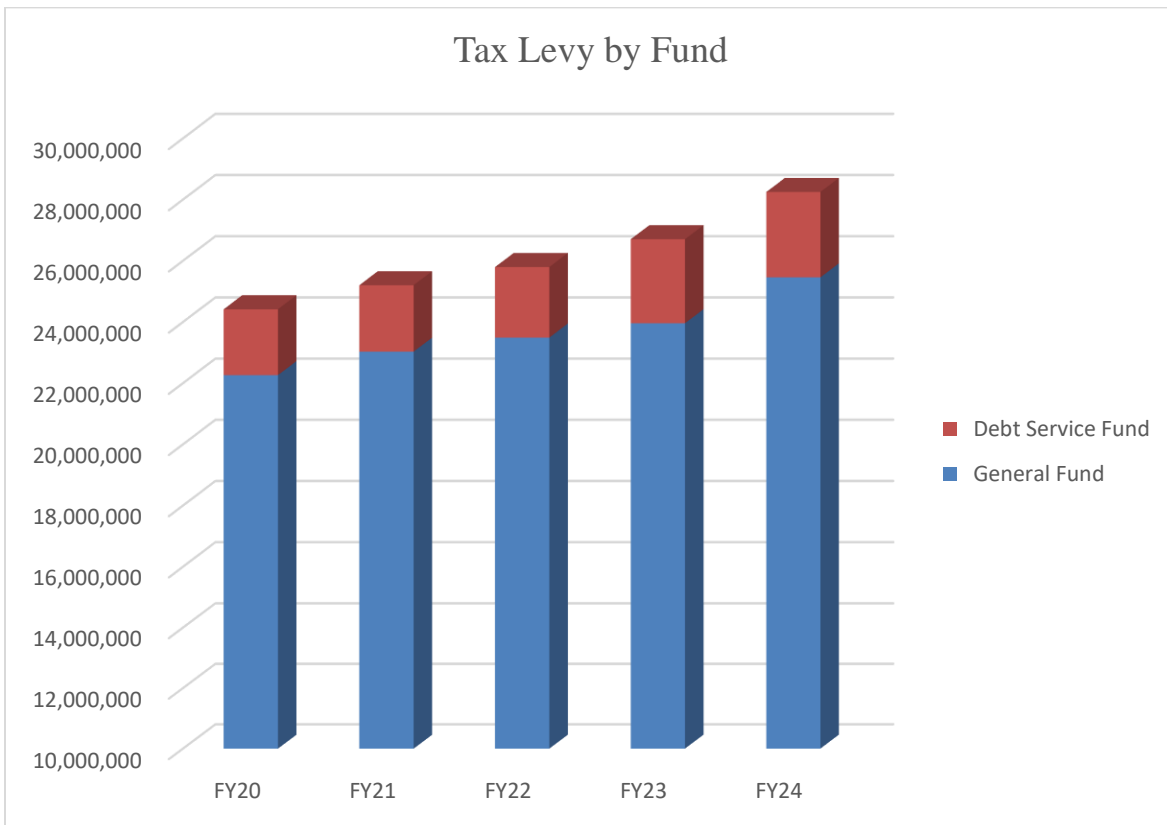
In FY24, Kingsway Regional will receive \$22,706,118 in formula based aid that brings the district to 96.6% of full uncapped funding. The district will receive its full allotment of equalization-based aid, the first time since the inception of SFRA. The district still sits approximately \$3.1 million under adequacy due to its general fund tax levy falling well below its Local Fair Share of \$28,600,810.

2023-2024 District Budget

Tax Levy Analysis

	Actual			Revised	Proposed
	FY20	FY21	FY22	FY23	FY24
General Fund	22,263,737	23,030,609	23,491,220	23,961,044	25,458,625
Debt Service Fund	2,151,832	2,171,632	2,304,529	2,744,191	2,791,048
Total Tax Levy	24,415,569	25,202,241	25,795,749	26,705,235	28,249,673

The district’s budget was prepared with a 6.25%, or \$1,497,581 increase in the general fund tax levy. The general fund tax levy for FY24 totals \$25,458,625. The district’s local fair share as calculated by the state of NJ is \$28,600,810. Therefore, the district’s proposed levy for FY24 is \$3,142,185 under its LFS. Approximately 89% of what the state calculates the community can contribute towards its adequacy budget.



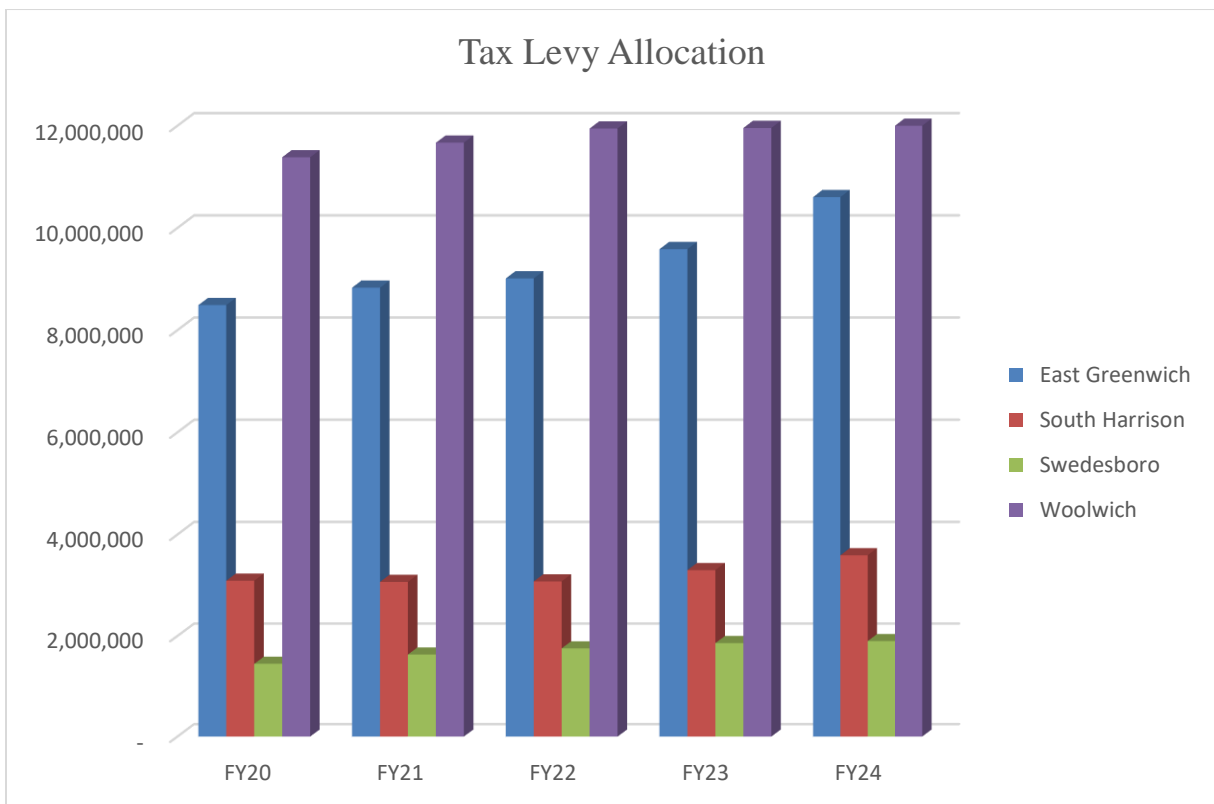
2023-2024 District Budget

Tax Levy Regional Allocation

	Actual			Revised FY23	Proposed FY24
	FY20	FY21	FY22		
East Greenwich	8,489,945	8,830,754	9,013,024	9,585,800	10,603,765
South Harrison	3,095,128	3,072,416	3,082,302	3,303,419	3,593,135
Swedesboro	1,446,704	1,630,672	1,753,708	1,859,150	1,897,831
Woolwich	11,383,792	11,668,400	11,946,715	11,956,865	12,154,941
Total Tax Levy	24,415,569	25,202,241	25,795,749	26,705,235	28,249,673

As a regional school district, tax rates deviate on a municipality-by-municipality basis. There are several variables considered by the State of NJ when allocating the tax burden to each municipality. They are:

1. Equalized Value (EV) – Common basis of property valuation for comparative purposes
2. Total Enrollment – Elementary vs. regional school district enrollment by town
3. Distribution of EV – EV is split on basis of elementary and regional enrollment

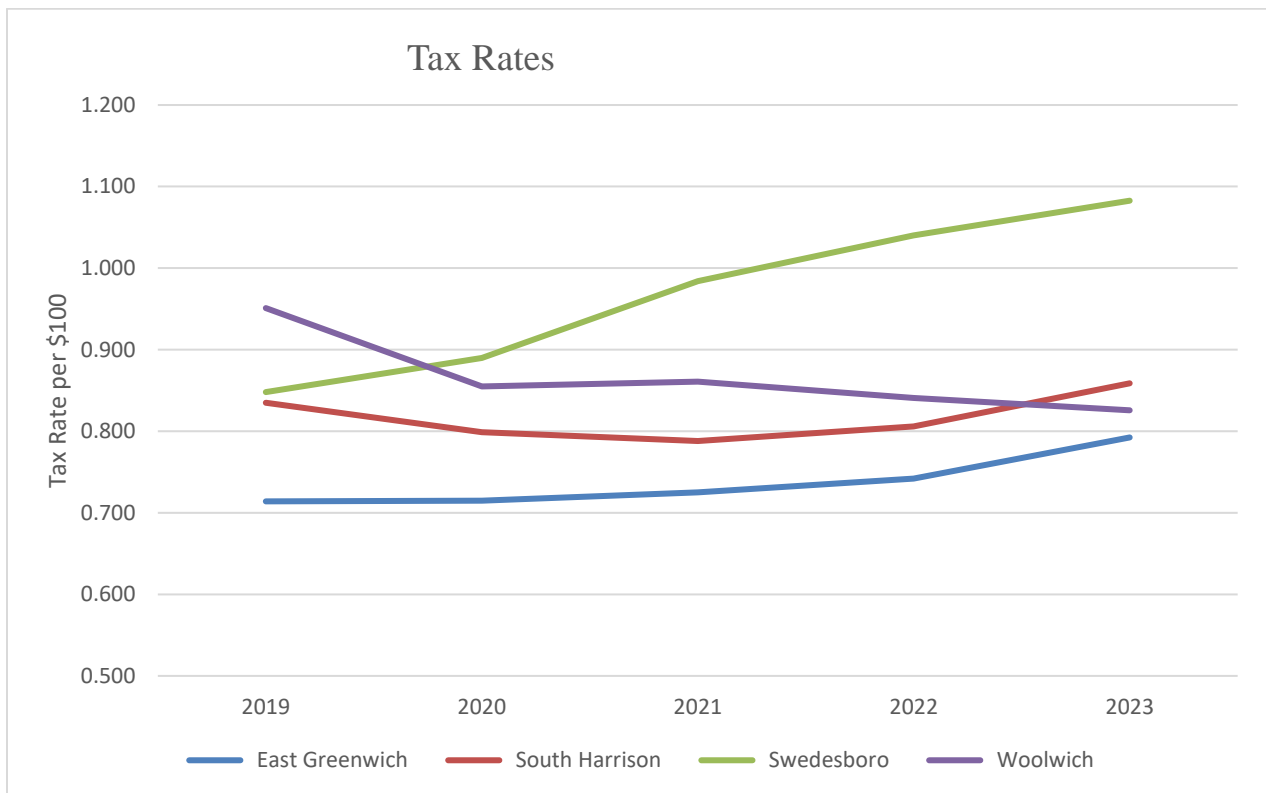


2023-2024 District Budget

Regional School District Tax Rates

	2019	2020	2021	2022	2023
East Greenwich	0.714	0.715	0.725	0.742	0.792
South Harrison	0.835	0.799	0.788	0.806	0.859
Swedesboro	0.848	0.890	0.984	1.040	1.083
Woolwich	0.951	0.855	0.861	0.841	0.826

The general fund tax levy includes the use of two cap waivers. An enrollment adjustment waiver of \$340,326 and a health care costs waiver of \$671,228. Three of the four municipalities will experience an increase in the regional school tax rate with Woolwich seeing a slight decline.

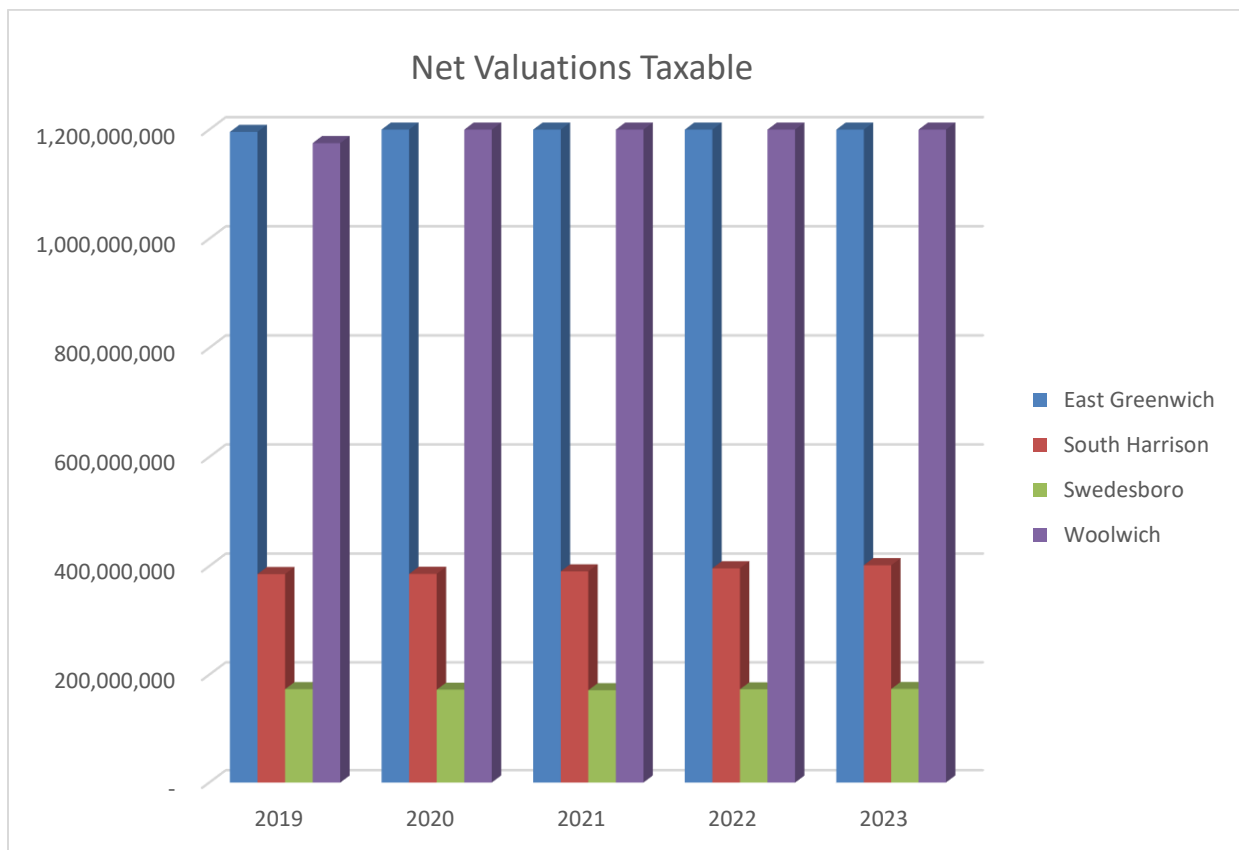


2023-2024 District Budget

Net Valuation Taxable by Town

	2019	2020	2021	2022	2023
East Greenwich	1,195,814,300	1,211,054,600	1,229,802,600	1,251,892,600	1,273,948,500
South Harrison	385,373,400	385,735,700	390,287,800	395,866,900	401,540,600
Swedesboro	173,087,400	172,167,600	171,070,300	172,831,100	173,502,900
Woolwich	1,175,212,910	1,347,561,510	1,370,899,410	1,420,257,010	1,460,126,010

In addition to the municipal percentage shares, the net valuations taxable (NVT) of each town will have an impact on the individual town's tax rates as well. The following charts depict the variances in NVT and tax rates for a five (5) year period:

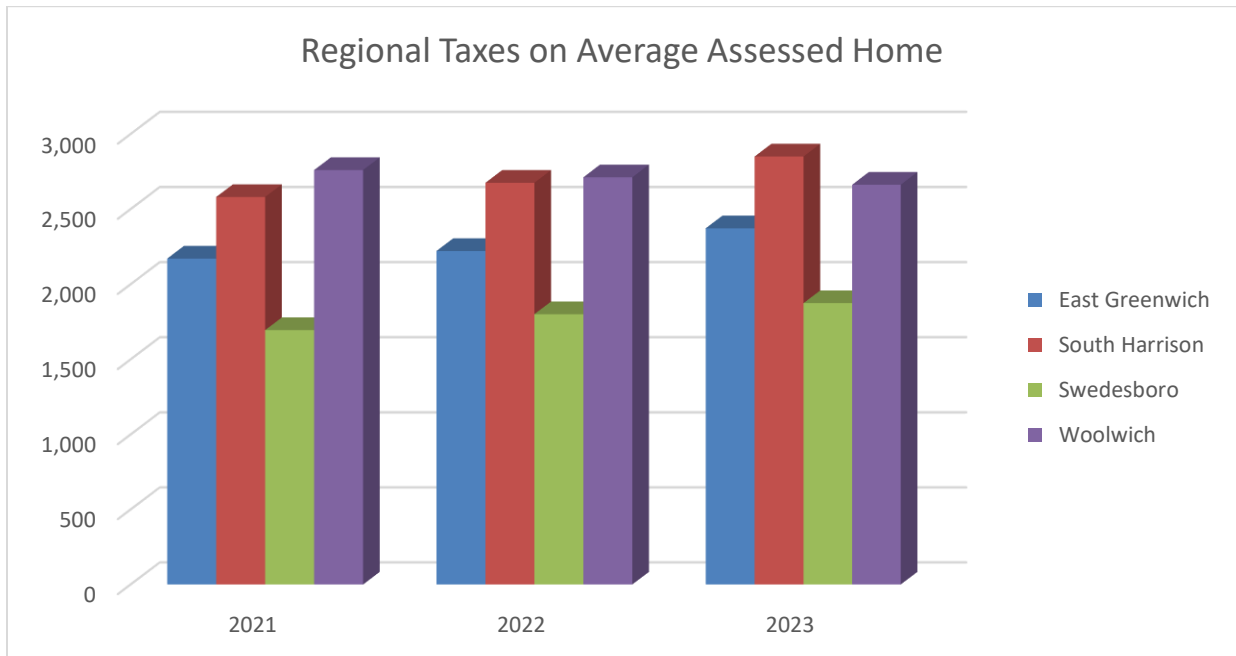


2023-2024 District Budget

Annual Regional School Taxes on Average Assessed Home Values

	2021	2022	2023
East Greenwich	2,171	2,222	2,372
South Harrison	2,581	2,675	2,851
Swedesboro	1,695	1,801	1,875
Woolwich	2,760	2,712	2,663

The annual regional school taxes are calculated by multiplying the assessed value of a property by the corresponding tax rate and dividing by 100.



Average Residential Assessments

	2021	2022	2023
East Greenwich	299,470	298,953	299,405
South Harrison	327,539	329,331	331,935
Swedesboro	172,280	172,772	173,165
Woolwich	320,589	320,872	322,477

2023-2024 District Budget

Staffing Levels

Full Time Equivalent Positions	Actual			Current	Proposed
	FY20	FY21	FY22	FY23	FY24
Regular Programs - Instruction	166.00	168.00	176.00	176.00	177.00
Special Education - Instruction	59.00	59.00	63.00	59.00	61.00
Basic Skills/Remedial - Instruction	0.00	0.00	0.00	3.00	3.00
School-Sponsored Athletics	2.00	2.00	2.00	2.00	2.00
Attendance	3.00	3.00	3.00	4.00	4.00
Health Services	4.00	4.50	6.00	5.50	5.50
Speech/OT/PT/Related Services	1.00	1.00	1.00	1.00	1.00
Extraordinary Services	9.00	9.00	7.00	11.00	11.00
Guidance	13.00	13.00	14.00	14.00	14.00
Child Study Team	8.00	8.50	9.00	9.50	9.50
Improvement of Instruction Services	4.00	5.00	5.00	9.00	9.00
Educational Media Services	3.00	3.00	3.00	3.00	3.00
Instructional Staff Training Services	1.00	1.00	1.00	1.00	1.00
General Administration	2.00	2.00	2.00	3.00	3.00
School Administration	16.00	16.00	16.00	17.00	17.00
Central Services	6.00	6.00	6.00	6.00	6.00
Information Technology	6.00	7.00	7.00	7.00	7.00
Required Maintenance of School Facilities	4.64	4.64	4.02	5.02	5.02
Custodial Services	25.64	27.14	29.02	27.02	27.02
Care and Upkeep of Grounds	3.72	3.72	4.96	4.96	4.96
Security	2.00	2.00	2.00	1.00	1.00
Student Transportation Services	42.00	32.00	29.84	28.84	28.84
Food Services	25.00	14.00	15.00	19.00	19.00
	406.00	391.50	405.84	416.84	419.84

Due to the nature of our industry, more than 67% of the operating budget consists of employee compensation and benefits. Total employee compensation is projected at \$27,156,818 for FY24 with another \$8,428,790 for employee benefits. Compensation totals 51% of our total operating budget while employee benefits total 16%. The budget reflects a net increase of 3.0 FTE positions from FY23.

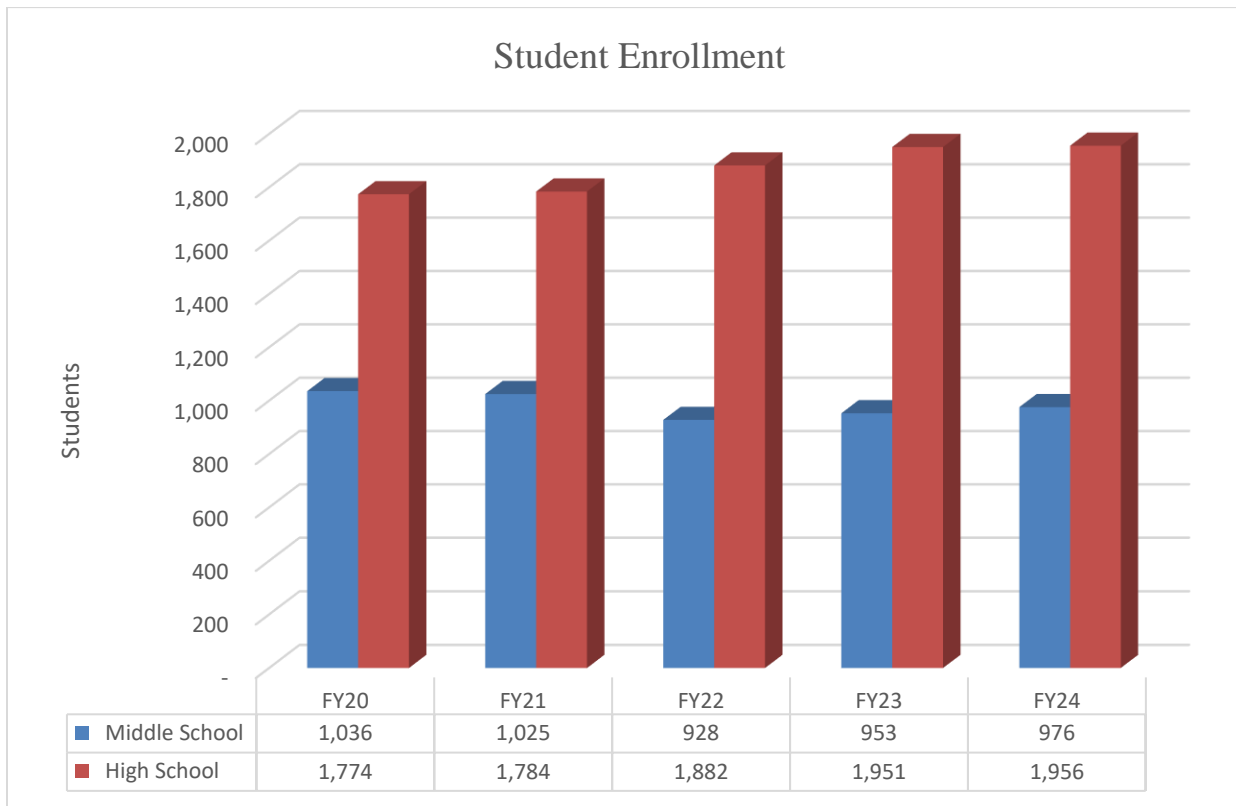
Full Time Equivalent Positions	Actual			Current	Proposed
	FY20	FY21	FY22	FY23	FY24
Instruction	227.00	229.00	241.00	240.00	243.00
Support Services	149.00	131.50	133.84	143.84	143.84
Administration	30.00	31.00	31.00	33.00	33.00
	406.00	391.50	405.84	416.84	419.84

2023-2024 District Budget

Student Enrollment

	Actual			Current	Projected
	FY20	FY21	FY22	FY23	FY24
Middle School	1,036	1,025	928	953	976
High School	1,774	1,784	1,882	1,951	1,956
	2,810	2,809	2,810	2,904	2,932

The Middle School’s enrollment is expected to increase to 976 students for the 2023-24 school year. An increase of 23 students. The High School is anticipating an increase of 5 students to its 9th through 12th grade population for a total of 1,956. In total, enrollment is expected to increase by 28 students to 2,932.



2023-2024 District Budget

Long-Term Debt

As of June 30,	Actual			Revised 2023	Projected 2024
	2020	2021	2022		
2012 Bonds	17,274,000	775,000	-	-	-
2012 Refunding Bonds	2,390,000	1,775,000	1,175,000	590,000	-
2014 Refunding Bonds	4,300,000	3,275,000	2,160,000	1,070,000	-
2016 Refunding Bonds	8,170,000	8,170,000	8,170,000	8,170,000	8,170,000
2020 Refunding Bonds	-	16,460,000	16,325,000	15,385,000	14,410,000
	<u>32,134,000</u>	<u>30,455,000</u>	<u>27,830,000</u>	<u>25,215,000</u>	<u>22,580,000</u>

The District currently has five (5) outstanding bond issues. The majority of the outstanding balance can be attributed to the bonds issued in 2012 following the referendum passed in 2011 for additions and renovations to the existing middle and high schools. The 2012 and 2014 refunding bonds will retire in 2024, followed by the 2006 refunding bonds that will retire in 2031. The 2020 refunding bonds will not retire until 2037.

