

# KINGSWAY REGIONAL SCHOOL DISTRICT

213 Kings Highway  
Woolwich, New Jersey 08085  
[www.krsd.org](http://www.krsd.org)

## 2022-2023 DISTRICT BUDGET



**“Committed to Excellence”**

# 2022-2023 Budget

## Contents

**INTRODUCTORY SECTION ..... 6**

A MESSAGE FROM THE SUPERINTENDENT..... 7

EXECUTIVE SUMMARY ..... 9

*Budget Development Process*.....9

*Budget Planning*.....9

*Budget Preparation*.....9

*Budget Adoption* ..... 10

*Implementation*..... 10

FINANCIAL SUMMARY ..... 11

*Revenue Overview* ..... 11

*Roadmap to Full Funding* ..... 12

*Adequacy Budget*..... 13

*State Aid Distribution* ..... 13

*Local Fair Share (“LFS”)*..... 13

*Federal Aid (Coronavirus Relief)*..... 13

*Long-Term Trends & Projections*..... 15

*Appropriation Overview* ..... 16

*Highlights*..... 16

INFORMATIONAL SUMMARY ..... 18

*Staffing Levels* ..... 18

*Tax Impact*..... 19

**ORGANIZATIONAL SECTION ..... 20**

SCHOOL DISTRICT ORGANIZATION ..... 21

*About Kingsway*..... 21

*Statement of Curriculum & Instruction Priorities*..... 21

*Overview of Instructional Program* ..... 24

**FINANCIAL SECTION ..... 28**

BASIS OF ACCOUNTING ..... 29

*Minimum Chart of Accounts*..... 29

REVENUE SUMMARY BY FUND ..... 30

SOURCES OF REVENUE BY FUND ..... 31

*General Fund (10)* ..... 31

*Special Revenue Fund (20)*..... 32

*Debt Service Fund (40)*..... 33

REVENUE DETAIL BY SOURCE ..... 34

*General Fund (10)* ..... 34

*Special Revenue Fund (20)*..... 35

## 2022-2023 Budget

---

<i>Debt Service Fund</i> .....	37
GENERAL FUND APPROPRIATIONS – BY PROGRAM/FUNCTION .....	38
GENERAL FUND APPROPRIATIONS – BY PROGRAM/FUNCTION AT OBJECT LEVEL .....	39
<i>Regular Programs – Instruction (11-xxx-100-xxx)</i> .....	39
<i>Special Education – Instruction (11-2xx-100-xxx)</i> .....	41
<i>Basic Skills/Remedial (11-230-100-xxx)</i> .....	42
<i>Bilingual Education (11-240-100-xxx)</i> .....	43
<i>School-Sponsored Co-Curricular/Extra-Curricular Activities (11-401-100-xxx)</i> .....	44
<i>School-Sponsored Athletics (11-402-100-xxx)</i> .....	45
<i>Before/After School Programs (11-421-100-xxx)</i> .....	46
<i>Undistributed Instruction - Tuition (11-000-100-5xx)</i> .....	47
<i>Attendance and Social Work Services (11-000-211-xxx)</i> .....	48
<i>Health Services (11-000-213-xxx)</i> .....	49
<i>Speech/Occupational Therapy/Physical Therapy and Related Services (11-000-216-xxx)</i> .....	50
<i>Extraordinary Services (11-000-217-xxx)</i> .....	51
<i>Guidance (11-000-218-xxx)</i> .....	52
<i>Child Study Team (11-000-219-xxx)</i> .....	53
<i>Improvement of Instruction Services (11-000-221-xxx)</i> .....	54
<i>Educational Media Services/School Library (11-000-222-xxx)</i> .....	55
<i>Instructional Staff Training Services (11-000-223-xxx)</i> .....	56
<i>General Administration (11-000-230-xxx)</i> .....	57
<i>School Administration (11-000-240-xxx)</i> .....	58
<i>Central Services (11-000-251-xxx)</i> .....	59
<i>Administrative Information Technology (11-000-252-xxx)</i> .....	60
<i>Required Maintenance for School Facilities (11-000-261-xxx)</i> .....	61
<i>Custodial Services (11-000-262-xxx)</i> .....	62
<i>Care and Upkeep of Grounds (11-000-263-xxx)</i> .....	63
<i>Security (11-000-266-xxx)</i> .....	64
<i>Student Transportation Services (11-000-270-xxx)</i> .....	65
<i>Employee Benefits (11-xxx-xxx-2xx)</i> .....	67
<i>Capital Outlay – Equipment (12-xxx-xxx-73x)</i> .....	68
<i>Capital Outlay – Facilities Acquisition and Construction Services (12-000-400-xxx)</i> .....	69
<i>Capital Outlay – Increase in Capital Reserve</i> .....	70
<i>Transfer of Funds to Charter Schools (10-000-100-56x)</i> .....	71
SPECIAL REVENUE FUND APPROPRIATIONS BY PROGRAM .....	72
DEBT SERVICE FUND APPROPRIATIONS AT OBJECT LEVEL .....	74
<b>INFORMATIONAL SECTION</b> .....	<b>75</b>
STATE AID ANALYSIS.....	76
TAX LEVY ANALYSIS.....	77

## 2022-2023 Budget

---

<i>Tax Levy Regional Allocation</i> .....	78
<i>Regional School District Tax Rates</i> .....	79
<i>Net Valuation Taxable by Town</i> .....	80
<i>Annual Regional School Taxes on Average Assessed Home Values</i> .....	81
<i>Average Home Assessments</i> .....	81
STAFFING LEVELS.....	82
STUDENT ENROLLMENT.....	83
LONG-TERM DEBT .....	84

## 2022-2023 Budget

---

### **BOARD OF EDUCATION**

#### **East Greenwich**

Lauren Boerlin, Vice President  
Christie Comerford  
Christopher Fay

#### **South Harrison**

Debbie Cunningham

#### **Swedesboro**

Jennifer Cavallaro-Fromm, President

#### **Woolwich**

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

#### **Logan**

Kristen Lombardo

### **DISTRICT ADMINISTRATION**

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

# 2022-2023 Budget

---

## **Introductory Section**

## 2022-2023 Budget

### A Message from the Superintendent

Dear Kingsway Regional School District Community,

I am pleased to present the 2022-23 District Budget to our Board of Education for review and approval. This budget represents the District's annual spending plan and effectuates our educational plan for our schools. It has been devised under the goals and priorities of our strategic plan, and is the fifth 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 2022-23 District Budget signals new beginnings and opportunities for our nearly 3,000 students.



The FY23 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 body of students. This spending plan continues to focus our resources on enhancing academic experiences that best prepare our students for college and career opportunities. In addition to the construction of our new Student Wellness Center, the FY23 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 our vision for our school system, this budget welcomes the addition of nine full-time positions. The additional of instructional positions allow the district to lower class size and expand academic opportunities in Biology, Chemistry, Spanish and Health Professions. The addition of administrative and support professionals within this budget allows the District to meet the social, emotional and health needs of our students through the addition and/or expansion of extracurricular and wellness activities.



When compared to prior budgets, the 2022-23 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. It is, however, important that our stakeholders understand that Kingsway falls \$3.1 million dollars below adequacy, \$1.3 million below local fair share and, \$2.6 million below full un-capped state aid in FY23. While changes to the modified school funding formula continue to be realized at Kingsway, it remains critically important that the State of New Jersey fully fund our schools so that every child receives the resources they are entitled.

## 2022-2023 Budget

---

I hope this summary assists you in fully understanding our District Budget for FY23. On behalf of our dedicated and caring administration, faculty and staff, I extend our deepest appreciation for the community's ongoing support of this wonderful school district and look forward to continuing our partnership.

Very truly yours,



**Dr. James J. Lavender**  
Superintendent of Schools



# 2022-2023 Budget

---

## Executive Summary

The Kingsway Regional School District (hereinafter, the “District”) is pleased to present this document to provide a comprehensive look at the District’s budgeting philosophy and practices to create the annual spending plan for the fiscal year July 1, 2022 through June 30, 2023.

The budget is the annual financial blueprint for the effectuation of the educational plan of the District; its preparation is, therefore, one of the most important functions performed by District administration in consultation with the Board of Education. The budget is designed to carry out that plan in a thorough and efficient manner, to maintain school district facilities, and to honor its continuing obligations.

The budget was prepared in accordance with Board policy having elicited input from various stakeholders, including the Board of Education, district level administration, school administration, department chairs, faculty, and staff. The budget is presented in four sections: Introductory, Organizational, Financial and Informational. The introductory section includes an executive summary that presents highlights of the accompanying detail located in each of the other three sections. The organizational section provides an explanation of the District’s organization, an overview of the educational program, significant budgetary and financial challenges and describes the budget development process. The financial section includes reports that begin at a very high level followed by progressive levels of detail. The reports consist of summaries of all funds and additional levels of program, function, and object level detail. The informational section of the budget document presents statistical information including an analysis of property tax rates and the impact on the average taxpayer, as well as student enrollment history and personnel resource allocations.

## Budget Development Process

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.

## Budget Planning

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.

## 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

## 2022-2023 Budget

---

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.

### **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 24, 2022 and final adoption will take place on April 28, 2022.

### **Implementation**

Upon final adoption, the tax levy for the subsequent fiscal year is certified and sent to each of the municipalities for collection. The business office then loads the final budget into our financial software package and it is released to all stakeholders.

## 2022-2023 Budget

### Financial Summary

#### Revenue Overview

The Kingsway Regional School District's budget for 2022-2023 totals \$55,157,024. 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 \$50,223,925 for FY23.

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 (CARES, CRRSA, ARP ESSER, 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 \$1,602,640 in FY23.

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 \$3,330,459 in FY23.

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
General	\$36,702,687	\$39,621,177	\$39,153,812	\$45,156,964	\$50,223,925
Special Revenue	706,545	656,321	2,293,224	3,892,771	1,602,640
Debt Service	3,441,421	3,361,721	3,392,183	3,408,917	3,330,459
	<u>\$40,850,653</u>	<u>\$43,639,219</u>	<u>\$44,839,219</u>	<u>\$52,458,652</u>	<u>\$55,157,024</u>

#### General Fund (Operating Budget)

The Kingsway Regional School District's operating budget (General Fund) totals \$50,223,925 for FY23.

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>2021-22</u>	<u>2022-23</u>	<u>\$ Inc./Dec</u>	<u>% Inc./Dec</u>
Fund Balance/Cap Reserve	\$1,132,281	\$2,600,000	\$1,467,719	129.63%
State Aid	17,101,292	20,404,543	3,303,251	19.32%
Tax Levy	23,491,220	23,961,044	469,824	2.00%
Tuition	2,911,432	3,032,766	121,334	4.17%
Miscellaneous	<u>520,739</u>	<u>225,572</u>	<u>-295,167</u>	<u>-56.68%</u>
Total Operating Budget	<u>\$45,156,964</u>	<u>\$50,223,925</u>	<u>\$5,066,961</u>	<u>11.22%</u>

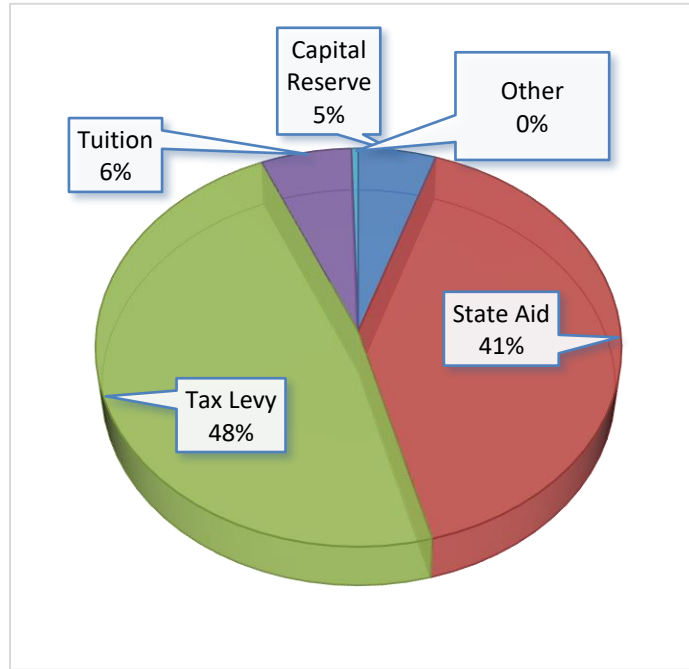
## 2022-2023 Budget

**Fund Balance/Capital Reserve.** The FY23 operating budget utilizes \$2,600,000 from our capital reserve account. These funds will be utilized in conjunction with ARP-ESSER federal funds as well as additional state funding awarded in the 2021-22 fiscal year to fund our summer 2022 capital projects.

**State Aid.** On March 8, 2022, 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 FY23. Kingsway will receive an increase of \$3.2 million from FY22. Total state aid is projected at \$20,404,543, roughly \$2.6 million short of full-uncapped SFRA funding, or 88.5%.

**Local Tax Levy.** The FY23 General Fund is supported by \$23,961,044 in local property taxes. This represents an increase of \$469,824 or 2.0%.

**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 240 Logan students will make their way on to our campus next school year at a regular education per pupil rate of \$12,610. That equates to \$3,032,766 when adjusted for prior year tuition assessments and additional support for students with special needs. This represents an increase of \$121,334 over FY22, or 4.17%.



**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 FY22 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 \$90,572 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.

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.

## 2022-2023 Budget

---

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 will receive an additional \$3.303 million in state formula aid. The additional funding allowed for the creation of 9.0 new full time equivalent positions. 4.0 teaching positions, 2.0 administrative positions, and 3.0 support service positions.

### **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 FY23, the districts adequacy budget as calculated by the State of NJ is \$43.3 million. The districts FY23 adequacy spending, equalization aid plus local tax levy, is tentatively set at \$40.2 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 FY23.

### **State Aid Distribution**

In FY23, the district will receive \$20.15 million in state aid, nearly 89% of full un-capped aid. The district received approximately 75% of its state aid entitlement in FY22. For FY23, the districts full-uncapped state aid entitlement comes to approximately \$22.78 million. Therefore, we will receive about \$2.6 million less than what we are owed per the School Funding Reform Act (SFRA), or state aid formula in FY23. 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 2.0%, or \$469,824 increase in the general fund tax levy. The tentative general fund tax levy for FY23 totals \$23,961,044. The district’s local fair share as calculated by the state of NJ is \$25,230,674. Therefore, the district’s proposed levy for FY23 is \$1,269,630 under its LFS. Approximately 95% of what the state calculates the district can contribute towards its adequacy 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

## 2022-2023 Budget

---

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. The intended use of these funds includes the partial funding of the conversion of the High School North Media Center into a student wellness center, and various upgrades to our High School HVAC system. Additionally, funds have been dedicated to the inclusion coach and instructional technology integration specialist positions, and set asides for a 7<sup>th</sup> and 9<sup>th</sup> grade transition program as well as after school supports for students in FY23 and beyond.

## 2022-2023 Budget

### Long-Term Trends & Projections

Below is a 5-year long-term projection of revenues and expenditures. Per S2, Kingsway will continue to see state aid increases through fiscal year 2025. If enrollment remains steady, we will begin to see state aid level off in fiscal year ending 2026. Based on several assumptions in revenue and expenditure growth, you will notice a projected deficit in fiscal year ending 2027.

	<u>Budget</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Projected</u> <u>2023-24</u>	<u>Projected</u> <u>2024-25</u>	<u>Projected</u> <u>2025-26</u>	<u>Projected</u> <u>2026-27</u>
<b>REVENUE</b>						
Budgeted Fund Balance	1,132,281	-	650,000	-	691,016	236,282
Tax Levy	23,491,220	23,961,044	24,440,265	24,929,070	25,427,652	25,936,205
State Aid	17,101,292	20,404,543	21,714,965	23,025,388	23,025,388	23,025,388
Tuition	2,911,432	3,032,766	3,093,421	3,155,290	3,218,396	3,282,763
Miscellaneous	520,739	225,572	230,083	234,685	239,379	244,166
Capital Reserve Withdrawal	-	2,600,000	-	-	-	-
<b>Total Revenues</b>	<u>45,156,964</u>	<u>50,223,925</u>	<u>50,128,735</u>	<u>51,344,433</u>	<u>52,601,830</u>	<u>52,724,805</u>
<b>APPROPRIATIONS</b>						
Compensation	23,776,737	26,022,630	26,868,365	27,741,587	28,643,189	29,574,093
Employee Benefits	6,659,735	7,377,095	7,745,950	8,171,977	8,662,296	9,225,345
Regular Programs	1,949,287	2,093,456	2,135,325	2,178,032	2,221,592	2,266,024
Special Education	111,322	84,119	85,801	87,517	89,268	91,053
Athletic/Co-Curr	688,436	571,770	583,205	594,870	606,767	618,902
Tuition	2,911,742	3,289,262	3,371,494	3,472,638	3,576,818	3,684,122
Related Services	1,217,664	1,276,790	1,302,326	1,328,372	1,354,940	1,382,039
Administration	899,479	833,880	850,558	867,569	884,920	902,619
Buildings & Grounds	1,847,411	1,814,834	1,851,131	1,888,153	1,925,916	1,964,435
Transportation	3,308,268	4,111,337	4,193,564	4,277,435	4,362,984	4,450,243
Capital	636,883	2,747,752	250,000	250,000	250,000	250,000
<b>Total Appropriations</b>	<u>44,006,964</u>	<u>50,222,925</u>	<u>49,237,718</u>	<u>50,858,151</u>	<u>52,578,689</u>	<u>54,408,874</u>
Surplus/(Deficit)	1,150,000	1,000	891,016	486,282	23,141	(1,684,069)
Projected Deposit to Reserves	500,000	1,000	200,000	250,000		-
Projected Excess Surplus	650,000	-	691,016	236,282	23,141	(1,684,069)
Capital Reserve Balance	3,313,453	714,453	914,453	1,164,453	1,164,453	1,164,453



## 2022-2023 Budget

---

### Appropriation Overview

The Fiscal Year 2023 budget has total appropriations of \$55.157 million. The appropriations represent an increase of 5.14%, or \$2.7 million from the adjusted appropriations for the current fiscal year ending June 30, 2022.

The General Fund appropriations total \$50,223,925 for FY23. An increase of 11.22% over FY22. The vast majority of the increase can be attributed to the significant increase in state aid. An additional contributing factor to the large increase in revenue is the result of a transfer of \$2,600,000 from our capital reserve account to fund our summer 2022 capital projects.

### Highlights

#### Personnel Additions

The FY23 budget includes the creation of 9.0 full time equivalent (FTE) positions. They include additions to our instructional, administrative, and support staff as follows:

##### High School Teachers (3.0)

As we continue to look to ensure we meet students' course requests, maintain low student: teacher ratios, and support teacher course load, the following high school teaching positions are needed during the 22-23SY: Biology, Chemistry, & Spanish.

##### Work-based Learning Coordinator for the School of Health Professions (1.0)

As the School of Health Professions continues to grow, a dedicated position (teacher) is needed to serve to evaluate, manage, and grow the work-based learning (WBL) experiences that are the primary and unique focus of related programs (i.e., SHP & Animal Science). Although not an exhaustive list, this position would be responsible for general program planning, development, and evaluation; related class instruction and student planning; on the job instruction and coordination; program administration, management, and evaluation; and, community and public relations.

##### Board Certified Behavior Analyst (BCBA) (1.0)

As the district values maintaining and growing special education programs on our campus, the need to support the unique behavioral goals of students is becoming increasingly essential. A Board Certified Behavior Analyst (BCBA) provides ongoing behavior analysis services and behavior management plans for students who receive special education. The BCBA may, on occasion, provide these services to non-special education students who receive support through the Multi-tiered System of Supports (MTSS). The BCBA will also be responsible for providing related professional development opportunities for certified and non-certified faculty and staff. The district currently contracts this service for 2.5 days a week. This position will allow the BCBA to provide consistent, full-time services 5 days per week.

##### Instructional Supervisor Grades 7-12 (1.0)

As the district continues to work to extend the Six Programs of Study and to cultivate research-based pedagogy in the classroom, an additional instructional supervisor requested. This administrative position will focus attention on building an in-depth understanding of related content, associated mandates, and effective pedagogical strategies while providing in-depth, descriptive feedback through formal and informal observations.



## 2022-2023 Budget

---

### High School Assistant Principal (1.0)

In an effort to continue to provide student supports and vet through all student issues in a timely manner, the FY23 budget includes the addition of a High School Assistant Principal. This position will also assist the Athletic Director in the administration of the district athletic programs.

### Administrative Assistant District Office (1.0)

Due to the tremendous increase in workload due to COVID-19 contact tracing, reporting, and communication, the district office added a temporary administrative assistant position in FY22. The district is proposing making this a permanent position moving into FY23 with responsibilities shifting from COVID-19 activities to human resource and general administrative functions within the district administrative offices.

### Maintenance (HVAC Technician) (1.0)

The FY22 budgeted included the promotion of our existing HVAC maintenance technician to Assistant Director of Buildings & Grounds. The additional administrative burden of this position does not allow for the required time necessary to focus on our building HVAC systems.

### **Capital Outlay**

The FY23 budget includes a significant capital investment in our high school building and mechanical equipment. The projects include:

- a. HS Science Lab Renovation - All work associated with renovating (2) two standard classrooms (Rooms 106 and 108) to (1) science lab and (2) two offices.
- b. Additional Administrative Office Renovation - All work associated with renovating a portion of the north media center to construct (4) four offices and access passageways.
- c. Student Wellness/Blended Learning Area Renovation - All work associated with renovating the remainder of the existing north media center to construct a new student wellness center with (1) one standard classroom, (1) one small group counseling room, and (1) one large open wellness center.
- d. HVAC Equipment Replacement: At south side of HS 100 wing, replace (2) existing HRUs (HRU-2 and HRU-3) with (2) new dedicated outside air systems.
- e. HS Kitchen A/C - Installation of new air conditioning system at HS Kitchen 301A and 301D
- f. HS Cafeteria West Area HVAC Unit Replacement – All work associated with the replacement of HRU-4
- g. HS South Gymnasium HVAC Unit Replacement – All work associated with the replacement of HRU-1
- h. Existing Chilled Water Pipe Insulation Replacement – All work associated with the removal and replacement of existing chilled water pipe insulation.

The total estimated cost for these projects, including soft costs (Architectural, commissioning agent, DOE review fees, permits, etc.) is \$3,485,044. The projects will be funded through our capital reserve account (\$2,600,000), federal ARP ESSER (\$813,222), state SDA Emergent Needs and Capital Maintenance in School Districts grant of \$71,822.

## 2022-2023 Budget

### Informational Summary

The Middle School’s enrollment is expected to remain flat for the 2022-23 school year. The High School is anticipating an increase of 2.6% to its 9<sup>th</sup> through 12<sup>th</sup> grade student population for a total of 1,936. In total, enrollment is expected to increase by 52 students to 2,863. An increase of 1.85%.

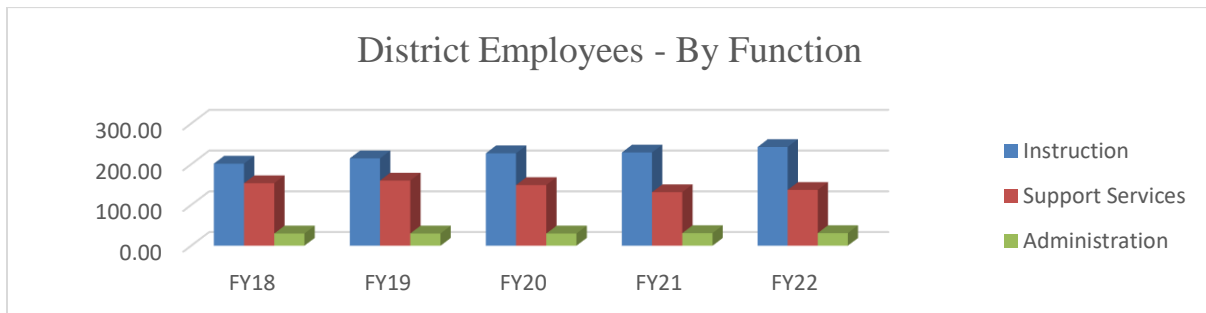
	<b>Current FY '22</b>	<b>Projected FY '23</b>	<b>Inc./Dec From FY22</b>
7 <sup>th</sup>	439	492	+53
8 <sup>th</sup>	485	435	-50
<b>Sub Total (MS)</b>	<b>924</b>	<b>927</b>	<b>+3</b>
9 <sup>th</sup>	506	497	-9
10 <sup>th</sup>	474	503	+29
11 <sup>th</sup>	462	472	+10
12 <sup>th</sup>	445	464	+19
<b>Sub Total (HS)</b>	<b>1887</b>	<b>1936</b>	<b>+49</b>
<b>District Total</b>	<b>2811</b>	<b>2863</b>	<b>+52</b>

### Staffing Levels

Due to the nature of our industry, nearly 67% of the operating budget consists of employee compensation and benefits. Total employee compensation is projected at \$26,022,630 for FY23 with another \$7,377,095 for employee benefits. Compensation totals 52% of our total operating budget while employee benefits total 15%. The budget reflects an overall net increase of 6.0 FTE positions from FY22.

#### Full Time Equivalent Positions

	Actual			Current FY22	Proposed FY23
	FY19	FY20	FY21		
Instruction	214.50	227.00	229.00	241.00	242.00
Support Services	160.00	149.00	131.50	133.84	136.84
Administration	30.00	30.00	31.00	31.00	33.00
	404.50	406.00	391.50	405.84	411.84



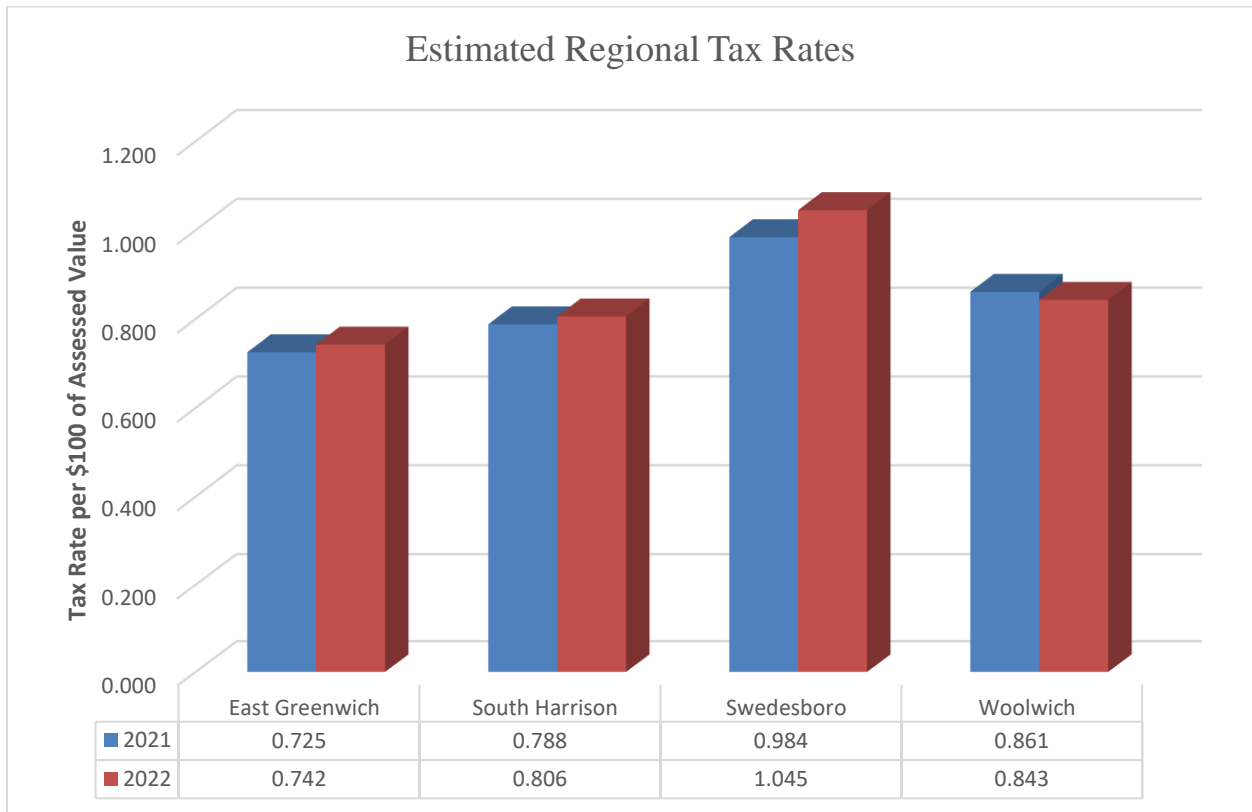
## 2022-2023 Budget

### Tax Impact

The FY23 general fund is supported by \$23,961,044 in local property taxes. This represents an increase of \$469,824 or 2.0%. The 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 FY23 has on the tax rates for each municipality within the region on a calendar basis:

#### Impact on Tax Rate

	2022 Net Valuation Taxable	Percentage 22-23	Total Tax Levy	Tax Rate 2021	Tax Rate 2022	Rate Change
East Greenwich	1,252,758,300	35.8948363%	9,299,412	0.725	0.742	0.017
South Harrison	396,339,000	12.3699295%	3,192,860	0.788	0.806	0.018
Swedesboro	172,863,900	6.9617452%	1,806,429	0.984	1.045	0.061
Woolwich	1,417,940,910	44.7734890%	11,951,790	0.861	0.843	-0.018



# 2022-2023 Budget

---

## **Organizational Section**

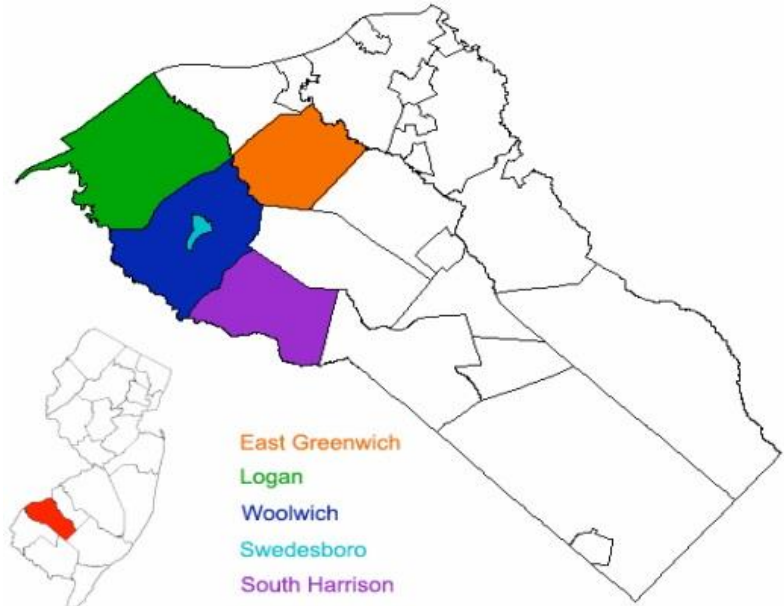
# 2022-2023 Budget

## 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

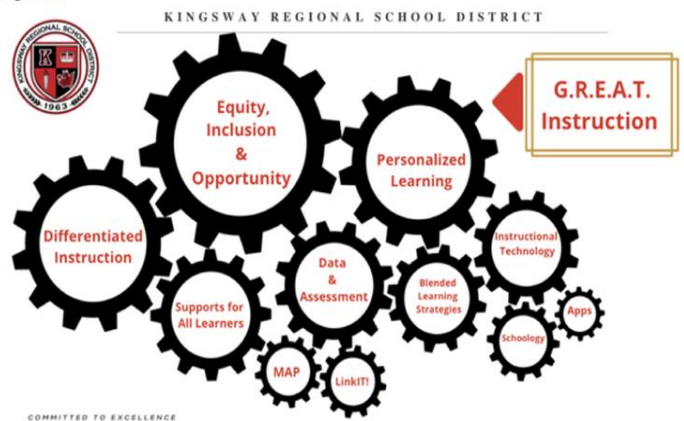
Kingsway Regional is a limited purpose regional school district that offers its students a rigorous academic program and myriad of enrichment programs and services for students in grades 7-12.

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 2,900 students is multicultural and reflects the diversity of the communities it serves.

### Statement of Curriculum & Instruction Priorities

Effective implementation of well-developed curriculum and sound delivery of its contents using data reflectively are at the heart of academically high-achieving educational institutions. Students’ learning gains directly correlate to the experiences they encounter with their teachers. Therefore, a classroom that is rooted in positive relationships and engaging learning experiences contains rigorous and relevant curricular goals that are assessed through various measures; utilizes differentiated pedagogy to support the individual needs of the learner; and, focuses on learning that is personalized (Figure 1.). To ensure these elements are advantageous, a variety of factors must work in unison. These components include, but are not limited to, properly articulated and relevant curricula, effective use of

Figure 1.



## 2022-2023 Budget

---

assessment and data, implementation of equity-based practices, and sound resources to support the learning and discovery of students and school professionals.

### **Background:**

During the 2022-2023 school year, the goal is to continue to follow the recently updated [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 2022-2023**

The Kingsway Regional School District remains committed to providing educational programs for all students grounded in [G.R.E.A.T. Instruction](#). The information below notes priority items for which the 2022-2023 curriculum and instruction budget was developed. Each supports the advancement of the district's Six Programs of Study and continued student and teacher growth. 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 level. 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. Additionally, iXL will continue to be utilized to target areas of individual student growth.

- **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 (BSI) 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 recourse in the 7-12 STEP programs across all core subjects to assist with individualize 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.

#### **II. Professional Development: (See Figure 1.)**

Professional Development for the 2022-23 school year will continue to focus on effective differentiated instruction, equity, inclusion, & opportunity, and personalized learning. This includes careful analysis of opportunity gaps that exist within the system through the thorough examination of student data to drive classroom instruction and school and district decisions. A large part of the personalized learning experience for the student will entail teachers' effective use of technology in the classroom to build student autonomy

## 2022-2023 Budget

---

in his or her learning. As a result, the district is planning to offer an *Empowered Teachers Academy* to provide professional development in a cohort model. Teachers will partake in two modules focused on data-driven instruction and blended instructional strategies. Data-driven instruction will focus on the use of both formative assessment and interim MAP assessments to provide G.R.E.A.T. instruction based on analysis of student data. The blended instructional strategies modules will be underpinned by effective digital instruction (EDI) to support the development of courses and effective presentation of instructional content in Schoology. Technology coaches will work closely with district administrators so that they may facilitate this professional development moving forward.

### 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 2022-23 school year.

During the summer months, the following courses will be revised and/or written at the middle school and high school. These are noted below.

- **Middle School:** *New* – Creativity Lab 8 & Introduction to Band; *Revised* – All Social Studies Courses
- **High School:** *New* – Honors Holocaust & Genocide, Computer Science Essentials, AP Computer Science Principles, Scholastics Seminar 12, Art Appreciation, AP Environmental, Advanced Ceramics, Independent Living I, & Independent Living II; *Revised* – All Social Studies Courses

Additionally, the following areas of focus will be targeted during the 22-23SY.

- **Technology/Computer Science:** The district will continue to with Project Lead the Way (PLTW) to train teachers & evaluate resource needs for two additional computer science courses: Cybersecurity & AP Computer Science A. These courses will be added to the 2023-2024 program planning guide.
- **English/language-arts (ELA) & STEM Electives:** 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 2023. 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 FY23 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 (Read/Write, Canva, 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



## 2022-2023 Budget

---

education, with the intention of fostering authentic learning, requires purposeful access to instructional technology resources for all teachers and students.

The FY23 budget also includes additional investments in our IT infrastructure including the replacement of our firewall, wireless and wired switching upgrades, endpoint detection and response software, phone system upgrade, and the replacement of 84 2008 model year promethean boards.

- **HyFlex Courses:** The district will continue with its HyFlex course option during the 2022-2023 school year, providing students the flexibility to work in a non-traditional learning environment through a combination of synchronous and asynchronous instruction. Identified courses will be available for upperclassmen entering 11th or 12th grade in the 2022-2023 school year, with the goal of positively affecting the student learning experience through the provision of personalized learning and greater exposure to online learning in preparation for college and career. Kingsway's goal continues to be to refine a usable, scalable model that can be expanded years to come.

### **Overview of Instructional Program**

#### **Math (New Jersey Student Learning Standards)**

In the 2022-23 school year, math curricula aligned to the 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, to tailor instruction, to progress monitor, and to evaluate curricula and classroom instruction. Additional math lab classes 7-12 will continue to be instituted to assist with closing skill gaps and to accelerate learning for students who are identified as six months or more behind on their math learning. iXL will be used as a diagnostic assessment, skill development tool, and progress monitoring resource during this course; all resources are aligned to the standards. Standards-aligned resource, Big Ideas, will continue to be used to deliver math instruction. 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. Our goal in 2022-2023 is to implement a full stakeholder taskforce to evaluate the effectiveness of the district's instructional math practices with the goal of identifying areas of strength and noted areas for improvement.

#### **Science (New Jersey Student Learning Standards)**

In the 2022-23 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. Incorporation of climate change and equity-based instruction and practices will be a focus of the continued work of PLTs. The district will use STEMScopes as a resource to deliver the curricula in the middle school and will look to supplement instruction through the purchase of Gizmos. Project Lead the Way's engineering curriculum and related lab supplies and materials will be purchased at the high school. During the 2022-2023 school year, the district will also offer AP Environmental Science to its students for the first time. Ongoing curriculum revisions to ensure effective standards alignment will continue to be completed within teacher PLTs, this includes the use of locally developed assessments tied



## 2022-2023 Budget

---

to the NJSLs. Our goal in 2022-2023 is to evaluate the effectiveness of the current physics-first approach at the high school with the possibility of moving away from the sequence in favor of a more traditional one.

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

In the 2022-2023 school year, ELA curricula aligned to the NJSLs will continue to be implemented for all students in grades 7-12. MAP assessments for ELA will be administered in the fall, winter, and spring in an effort to gather specific starting points, to tailor instruction, to progress monitor, and to evaluate curricula and classroom instruction. Additional ELA lab classes will continue to be implemented to assist with closing skill gaps and accelerating learning for students who are identified as six months or more behind on their ELA learning. iXL will be used as a diagnostic assessment, skill development tool, and progress monitoring resource during this course; all resources aligned to the standards. 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). During 2022-2023, the ELA department will be under program evaluation in preparation for curriculum revision in the summer of 2023. Under the guidance and 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. Teachers 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 this information at departmental meetings, and set the direction for the curricula to be adopted by September 2024.

### **Social Studies - (New Jersey Student Learning Standards)**

Throughout the 2021-2022 school year, the district conducted its program evaluation phase specific to social studies. As a result, and during the summer of 2022, the district will revise its current social studies curricula to reflect all changes within the 2020 NJSLs. Summer work focuses on establishing pacing of content standards, developing related learning goals, and outlining learning objectives with specific DOK levels. Additional attention is 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 continues throughout the 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 subsequent summer.

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

During the 2022-23 school year, the district will continue to implement a freshmen course at the high school, *College and Career Seminar*, that serves as a graduation requirement for all Kingsway students. This course serves integrates a number of the new 2020 career readiness, life literacies, and key skills outlined in the 2020 NJSLs. Additionally, our school counseling department will work to create an aligned 7-12 curriculum that integrates key features of the 21<sup>st</sup> century live and careers framework. Ongoing curriculum development to ensure up-to-date standards alignment will continue to be completed within

## 2022-2023 Budget

---

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 to the nationally recognized career clusters. The Six Programs of Study aim to help students make career decisions, to identify how specific courses correspond to specific careers, and to improve students' skills and increase their potential for employment and further training and education.

### **World Language - (New Jersey Student Learning Standards)**

Throughout the 2021-22 school year, the world language curricula were updated to reflect the changes in the new 2020 NJSLs for world language. Therefore, in the 2022-23 school year – world language curricula aligned to the NJSLs will be implemented for all students in grades 7-12. This includes the integration of world language practices and climate change. 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)**

Throughout the 2021-22 school year, the visual and performing arts curricula were updated to reflect the changes in the new 2020 NJSLs. Therefore, in the 2022-23 school year –visual and performing arts curricula aligned to the NJSLs will be implemented for all students in grades 7-12. This includes the integration of standards related to climate change in all introductory courses. 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)**

Throughout the 2021-22 school year, the PE & Health curricula were updated to reflect the changes in the new 2020 NJSLs. Therefore, in the 2022-23 school year – PE & Health curricula 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. Additionally, two new computer science courses, Computer Science Essentials and AP Computer Science Principles will

## 2022-2023 Budget

---

be added to student programming at the high school. Technology Coaches, under the direction of the Director of Virtual Learning and Instruction, assist teachers on effective implementation of technology to enhance and personalize classroom instruction. The goal, related to the standards, would be to allow for increased levels of proficiency by students to access, manage, evaluate, and synthesize information 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. Furthermore, the district will be using the 2022-23 school year to provide training for two teachers in Project Lead the Way's *AP Computer Science A and Cybersecurity*. These courses will be offered during the 2023-24 school year at the high school.

# 2022-2023 Budget

---

## **Financial Section**

# 2022-2023 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).

**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:

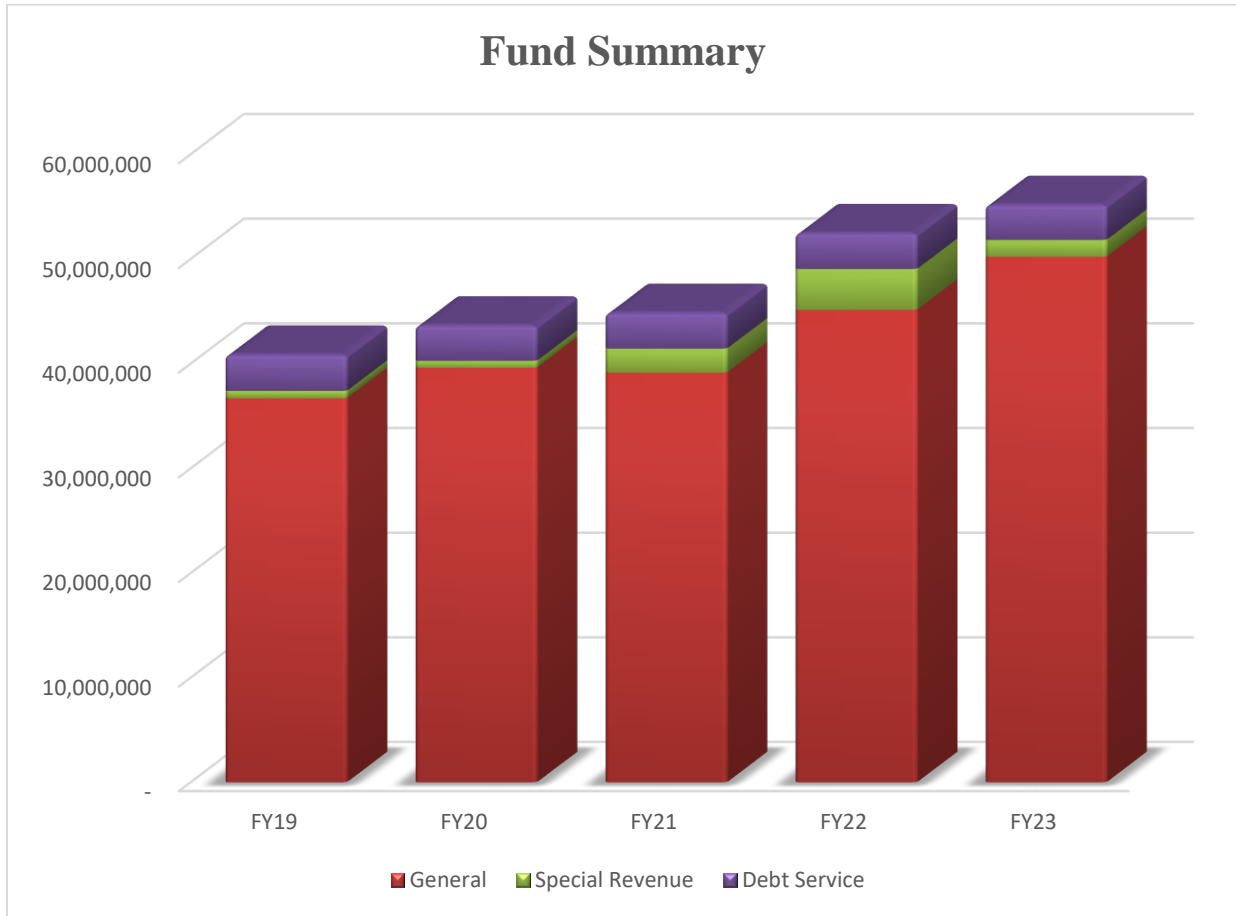
<u>Fund</u>	<u>Program</u>	<u>Function</u>	<u>Object</u>
XX	XXX	XXX	XXX

## 2022-2023 Budget

### Revenue Summary by Fund

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
General	36,702,687	39,621,177	39,153,812	45,156,964	50,223,925
Special Revenue	706,545	656,321	2,293,224	3,892,771	1,602,640
Debt Service	3,441,421	3,361,721	3,392,183	3,408,917	3,330,459
	40,850,653	43,639,219	44,839,219	52,458,652	55,157,024

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.



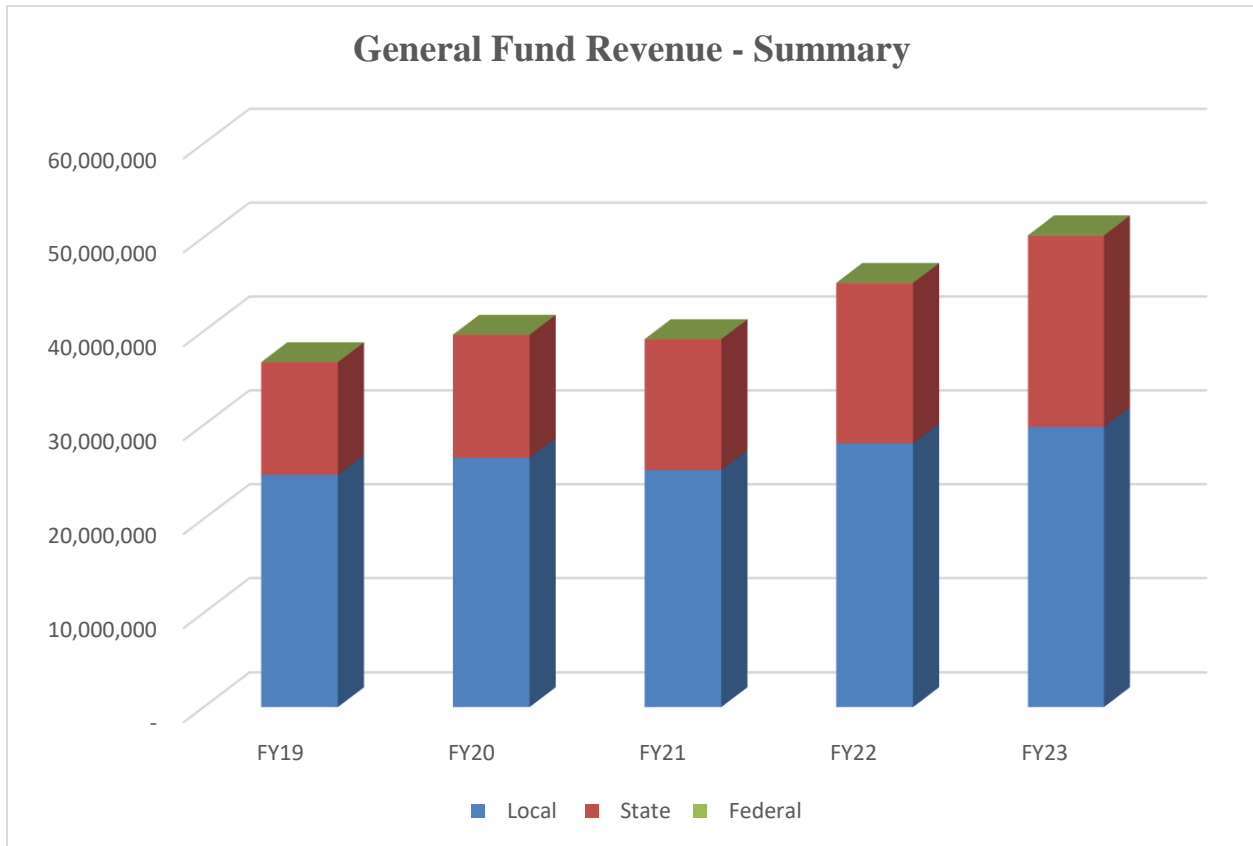
## 2022-2023 Budget

### Sources of Revenue by Fund

#### General Fund (10)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Local	24,674,721	26,482,690	25,201,369	28,025,817	29,785,717
State	12,015,191	13,131,427	13,936,309	17,101,292	20,404,543
Federal	12,775	7,060	16,134	29,855	33,665
<b>Total</b>	<b>36,702,687</b>	<b>39,621,177</b>	<b>39,153,812</b>	<b>45,156,964</b>	<b>50,223,925</b>

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 \$50,223,925 for FY23. 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.).

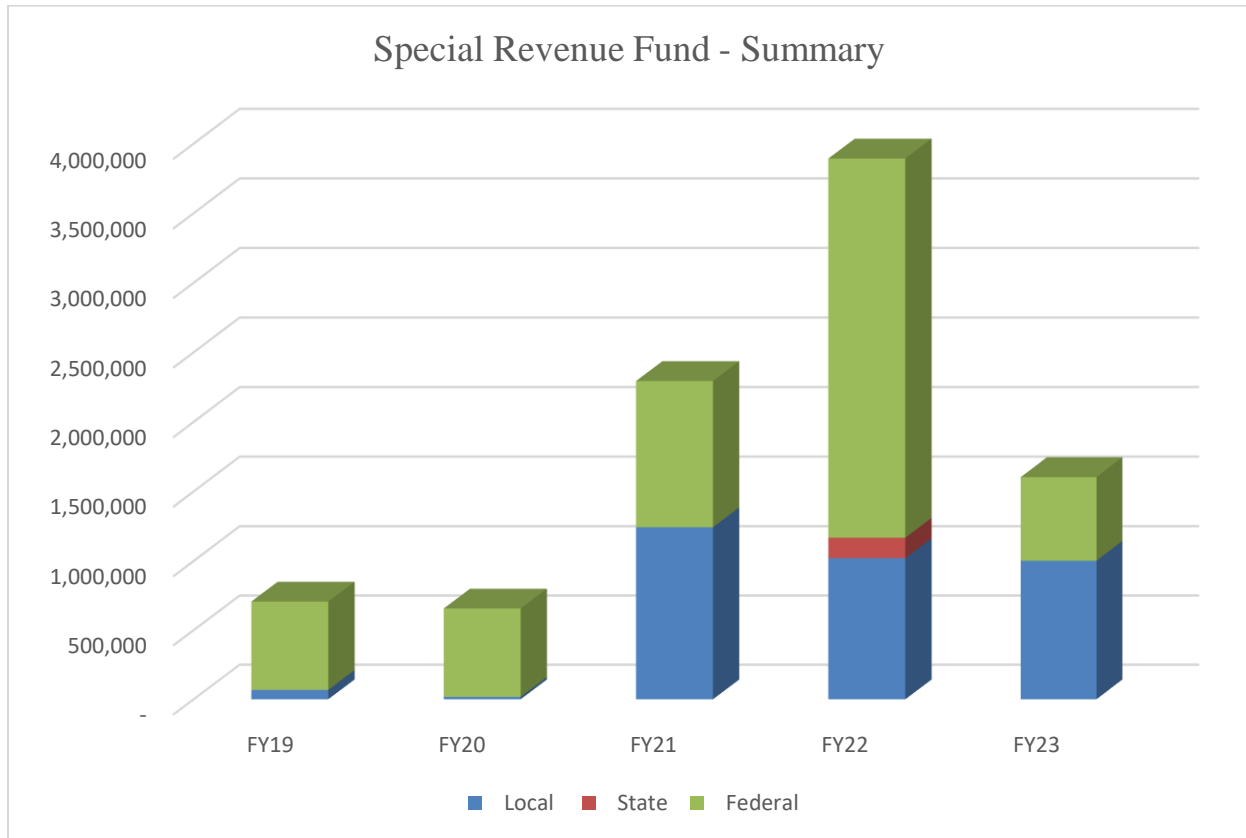


## 2022-2023 Budget

### Special Revenue Fund (20)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Local	67,561	17,110	1,242,333	1,020,058	1,001,500
State	-	-	-	146,822	-
Federal	638,984	639,211	1,050,891	2,725,891	601,140
<b>Total</b>	<b>706,545</b>	<b>656,321</b>	<b>2,293,224</b>	<b>3,892,771</b>	<b>1,602,640</b>

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. Beginning in FY21, the proceeds from our student activity and scholarship funds will flow through the Special Revenue Fund.



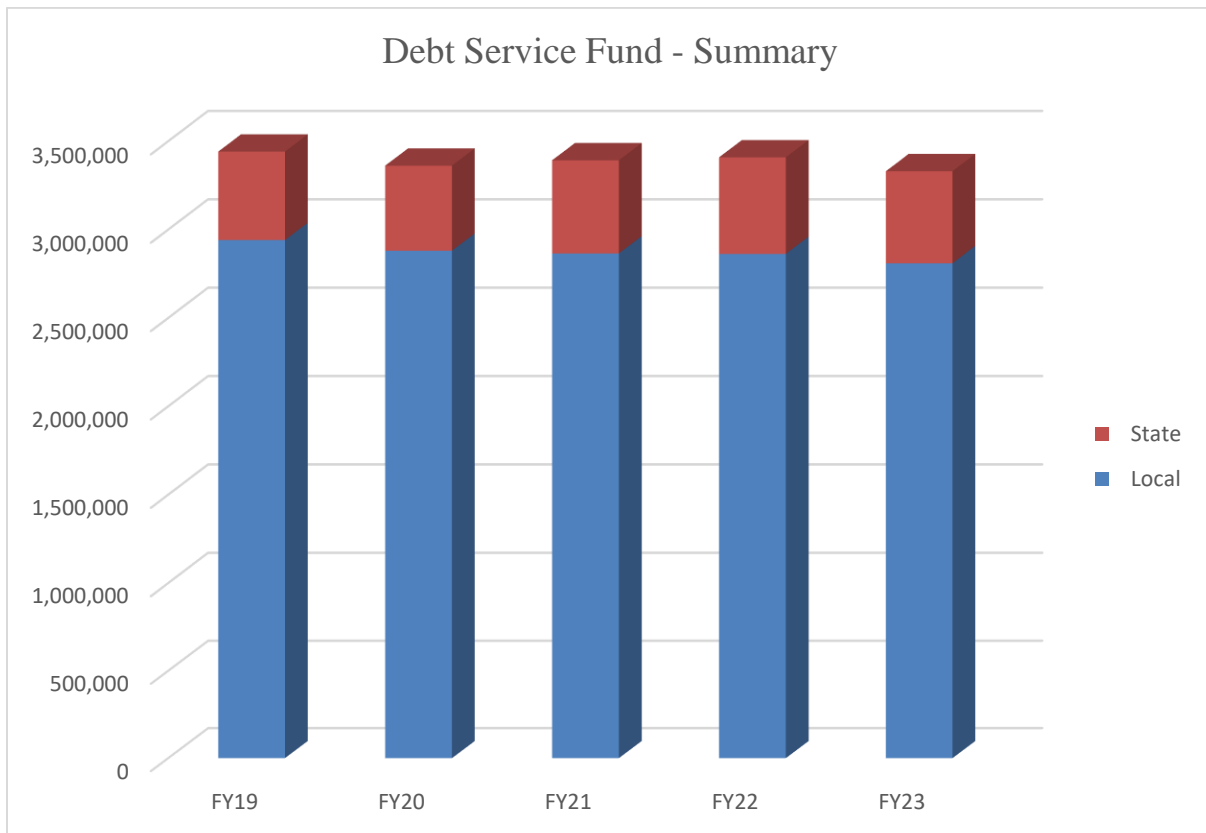


## 2022-2023 Budget

### Debt Service Fund (40)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Local	2,940,929	2,880,640	2,865,218	2,862,541	2,809,723
State	500,492	481,081	526,965	546,376	520,736
<b>Total</b>	<b>3,441,421</b>	<b>3,361,721</b>	<b>3,392,183</b>	<b>3,408,917</b>	<b>3,330,459</b>

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.



## 2022-2023 Budget

### Revenue Detail by Source

#### General Fund (10)

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
Local Sources					
Local Tax Levy	21,597,640	22,263,737	23,030,609	23,491,220	23,961,044
Tuition	2,476,547	2,591,361	3,097,863	2,911,432	3,032,766
Miscellaneous	497,318	303,445	204,349	195,963	191,907
<b>Total Local Sources</b>	<b>24,571,505</b>	<b>25,158,543</b>	<b>26,332,821</b>	<b>26,598,615</b>	<b>27,185,717</b>
State Sources					
Transportation Aid	1,518,262	1,518,262	1,518,262	1,518,262	1,518,262
Extraordinary Aid	223,888	250,253	315,123	150,000	250,000
Special Education Aid	2,148,364	2,148,364	2,148,364	2,148,364	2,148,364
Equalization Aid	7,829,675	8,981,736	9,664,908	13,051,854	16,255,105
Security Aid	232,812	232,812	232,812	232,812	232,812
Non-Public Transportation Aid	62,190	-	56,840	-	-
<b>Total State Sources</b>	<b>12,015,191</b>	<b>13,131,427</b>	<b>13,936,309</b>	<b>17,101,292</b>	<b>20,404,543</b>
Federal Sources					
Medicaid Reimbursement	12,775	7,060	16,134	29,855	33,665
<b>Total Federal Sources</b>	<b>12,775</b>	<b>7,060</b>	<b>16,134</b>	<b>29,855</b>	<b>33,665</b>
Transfers from Other Funds	86,196	322,020	-	-	-
Budgeted Fund Balance	-	-	-	1,132,281	-
Withdraw from Capital Reserve	-	-	-	-	2,600,000
Prior Year Encumbrances	-	-	-	294,921	-
Actual Revenues (Over)/Under Expenditures	17,020	1,002,127	(1,131,452)	-	-
<b>Total General Fund</b>	<b>36,702,687</b>	<b>39,621,177</b>	<b>39,153,812</b>	<b>45,156,964</b>	<b>50,223,925</b>

## 2022-2023 Budget

### Special Revenue Fund (20)

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
Local Sources					
Student Activity Fund	-	-	1,212,212	1,000,000	1,000,000
Scholarship Fund	-	-	1,799	1,500	1,500
Miscellaneous	67,561	17,110	23,133	18,558	-
Total Local Sources	67,561	17,110	1,237,144	1,020,058	1,001,500
State Sources					
SDA Emergent Needs and Capital Maintenance in School Districts	-	-	-	71,822	-
Local Efficiency Achievement Program (LEAP)	-	-	-	75,000	-
Total State Sources	-	-	-	146,822	-
Federal Sources					
ESSA - Title I	126,109	141,412	148,472	135,093	99,500
ESSA - Title II	44,775	31,445	30,583	39,098	18,075
ESSA - Title III	3,300	2,690	-	2,985	-
ESSA - Title IV	9,365	3,250	9,750	-	8,565
CARES Act Education Stabilization Fund	-	-	115,026	-	-
CARES - Digital Divide Grant	-	-	134,507	-	-
Coronavirus Relief Fund (CRF)	-	-	107,512	-	-
CRSSA Act - ESSER II	-	-	-	452,305	-
CRSSA Act - Learning Acceleration	-	-	-	29,026	-
CRSSA Act - Mental Health	-	-	-	45,000	-
ARP - ESSER	-	-	-	1,016,527	-
Accelerated Learning, Coaching, and Educator Support Grant	-	-	-	213,827	-
Evidence-Based Summer Learning and Enrichment Activities Grant	-	-	-	40,000	-
Evidence-Based Comprehensive Beyond the School Day Activities Grant	-	-	-	40,000	-

## 2022-2023 Budget

---

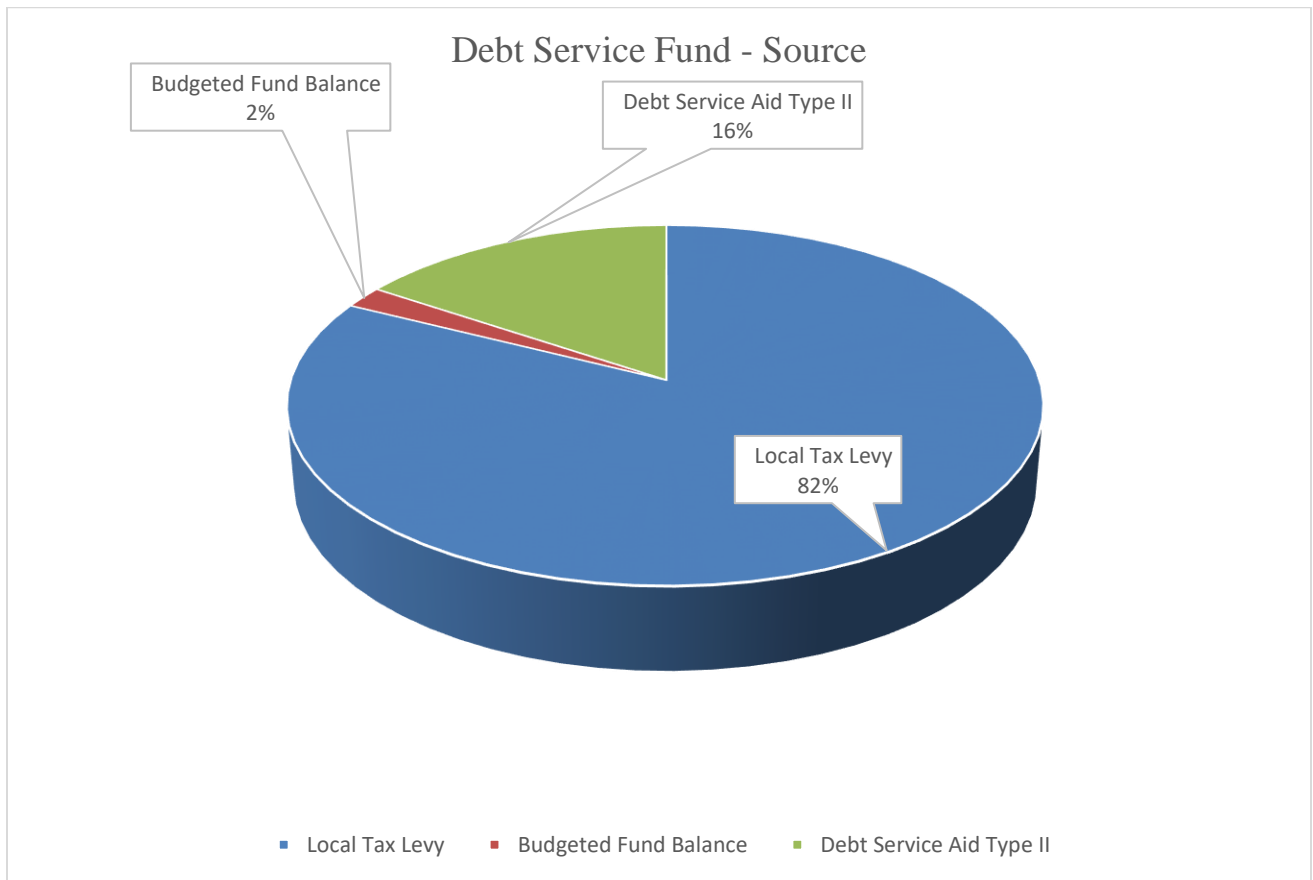
---

MTSS Mental Health Support Staffing Grant	-	-	-	88,501	-
ARP - I.D.E.A. Basic	-	-	-	125,243	-
I.D.E.A. Part B	455,435	460,414	505,041	498,286	475,000
Total Federal Sources	638,984	639,211	1,050,891	2,725,891	601,140
Actual Revenues (Over)/Under Expenditures - Student Activity Fund	-	-	1,188	-	-
Actual Revenues (Over)/Under Expenditures - Scholarship Fund	-	-	4,001	-	-
Total Special Revenue Fund	706,545	656,321	2,293,224	3,892,771	1,602,640

## 2022-2023 Budget

### Debt Service Fund

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
<b>Local Sources</b>					
Local Tax Levy	2,839,575	2,151,832	2,171,632	2,304,529	2,744,191
Budgeted Fund Balance	393	725,000	758,724	558,012	65,532
<b>Total Local Sources</b>	<b>2,839,968</b>	<b>2,876,832</b>	<b>2,930,356</b>	<b>2,862,541</b>	<b>2,809,723</b>
<b>State Sources</b>					
Debt Service Aid Type II	500,492	481,081	526,965	546,376	520,736
<b>Total State Sources</b>	<b>500,492</b>	<b>481,081</b>	<b>526,965</b>	<b>546,376</b>	<b>520,736</b>
Actual Revenues (Over)/Under Expenditures	100,961	3,808	(65,138)	-	-
<b>Total Debt Service Fund</b>	<b>3,441,421</b>	<b>3,361,721</b>	<b>3,392,183</b>	<b>3,408,917</b>	<b>3,330,459</b>



## 2022-2023 Budget

### General Fund Appropriations – By Program/Function

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Regular Programs	11,033,587	11,487,722	12,180,965	13,791,082	14,409,124
Special Education - Multiple Disabilities	456,309	461,377	462,278	490,038	527,158
Special Education - Resource Room/Resource Center	2,124,225	2,397,678	2,637,714	2,795,914	2,939,576
Special Education - Home Instruction	31,093	58,390	12,908	52,126	30,400
Basic Skills/Remedial	1,286	9,191	9,015	3,554	203,847
Bilingual Education	48,323	-	-	-	-
School-Sponsored Extra Curricular Activities	192,428	224,067	167,121	293,610	380,270
School-Sponsored Athletics	870,971	886,479	858,788	1,164,013	1,172,250
Before/After School Programs	5,523	7,302	167	7,500	5,000
Tuition	2,333,370	2,875,656	2,292,524	2,848,060	3,224,369
Attendance	114,630	132,477	128,274	134,460	138,780
Health Services	277,610	286,329	321,749	514,947	441,915
Speech/OT/PT and Related Services	235,673	130,894	193,505	179,118	163,955
Extraordinary Services	396,251	586,645	642,175	613,537	724,650
Guidance	814,824	888,728	956,736	1,037,671	1,092,640
Child Study Team	617,988	646,165	704,427	782,422	830,080
Improvement of Instruction Services	405,600	405,674	596,387	804,771	921,320
Educational Media Services/Library	252,339	241,846	255,095	276,701	286,955
Instructional Staff Training Services	97,266	114,058	114,181	160,159	167,490
General Administration	563,954	446,522	509,087	675,400	629,720
School Administration	1,536,163	1,552,218	1,584,513	1,813,418	1,841,190
Central Services	457,177	517,696	550,357	709,434	695,430
Administrative Information Technology	498,736	464,689	423,915	469,520	478,590
Required Maintenance for School Facilities	418,445	557,050	509,765	734,797	727,960
Custodial Services	2,081,187	2,100,658	2,296,149	2,416,284	2,506,034
Care and Upkeep of Grounds	289,575	330,501	353,021	424,628	469,020
Security	147,213	192,054	143,342	222,762	274,755
Student Transportation Services	3,030,913	3,164,983	2,776,567	4,129,736	4,750,707
Personal Services - Allocated Employee Benefits	-	-	-	5,548	24,930
Personal Services - Unallocated Employee Benefits	6,177,743	6,277,460	6,369,625	6,894,189	7,352,165
Equipment	890,750	36,756	31,550	382,555	31,015
Facilities Acquisition and Construction Services	301,535	116,737	116,737	253,828	116,737
Interest Deposit to Capital Reserve	-	-	-	500	1,000
Capital Reserve - Transfer to Capital Projects	-	1,939,960	878,762	-	2,600,000
Charter Schools	-	83,215	76,413	74,682	64,893
	36,702,687	39,621,177	39,153,812	45,156,964	50,223,925

## 2022-2023 Budget

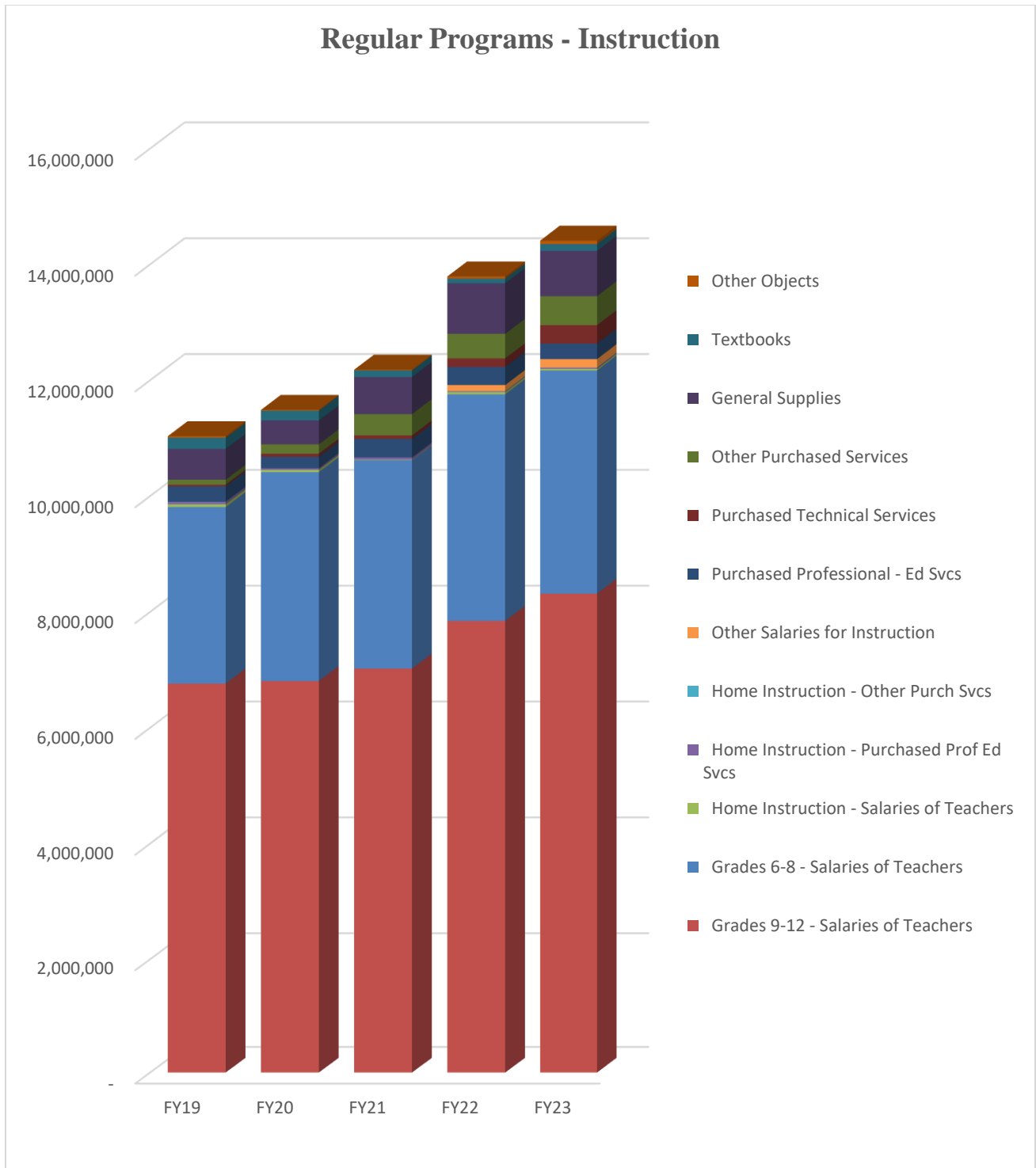
### General Fund Appropriations – By Program/Function at Object Level

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

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
Grades 6-8 - Salaries of Teachers	3,048,264	3,605,888	3,598,279	3,912,137	3,852,045
Grades 9-12 - Salaries of Teachers	6,761,316	6,806,072	7,020,311	7,843,581	8,314,700
Home Instruction - Salaries of Teachers	47,256	38,258	7,844	40,000	30,000
Home Instruction - Purchased Prof Ed Svcs	41,856	28,104	39,346	15,014	20,000
Home Instruction - Other Purch Svcs	1,732	908	70	2,000	2,000
Other Salaries for Instruction	-	-	-	103,077	145,140
Purchased Professional - Ed Svcs	266,287	198,788	320,679	311,445	267,255
Purchased Technical Services	28,645	52,409	59,965	148,917	318,322
Other Purchased Services	86,370	161,941	368,117	425,103	500,978
General Supplies	532,260	412,473	639,724	872,377	783,055
Textbooks	193,026	168,156	114,521	80,907	116,215
Other Objects	26,575	14,725	12,109	36,524	59,414
	<u>11,033,587</u>	<u>11,487,722</u>	<u>12,180,965</u>	<u>13,791,082</u>	<u>14,409,124</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).

# 2022-2023 Budget





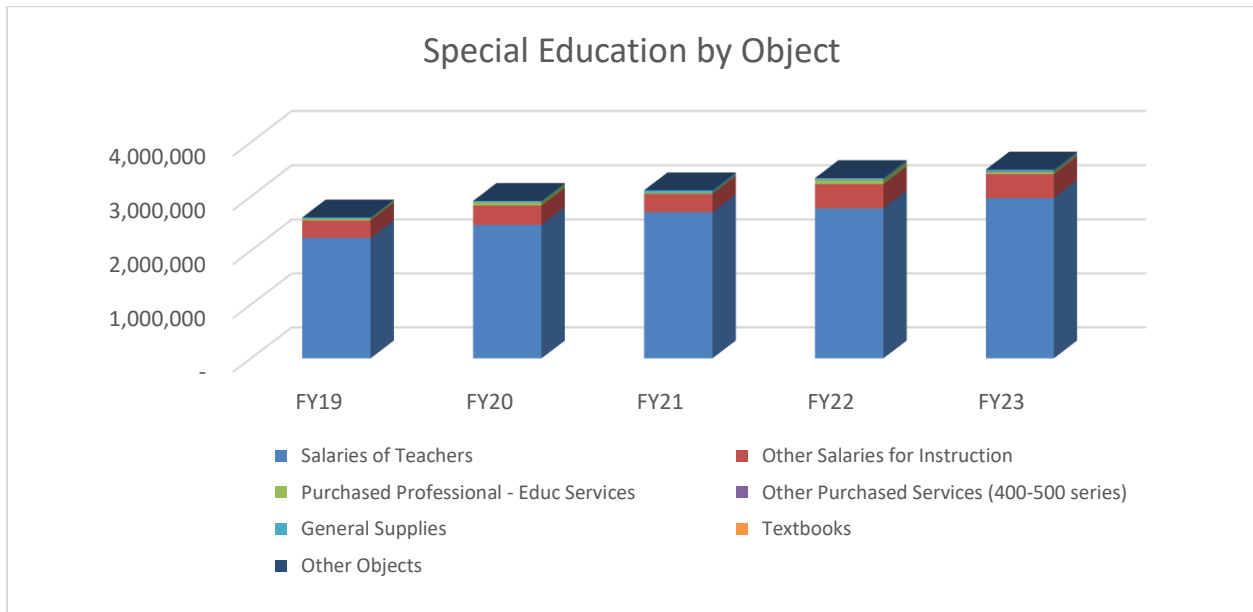
## 2022-2023 Budget

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

Program Level	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Multiple Disabilities	456,309	461,377	462,278	490,038	527,158
Resource Room/Resource Center	2,124,225	2,397,678	2,637,714	2,795,914	2,939,576
Home Instruction	31,093	58,390	12,908	52,126	30,400
	<u>2,611,627</u>	<u>2,917,445</u>	<u>3,112,900</u>	<u>3,338,078</u>	<u>3,497,134</u>

Object Level	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Teachers	2,233,925	2,476,665	2,708,696	2,782,643	2,968,925
Other Salaries for Instruction	322,297	355,712	338,921	443,913	444,090
Purchased Professional - Educ Services	31,053	58,358	19,302	71,894	38,550
Other Purchased Services (400-500 series)	2,277	3,518	3,670	3,900	12,700
General Supplies	22,075	23,192	41,653	28,678	26,869
Textbooks	-	-	624	3,550	-
Other Objects	-	-	34	3,500	6,000
	<u>2,611,627</u>	<u>2,917,445</u>	<u>3,112,900</u>	<u>3,338,078</u>	<u>3,497,134</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.

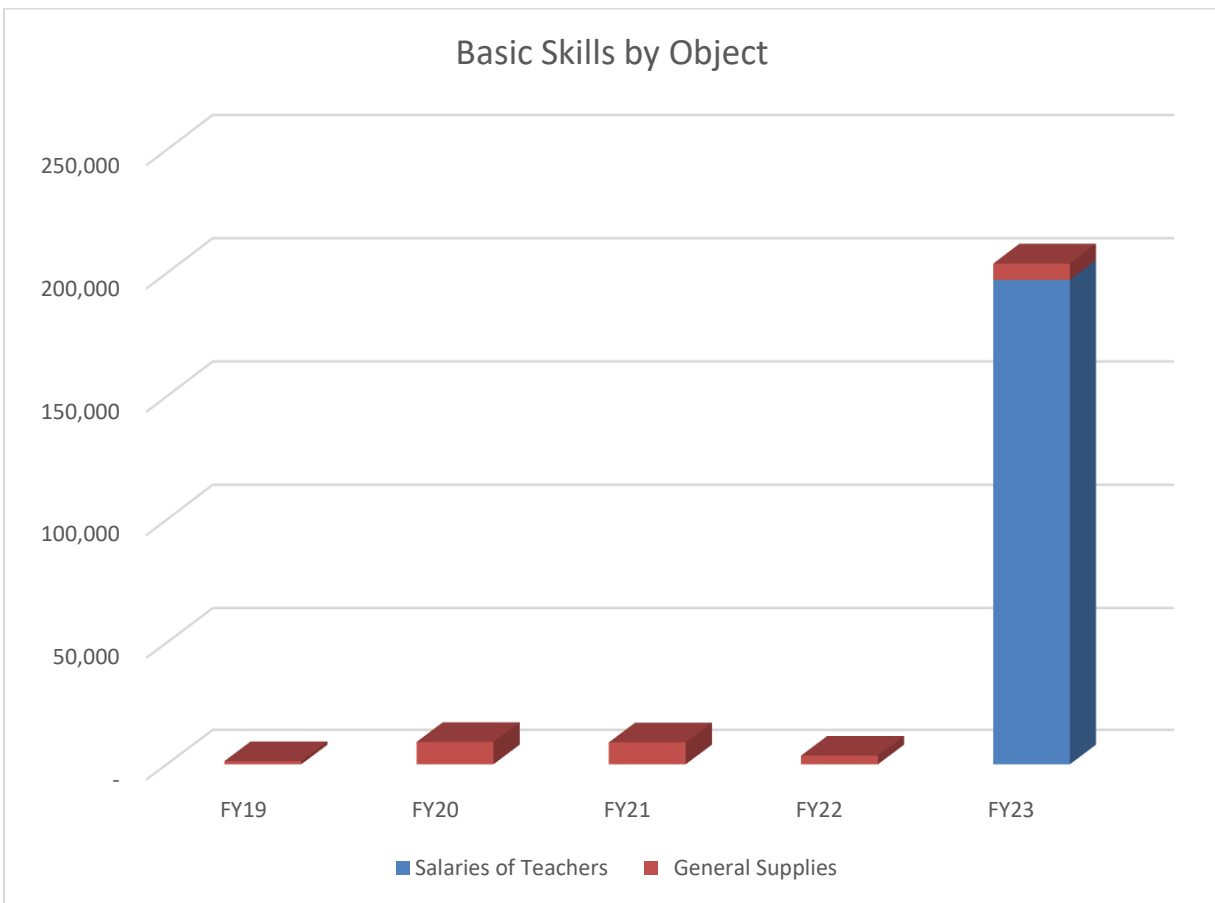


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Teachers	-	-	-	-	197,245
General Supplies	1,286	9,191	9,015	3,554	6,602
	1,286	9,191	9,015	3,554	203,847

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.

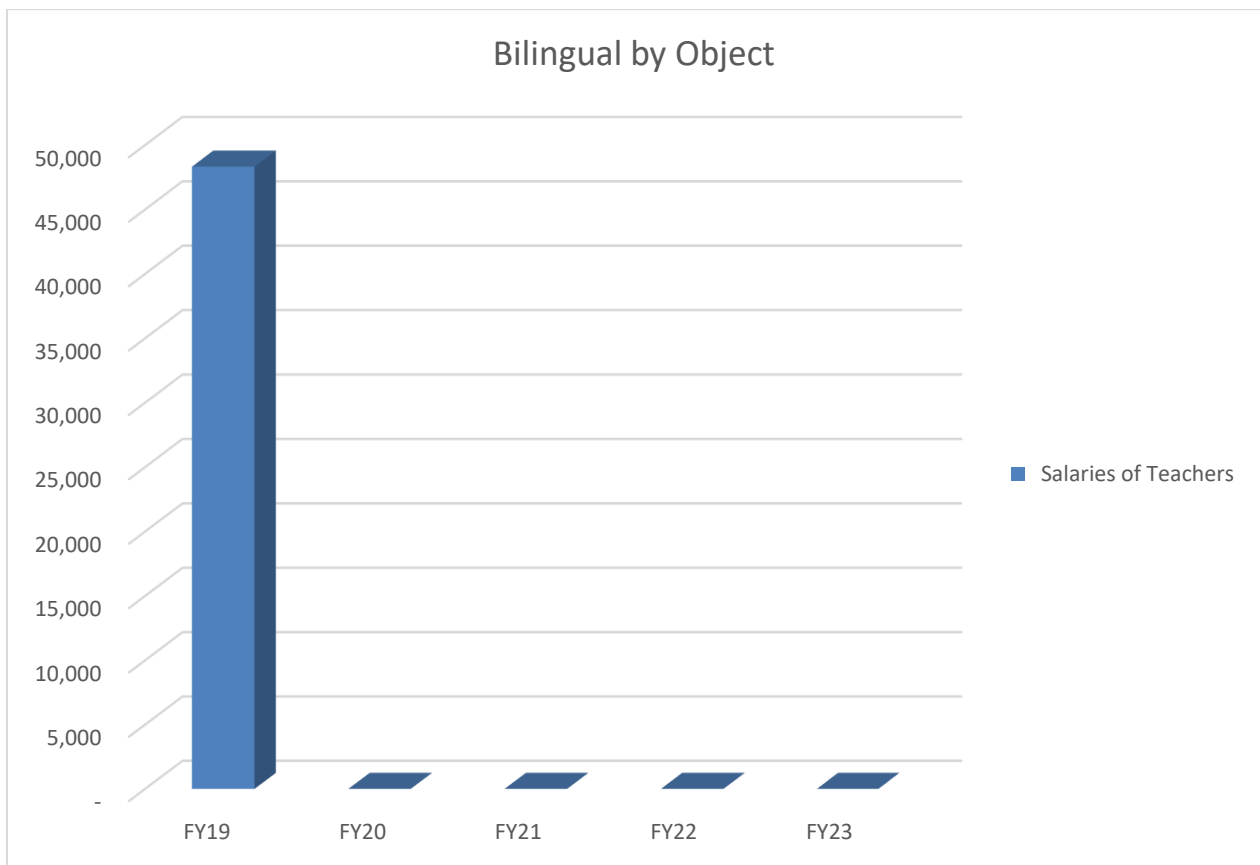


## 2022-2023 Budget

### Bilingual Education (11-240-100-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Teachers	48,323	-	-	-	-
	48,323	-	-	-	-

Bilingual Education (11-240-100-XXX) is used to record the classroom costs of providing the district's bilingual education program.

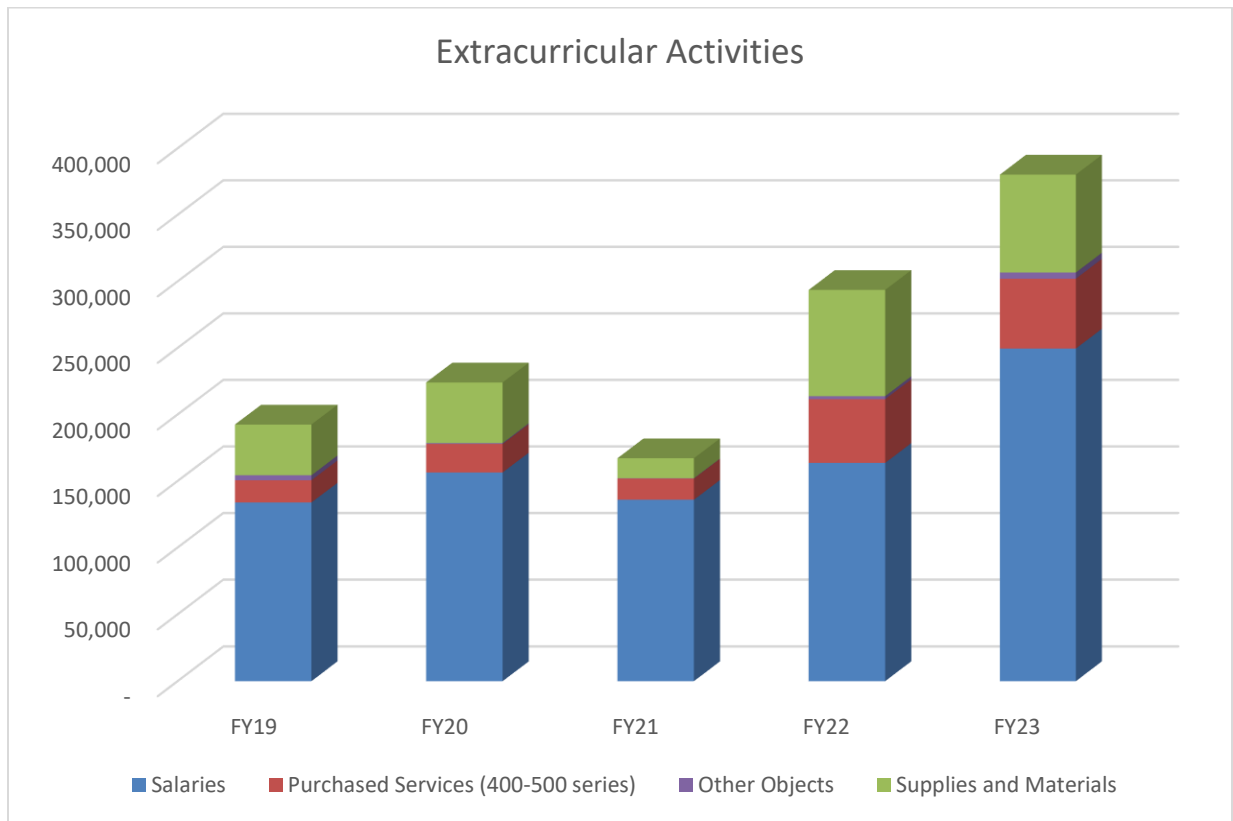


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	133,864	156,455	135,924	163,615	249,550
Purchased Services (400-500 series)	16,700	21,389	15,885	47,870	52,500
Supplies and Materials	38,109	45,513	15,067	79,825	73,570
Other Objects	3,755	710	245	2,300	4,650
	<b>192,428</b>	<b>224,067</b>	<b>167,121</b>	<b>293,610</b>	<b>380,270</b>

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.

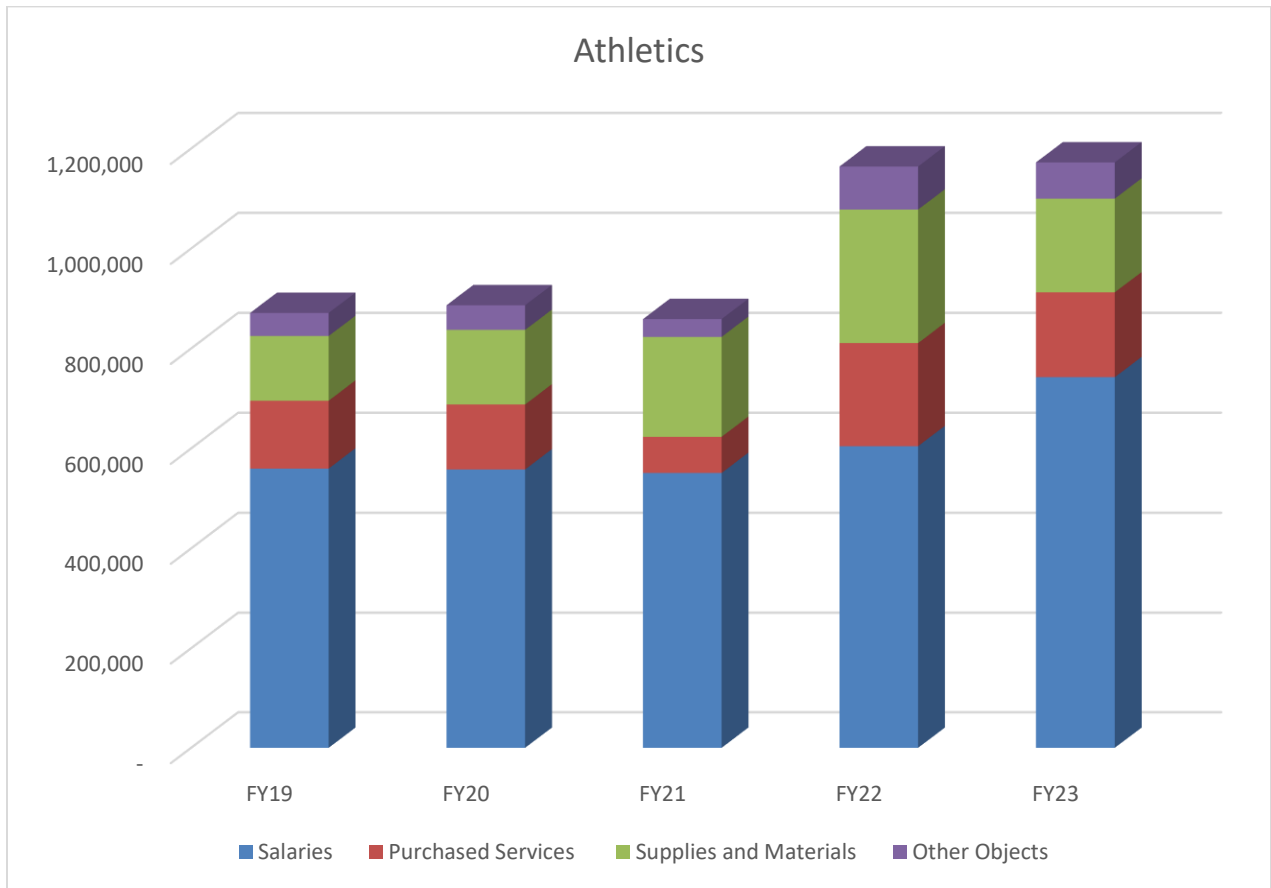


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	559,730	558,020	550,967	604,572	742,600
Purchased Services	135,790	129,981	72,290	206,169	169,700
Supplies and Materials	129,387	149,155	199,880	267,134	187,500
Other Objects	46,064	49,323	35,651	86,138	72,450
	<b>870,971</b>	<b>886,479</b>	<b>858,788</b>	<b>1,164,013</b>	<b>1,172,250</b>

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 freshman, junior varsity and varsity levels.

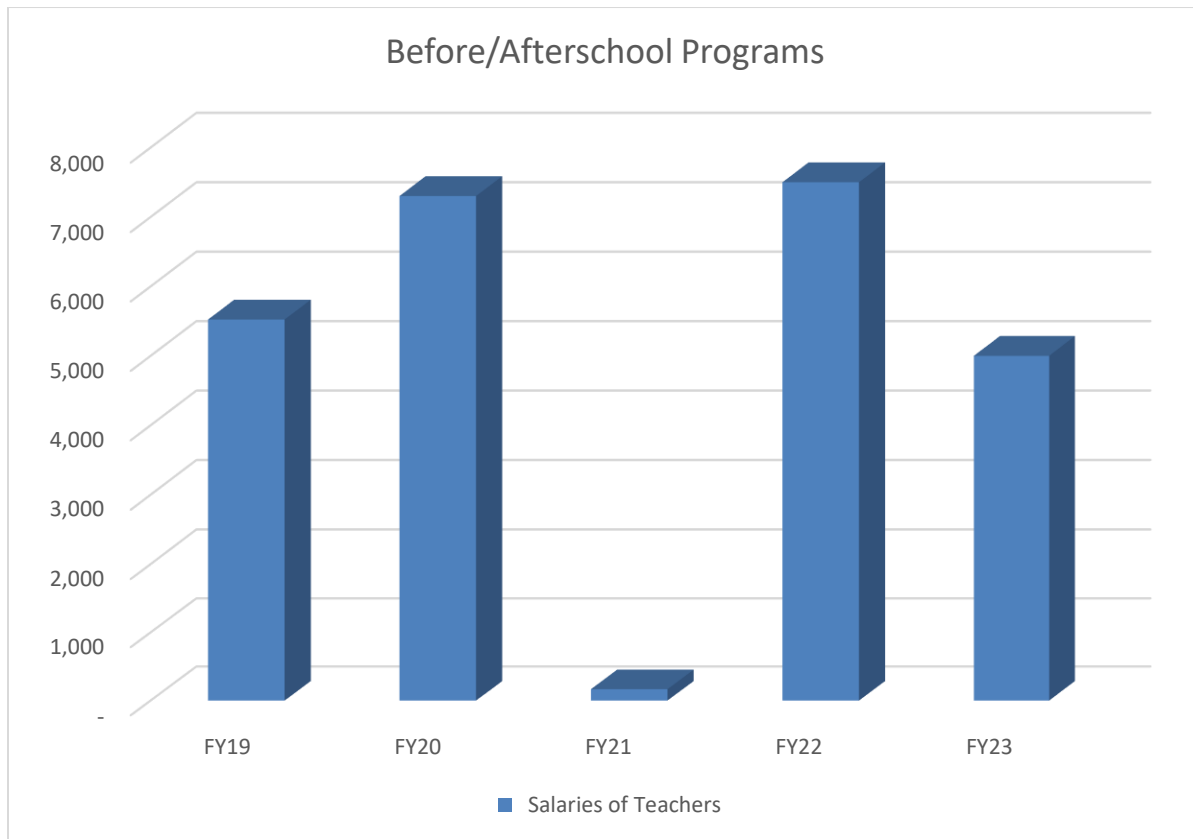


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Teachers	5,523	7,302	167	7,500	5,000
	5,523	7,302	167	7,500	5,000

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.

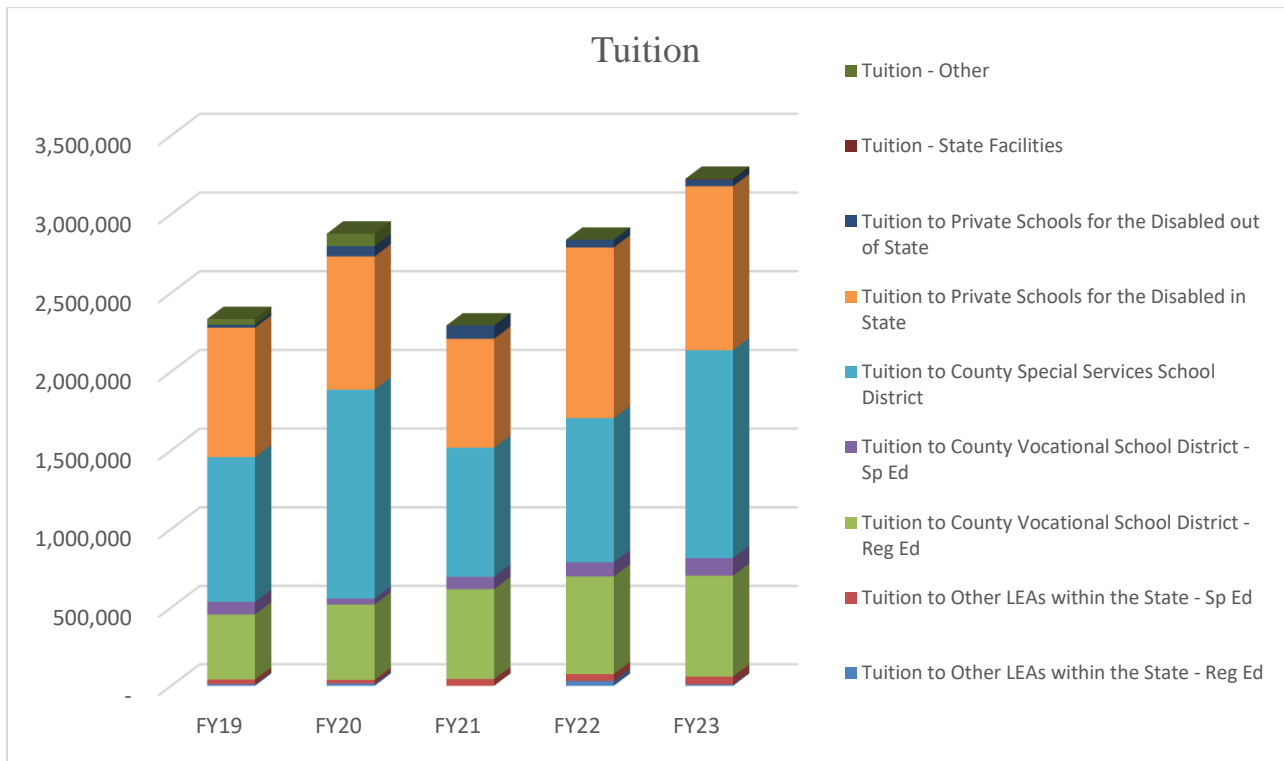


## 2022-2023 Budget

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

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
Tuition to Other LEAs within the State - Reg Ed	9,990	14,500	-	30,048	8,500
Tuition to Other LEAs within the State - Sp Ed	30,328	23,245	43,360	44,554	50,000
Tuition to County Vocational School District - Reg Ed	414,854	480,406	573,236	622,925	643,500
Tuition to County Vocational School District - Sp Ed	80,557	37,798	78,895	90,475	113,083
Tuition to County Special Services School District	920,453	1,329,163	820,609	916,084	1,320,744
Tuition to Private Schools for the Disabled in State	822,281	846,411	692,100	1,083,574	1,041,042
Tuition to Private Schools for the Disabled out of State	18,660	64,389	84,324	49,400	43,000
Tuition - State Facilities	-	-	-	-	4,500
Tuition - Other	36,247	79,744	-	-	-
	2,333,370	2,875,656	2,292,524	2,837,060	3,224,369

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.

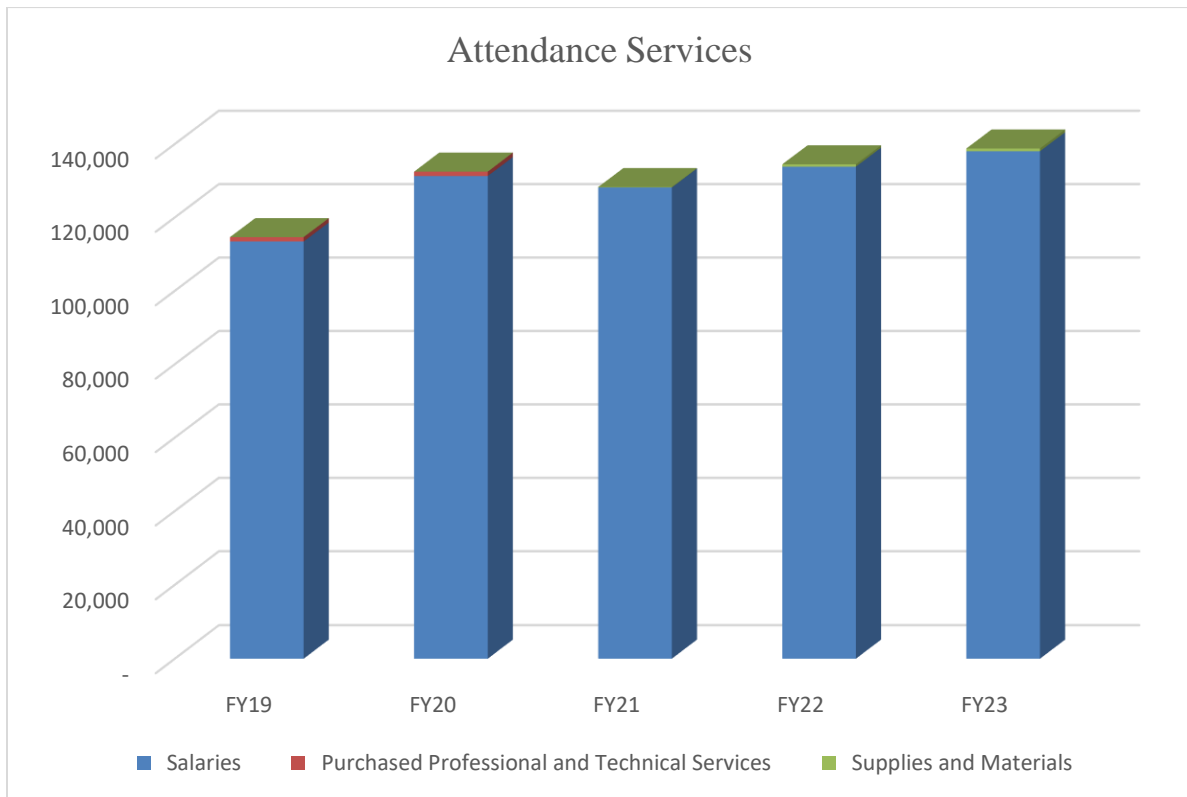


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	113,432	131,279	128,159	133,825	138,030
Purchased Professional and Technical Services	1,198	1,198	-	-	-
Supplies and Materials	-	-	115	635	750
	<u>114,630</u>	<u>132,477</u>	<u>128,274</u>	<u>134,460</u>	<u>138,780</u>

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.



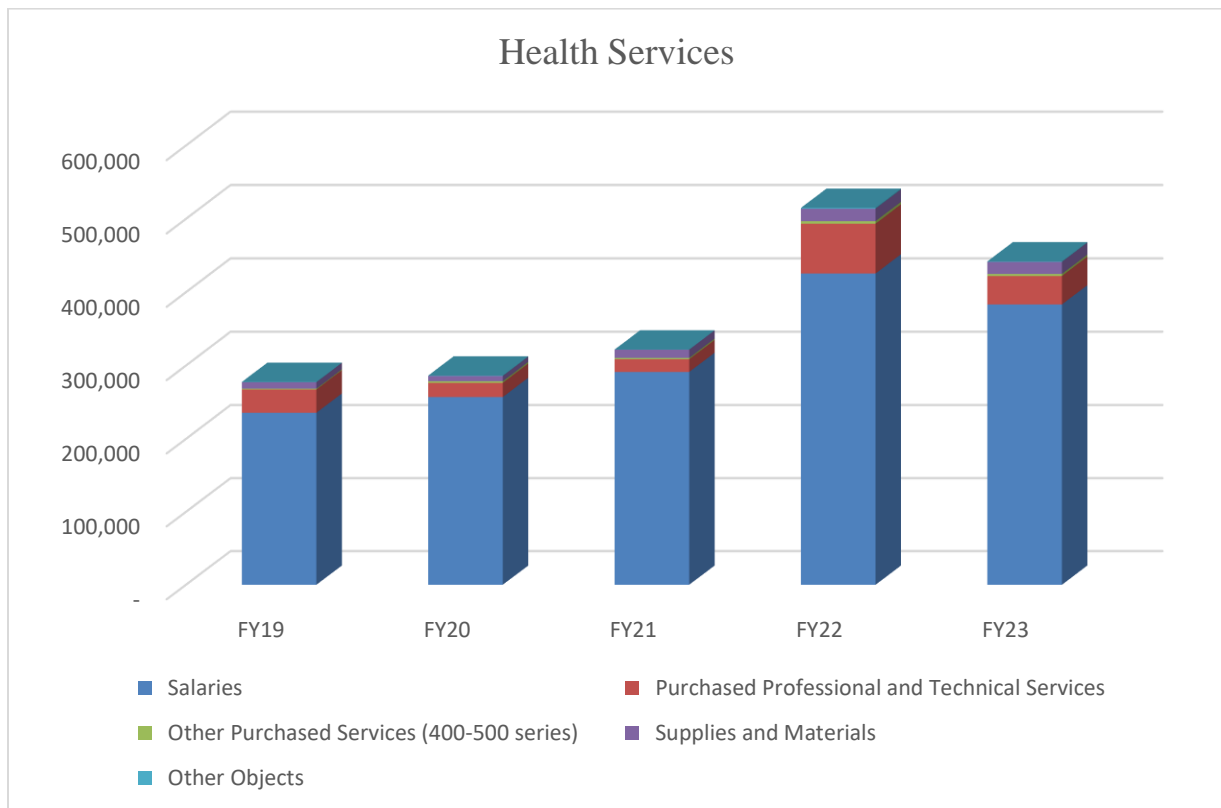


## 2022-2023 Budget

### Health Services (11-000-213-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	235,656	257,060	291,203	425,447	383,270
Purchased Professional and Technical Services	31,654	19,346	17,315	67,960	38,845
Other Purchased Services (400-500 series)	1,163	2,171	1,832	3,425	2,800
Supplies and Materials	8,875	7,208	11,277	17,015	16,400
Other Objects	262	544	122	1,100	600
	<u>277,610</u>	<u>286,329</u>	<u>321,749</u>	<u>514,947</u>	<u>441,915</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.

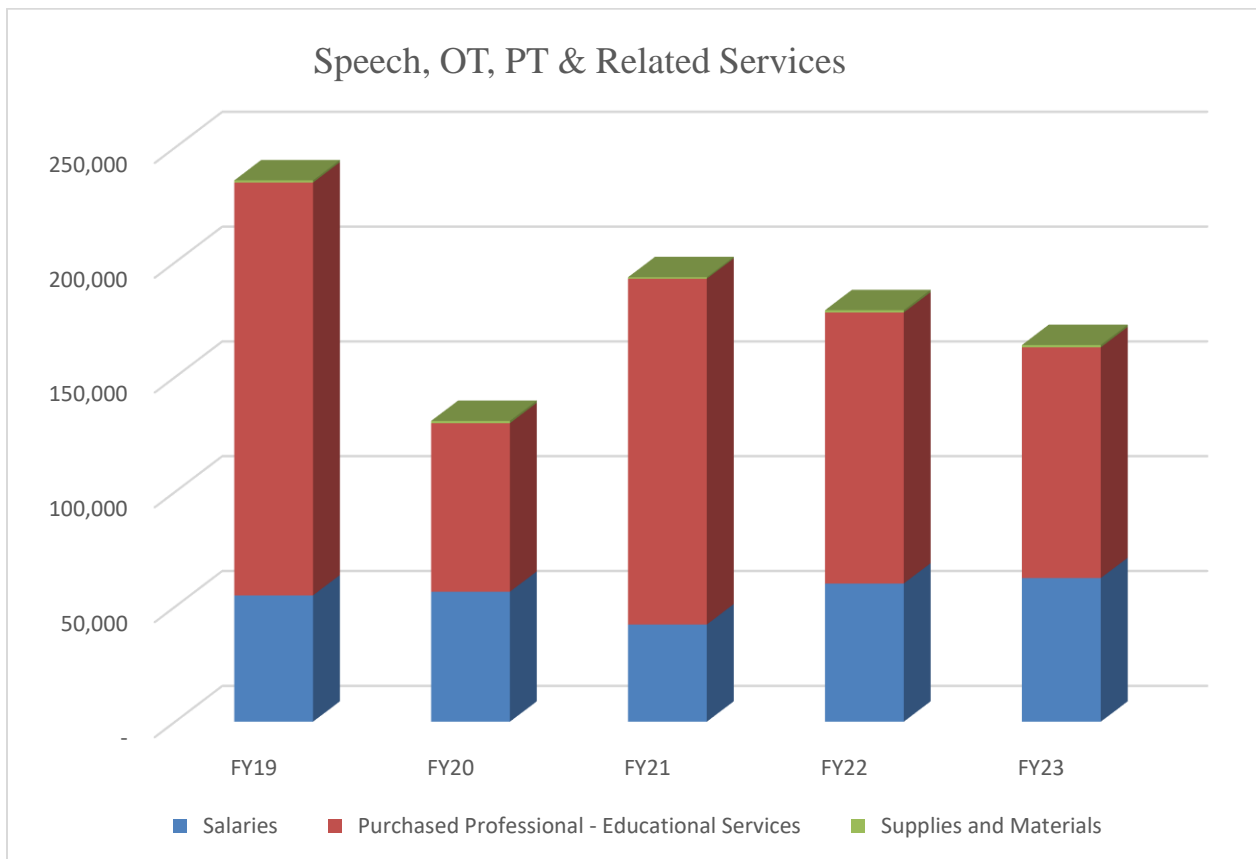


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	54,905	56,505	42,258	60,070	62,455
Purchased Professional - Educational Services	179,836	73,413	150,594	118,048	100,500
Supplies and Materials	932	976	653	1,000	1,000
	<u>235,673</u>	<u>130,894</u>	<u>193,505</u>	<u>179,118</u>	<u>163,955</u>

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.

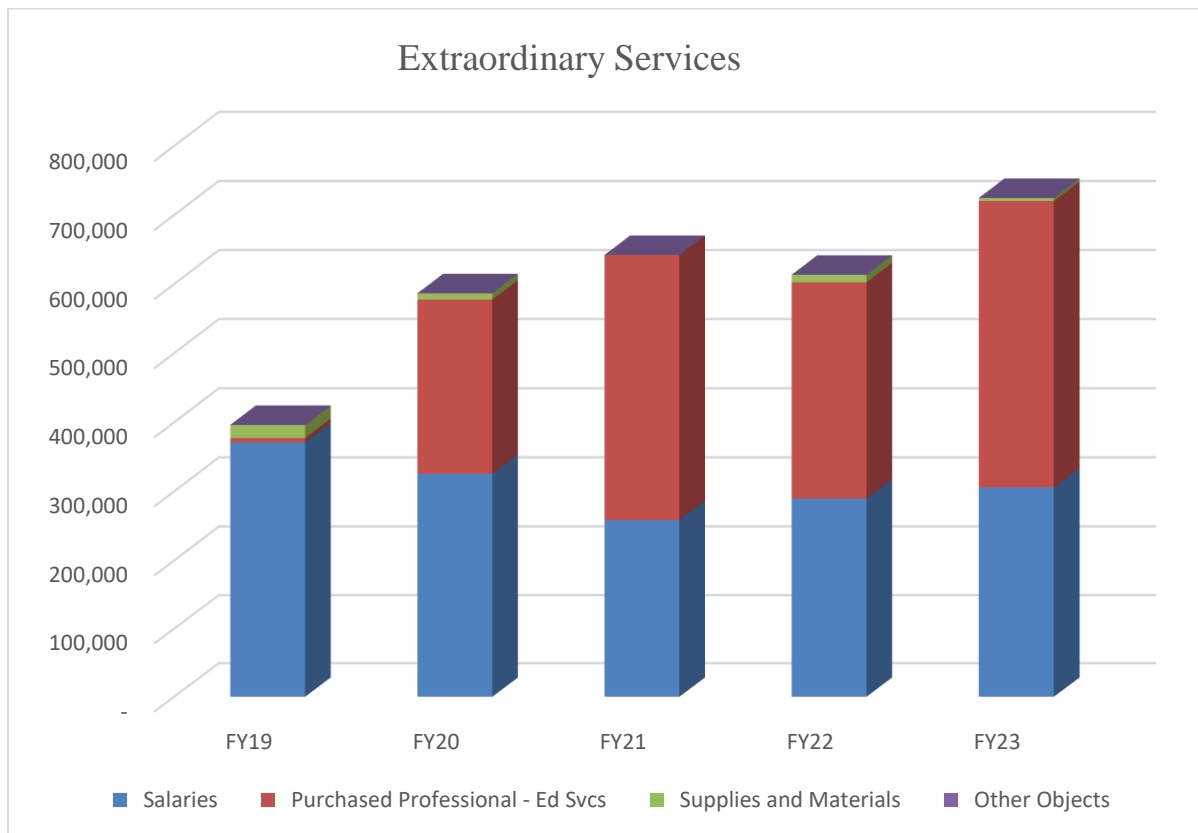


## 2022-2023 Budget

### Extraordinary Services (11-000-217-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	370,873	325,363	258,317	289,478	305,795
Purchased Professional - Ed Svcs	6,210	252,138	383,858	313,059	414,355
Supplies and Materials	18,768	9,144	-	11,000	4,500
Other Objects	400	-	-	-	-
	<u>396,251</u>	<u>586,645</u>	<u>642,175</u>	<u>613,537</u>	<u>724,650</u>

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.

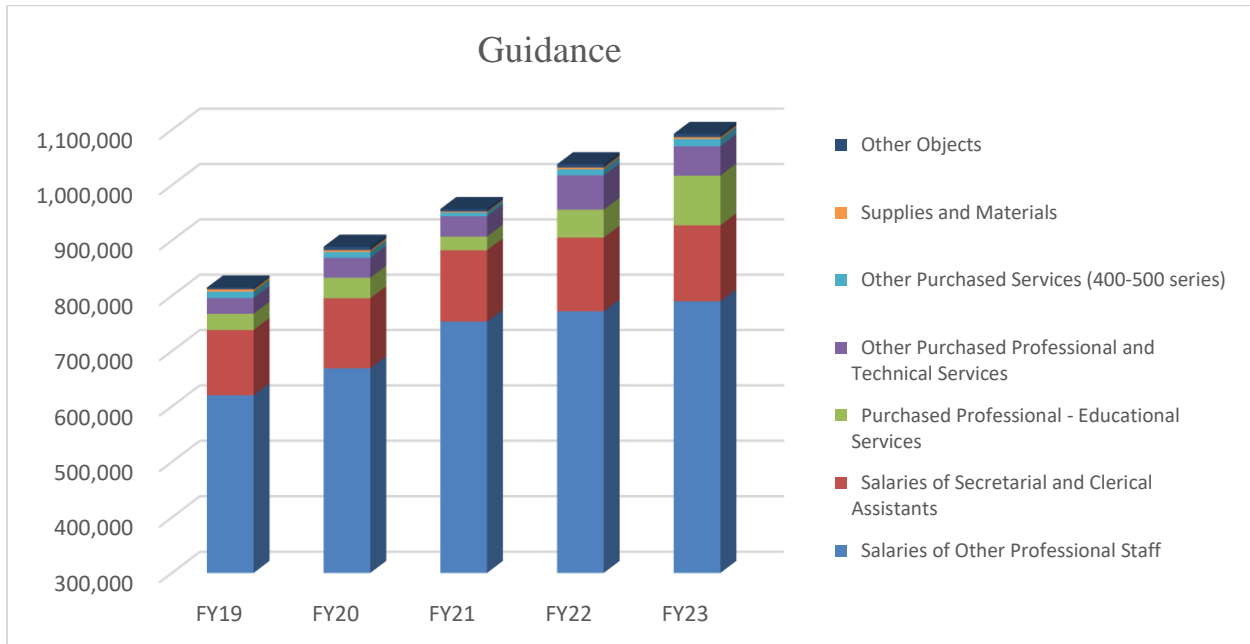


## 2022-2023 Budget

### Guidance (11-000-218-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Other Professional Staff	620,115	668,753	753,246	771,883	789,840
Salaries of Secretarial and Clerical Assistants	118,106	126,739	128,987	133,210	137,305
Purchased Professional - Educational Services	29,258	37,086	24,673	50,450	90,000
Other Purchased Professional and Technical Services	28,494	35,854	36,793	62,125	53,100
Other Purchased Services (400-500 series)	11,377	10,637	6,640	10,965	13,100
Supplies and Materials	4,109	3,347	1,799	3,018	3,250
Other Objects	3,365	6,312	4,598	6,020	6,045
	<b>814,824</b>	<b>888,728</b>	<b>956,736</b>	<b>1,037,671</b>	<b>1,092,640</b>

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.

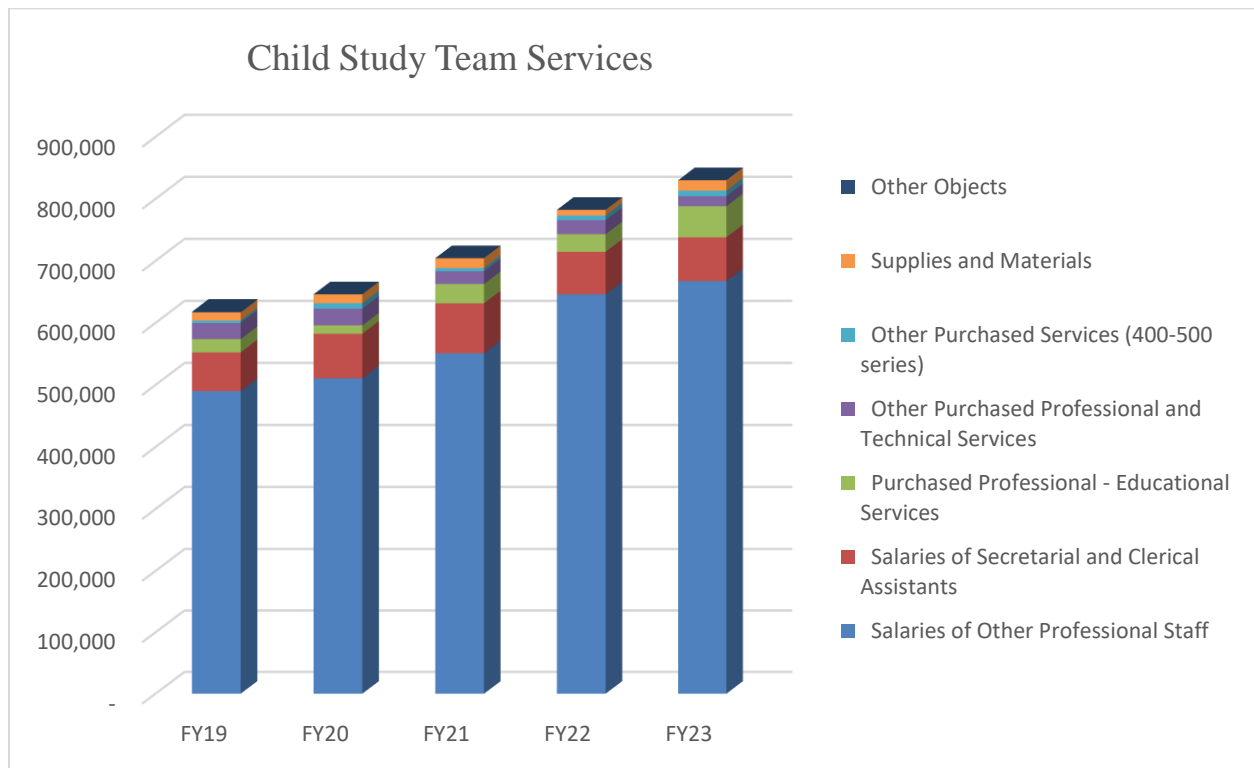


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Other Professional Staff	490,027	510,649	550,901	646,191	667,375
Salaries of Secretarial and Clerical Assistants	62,551	71,919	80,658	68,485	70,765
Purchased Professional - Educational Services	21,328	13,412	31,183	28,327	50,000
Other Purchased Professional and Technical Services	26,094	27,115	20,473	22,700	16,320
Other Purchased Services (400-500 series)	3,913	8,645	5,310	7,490	8,750
Supplies and Materials	13,255	14,425	15,902	9,229	16,870
Other Objects	820	-	-	-	-
	<b>617,988</b>	<b>646,165</b>	<b>704,427</b>	<b>782,422</b>	<b>830,080</b>

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.

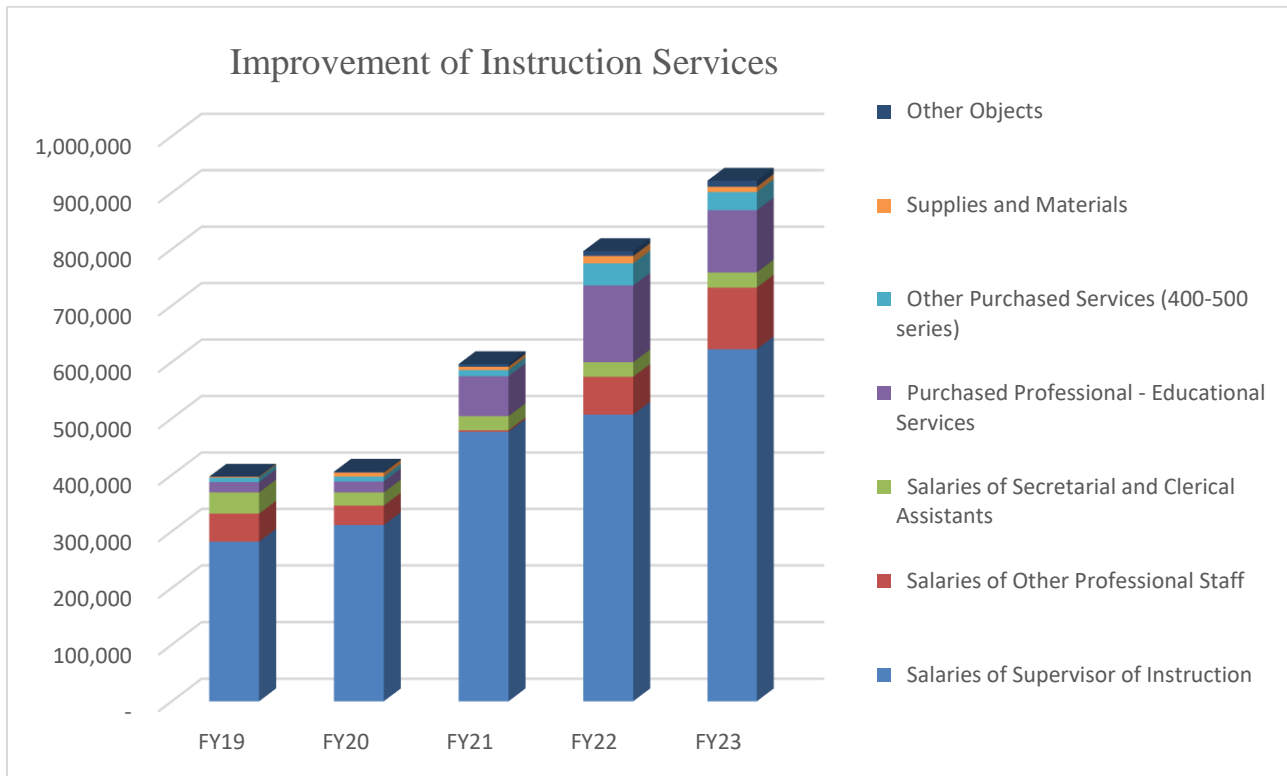


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Supervisor of Instruction	281,741	311,208	476,295	506,896	622,620
Salaries of Other Professional Staff	49,647	34,408	2,775	66,955	109,300
Salaries of Secretarial and Clerical Assistants	37,646	23,396	25,074	25,890	26,740
Unused Vacation Payment to Terminated/Retired Staff	8,787	-	-	8,280	-
Purchased Professional - Educational Services	18,294	19,402	70,824	135,930	110,260
Other Purchased Services (400-500 series)	7,704	8,635	10,746	39,120	32,200
Supplies and Materials	1,721	6,964	5,913	13,000	9,300
Other Objects	60	1,661	4,760	8,700	10,900
	<u>405,600</u>	<u>405,674</u>	<u>596,387</u>	<u>804,771</u>	<u>921,320</u>

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.

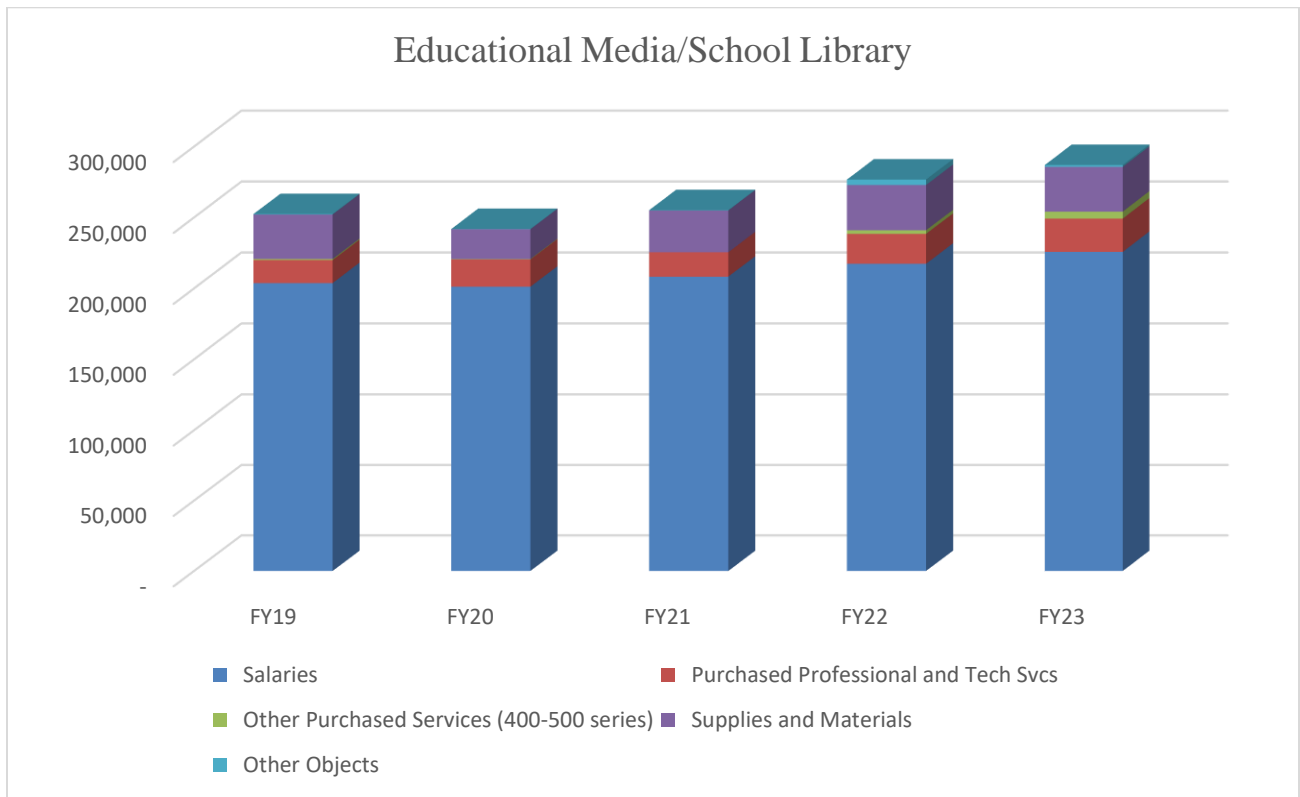


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	203,737	201,172	208,232	217,371	225,705
Purchased Professional and Tech Svcs	16,201	19,174	17,195	21,064	23,491
Other Purchased Services (400-500 series)	780	320	-	2,549	4,909
Supplies and Materials	31,357	21,050	29,473	31,912	31,550
Other Objects	264	130	195	3,805	1,300
	<u>252,339</u>	<u>241,846</u>	<u>255,095</u>	<u>276,701</u>	<u>286,955</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.

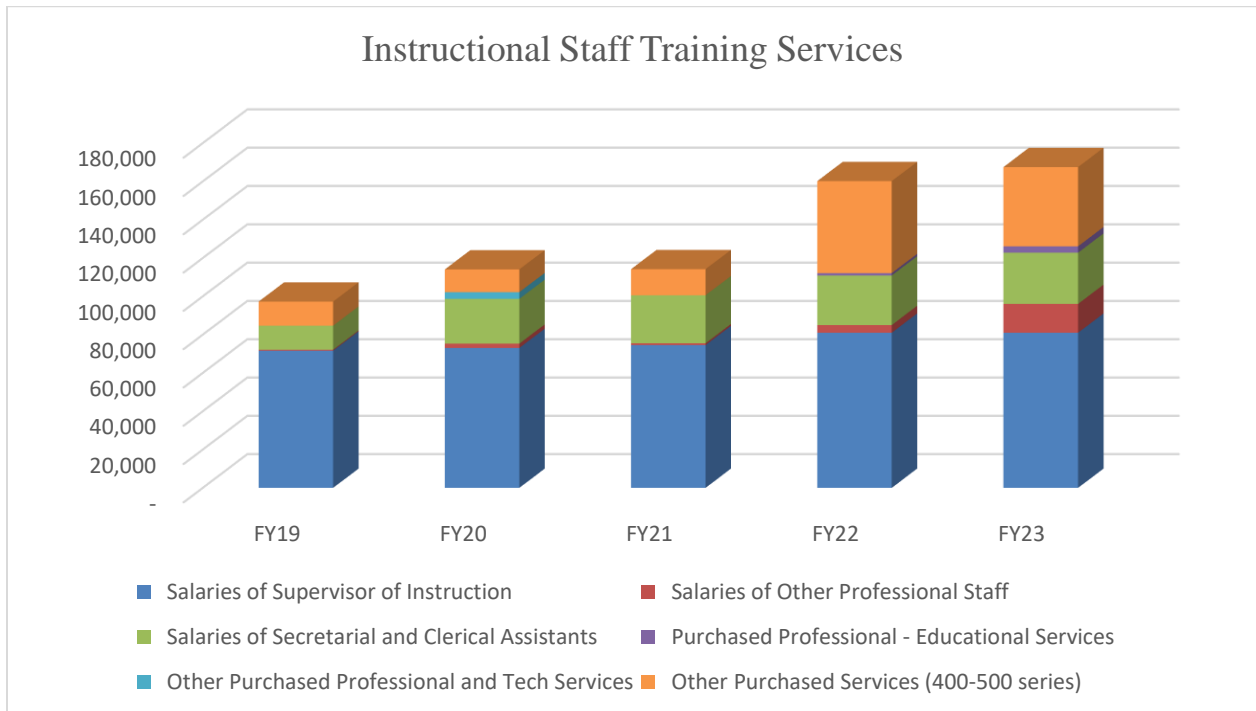


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Supervisor of Instruction	71,636	73,068	74,530	81,004	81,000
Salaries of Other Professional Staff	500	2,220	962	4,000	15,040
Salaries of Secretarial and Clerical Assistants	12,547	23,395	25,074	25,890	26,740
Purchased Professional - Educational Services	-	-	-	1,250	3,350
Other Purchased Professional and Tech Services	-	3,500	-	-	-
Other Purchased Services (400-500 series)	12,583	11,875	13,615	48,015	41,360
	<u>97,266</u>	<u>114,058</u>	<u>114,181</u>	<u>160,159</u>	<u>167,490</u>

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.



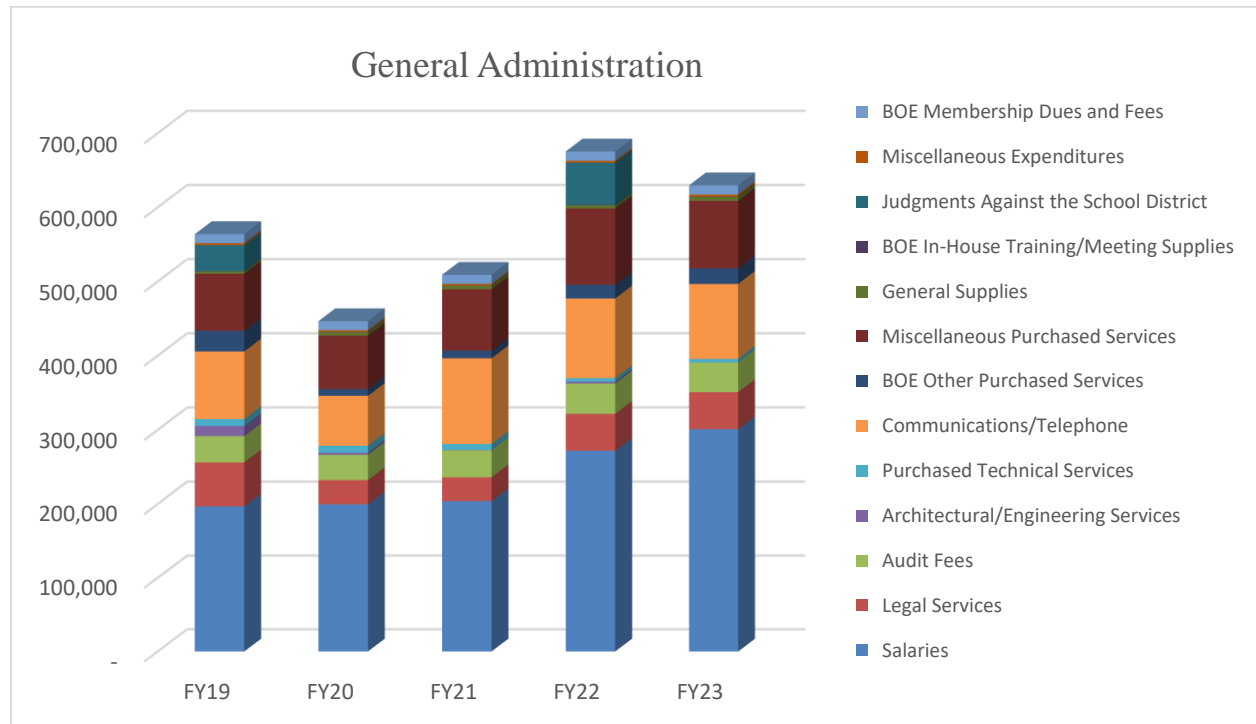


## 2022-2023 Budget

### General Administration (11-000-230-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	196,733	199,554	203,961	271,705	300,870
Legal Services	59,414	32,680	32,004	50,000	50,000
Audit Fees	35,414	33,968	36,524	40,726	40,000
Architectural/Engineering Services	13,546	2,925	450	2,500	-
Purchased Technical Services	9,408	9,507	8,130	4,800	4,800
Communications/Telephone	91,107	67,237	115,463	107,425	101,100
BOE Other Purchased Services	28,003	9,130	10,260	18,440	21,000
Miscellaneous Purchased Services	76,845	72,041	82,852	102,977	91,000
General Supplies	3,228	4,786	4,750	4,500	5,000
BOE In-House Training/Meeting Supplies	339	468	410	500	500
Judgments Against the School District	35,000	-	-	56,727	-
Miscellaneous Expenditures	2,727	2,036	2,093	2,600	2,950
BOE Membership Dues and Fees	12,190	12,190	12,190	12,500	12,500
	<b>563,954</b>	<b>446,522</b>	<b>509,087</b>	<b>675,400</b>	<b>629,720</b>

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.)

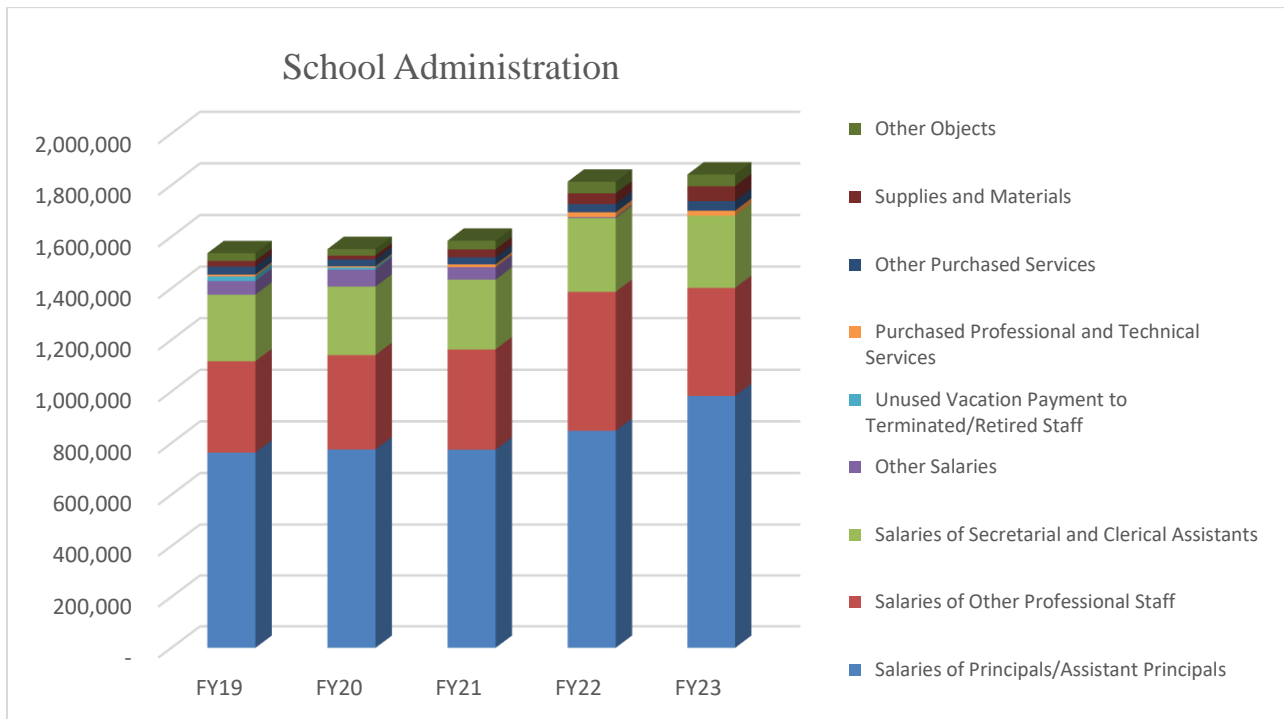


## 2022-2023 Budget

### School Administration (11-000-240-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Principals/Assistant Principals	763,427	775,614	774,860	847,988	983,180
Salaries of Other Professional Staff	354,022	365,643	388,436	538,517	418,500
Salaries of Secretarial and Clerical Assistants	257,961	265,589	270,547	285,608	280,450
Other Salaries	53,072	65,870	48,396	4,500	-
Unused Vacation Payment to Terminated/Retired Staff	17,967	8,320	-	-	-
Purchased Professional and Technical Services	7,130	4,590	10,971	18,250	18,850
Other Purchased Services	30,575	26,521	27,204	31,920	37,200
Supplies and Materials	22,511	15,057	30,881	41,518	57,850
Other Objects	29,498	25,014	33,218	45,117	45,160
	<b>1,536,163</b>	<b>1,552,218</b>	<b>1,584,513</b>	<b>1,813,418</b>	<b>1,841,190</b>

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.

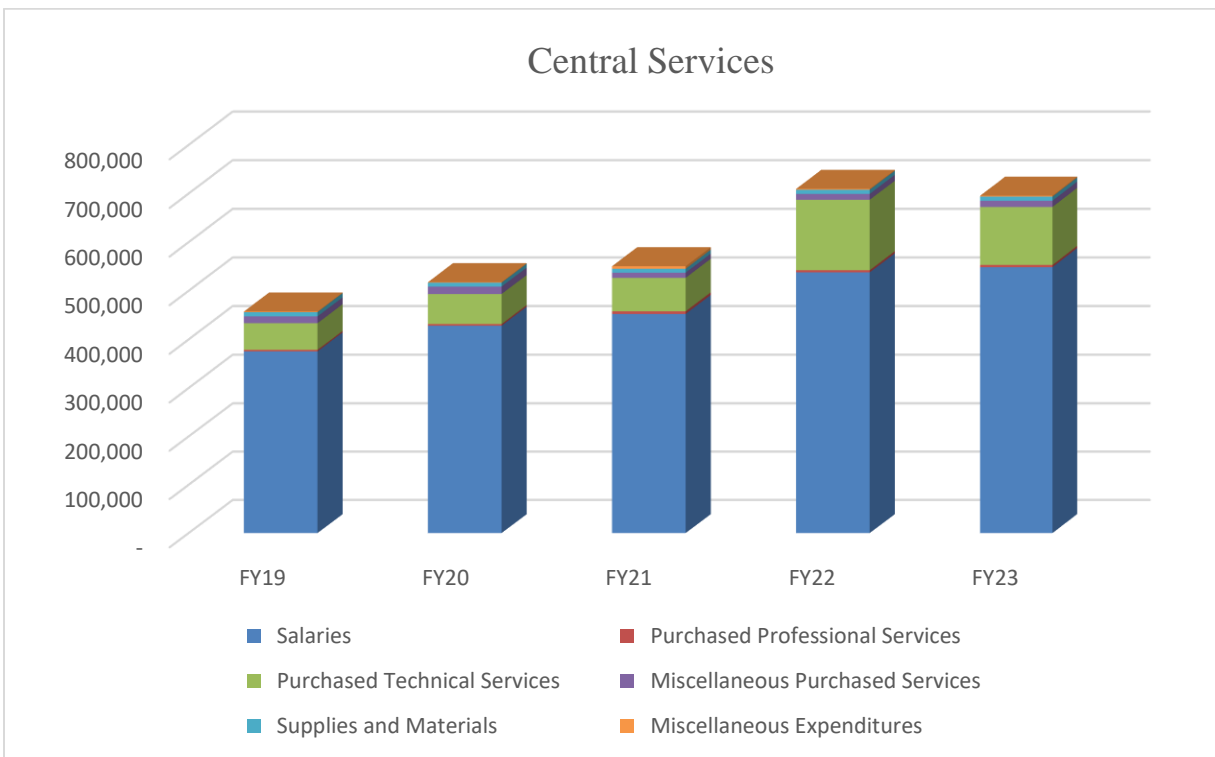


## 2022-2023 Budget

### Central Services (11-000-251-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	375,244	428,058	452,310	537,756	548,560
Purchased Professional Services	3,230	3,400	5,350	4,500	4,500
Purchased Technical Services	54,826	61,784	68,920	144,800	119,330
Miscellaneous Purchased Services	14,027	15,282	10,659	12,200	12,750
Supplies and Materials	8,758	8,057	8,053	8,500	8,500
Miscellaneous Expenditures	1,092	1,115	5,065	1,678	1,790
	<b>457,177</b>	<b>517,696</b>	<b>550,357</b>	<b>709,434</b>	<b>695,430</b>

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.

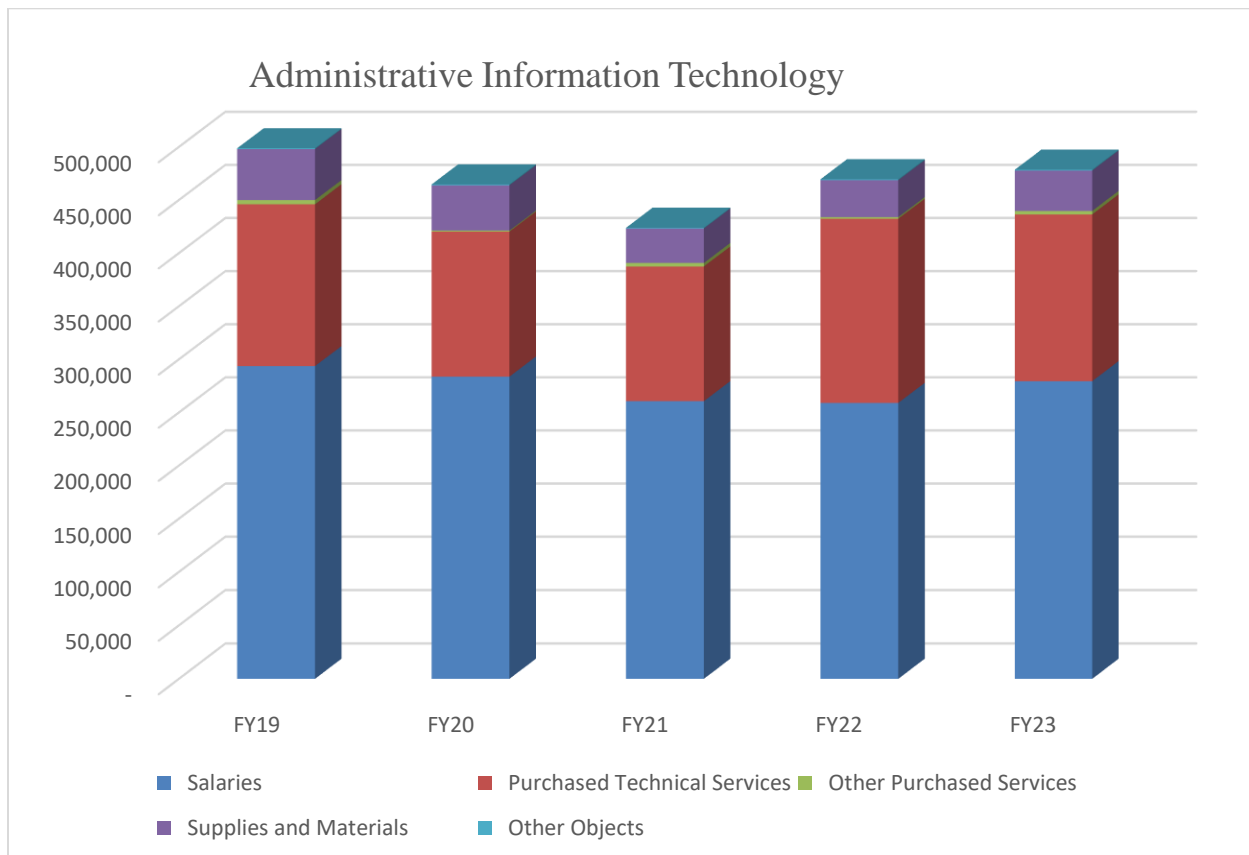


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	293,665	283,753	260,655	259,020	279,490
Purchased Technical Services	152,339	136,500	126,795	173,350	156,950
Other Purchased Services	3,923	997	3,300	1,600	3,300
Supplies and Materials	48,078	42,666	32,470	34,700	38,000
Other Objects	731	773	695	850	850
	498,736	464,689	423,915	469,520	478,590

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.

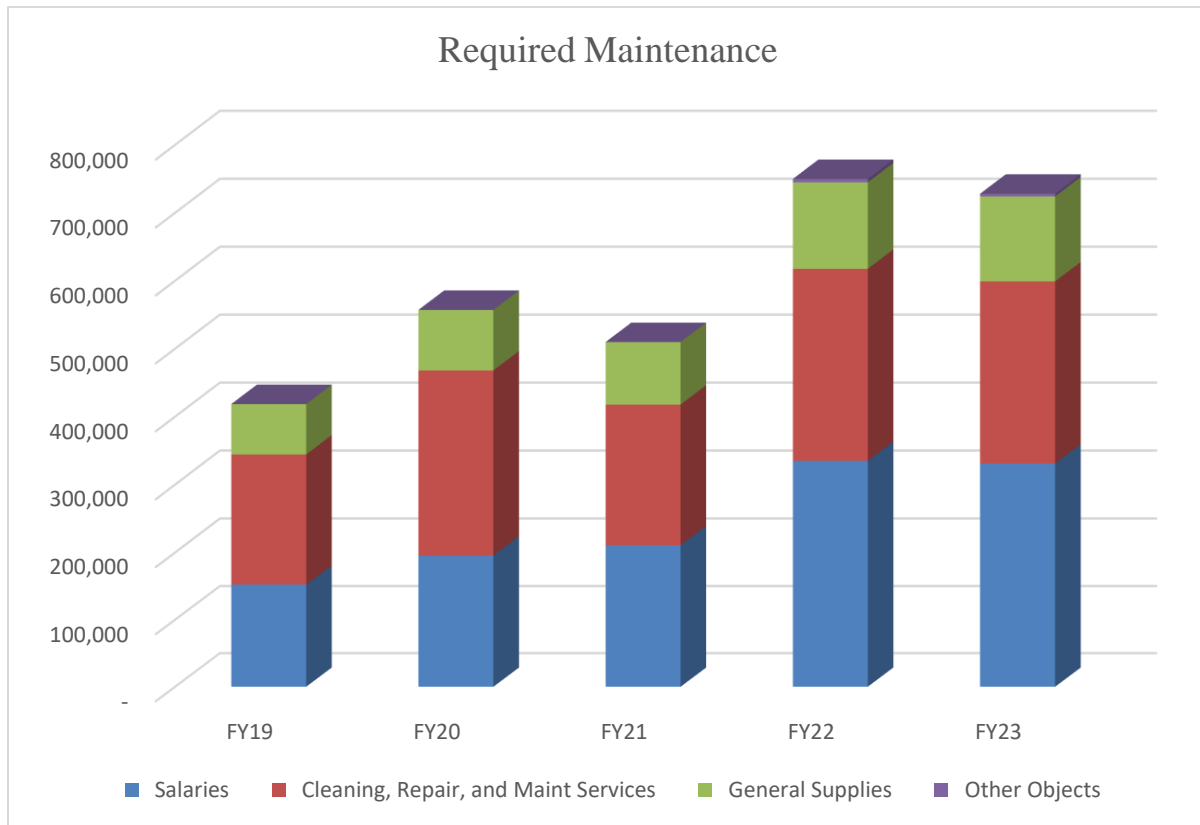


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	152,280	195,490	210,681	334,832	330,810
Cleaning, Repair, and Maint Services	191,921	272,368	206,954	282,563	268,150
General Supplies	74,244	89,192	92,130	127,390	125,000
Other Objects	-	-	-	5,012	4,000
	<b>418,445</b>	<b>557,050</b>	<b>509,765</b>	<b>749,797</b>	<b>727,960</b>

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.

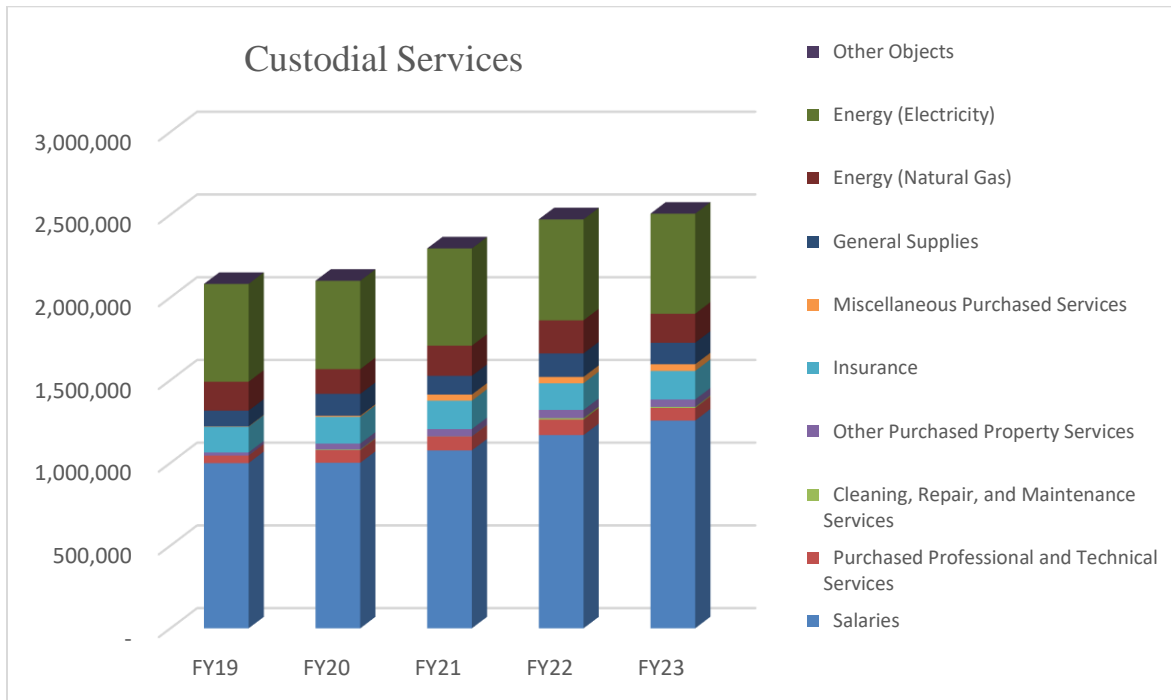


## 2022-2023 Budget

### Custodial Services (11-000-262-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	998,782	1,000,307	1,075,248	1,167,788	1,255,850
Purchased Professional and Technical Services	45,175	76,081	84,061	93,433	75,750
Cleaning, Repair, and Maintenance Services	214	3,797	942	9,000	6,500
Other Purchased Property Services	18,769	36,411	44,198	49,541	45,000
Insurance	154,767	161,216	171,343	161,500	172,500
Miscellaneous Purchased Services	2,714	7,045	36,694	38,084	40,434
General Supplies	95,287	132,115	113,198	141,938	130,000
Energy (Natural Gas)	174,494	149,397	182,662	200,000	175,000
Energy (Electricity)	590,985	533,613	587,410	610,000	605,000
Other Objects	-	676	393	1,000	-
	<b>2,081,187</b>	<b>2,100,658</b>	<b>2,296,149</b>	<b>2,472,284</b>	<b>2,506,034</b>

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.

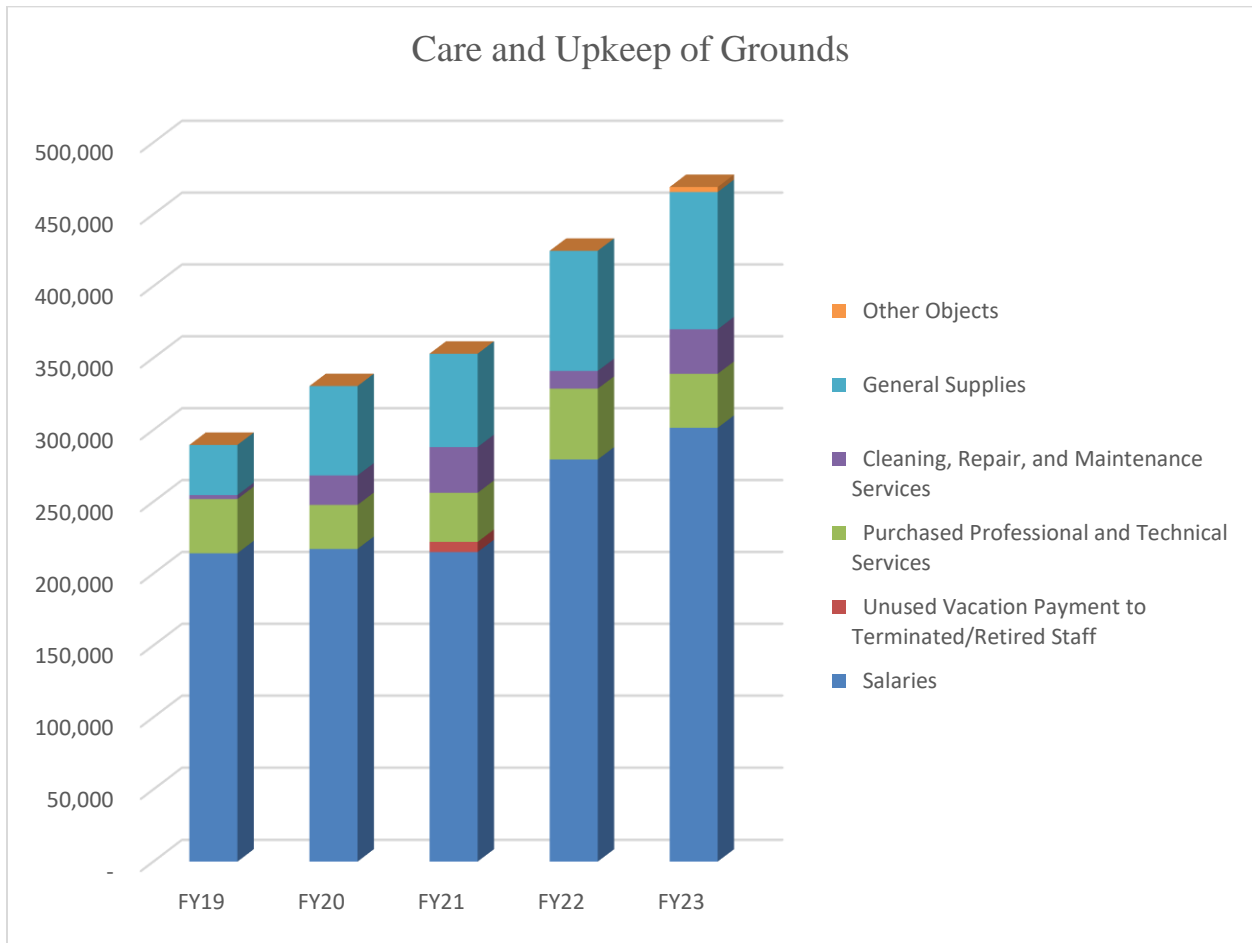


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	214,191	217,180	215,019	279,458	301,520
Unused Vacation Payment to Terminated/Retired Staff	-	-	7,074	-	-
Purchased Professional and Technical Services	37,725	30,652	34,107	49,239	37,500
Cleaning, Repair, and Maintenance Services	2,750	20,507	31,864	12,324	31,000
General Supplies	34,909	62,162	64,957	83,607	95,500
Other Objects	-	-	-	-	3,500
	<b>289,575</b>	<b>330,501</b>	<b>353,021</b>	<b>424,628</b>	<b>469,020</b>

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.

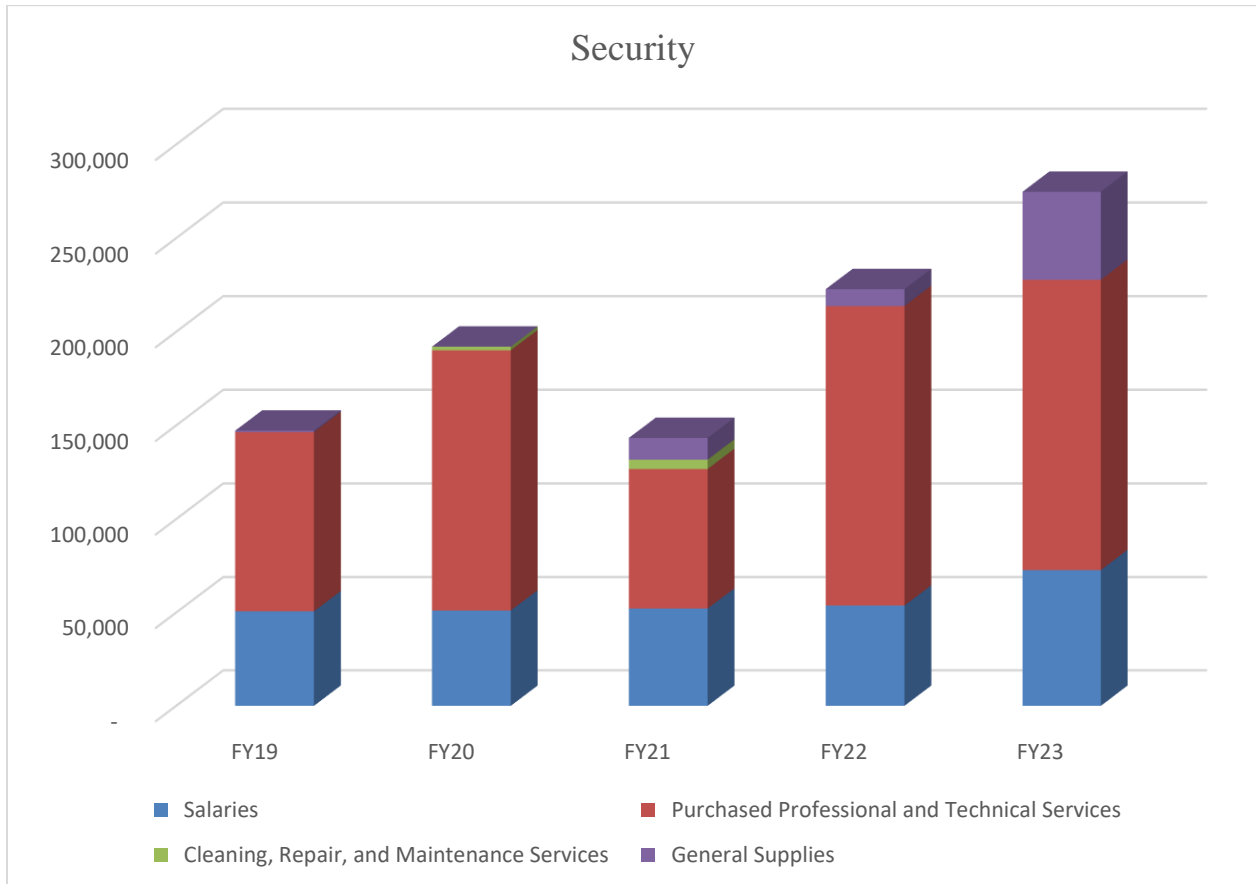


## 2022-2023 Budget

### Security (11-000-266-xxx)

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries	50,677	51,104	52,160	53,762	72,755
Purchased Professional and Technical Services	95,802	139,000	74,585	160,000	155,000
Cleaning, Repair, and Maintenance Services	-	1,950	5,000	-	-
General Supplies	734	-	11,597	9,000	47,000
	<u>147,213</u>	<u>192,054</u>	<u>143,342</u>	<u>222,762</u>	<u>274,755</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.





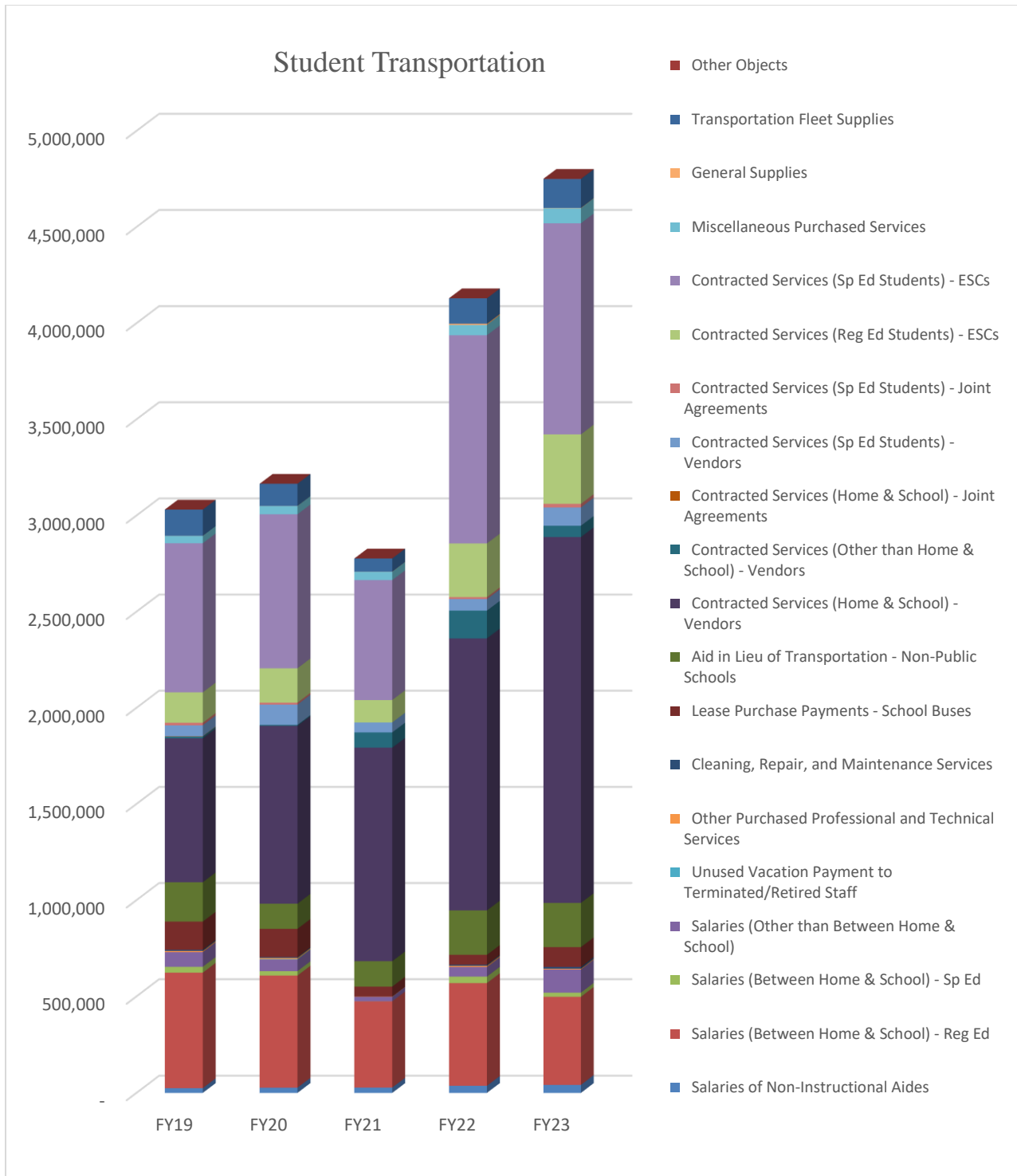
## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Salaries of Non-Instructional Aides	24,394	27,103	27,430	36,725	41,625
Salaries (Between Home & School) - Reg Ed	598,557	580,896	446,964	532,290	456,495
Salaries (Between Home & School) - Sp Ed	30,405	22,667	79	33,500	21,250
Salaries (Other than Between Home & School)	76,228	60,387	23,541	49,500	120,000
Unused Vacation Payment to Terminated/Retired Staff	-	2,420	-	-	-
Other Purchased Professional and Technical Services	6,057	6,075	1,149	6,315	4,125
Cleaning, Repair, and Maintenance Services	6,159	4,348	-	5,750	9,000
Lease Purchase Payments - School Buses	146,625	146,625	51,501	51,501	103,002
Aid in Lieu of Transportation - Non-Public Schools	204,335	131,082	131,621	230,857	230,000
Contracted Services (Home & School) - Vendors	748,677	924,655	1,110,552	1,414,457	1,902,344
Contracted Services (Other than Home & School) - Vendors	8,912	5,051	79,441	144,400	59,000
Contracted Services (Home & School) - Joint Agreements	1,425	-	-	-	-
Contracted Services (Sp Ed Students) - Vendors	57,223	105,346	51,503	60,104	95,146
Contracted Services (Sp Ed Students) - Joint Agreements	13,100	10,038	-	10,000	18,500
Contracted Services (Reg Ed Students) - ESCs	158,396	178,944	116,504	279,489	361,345
Contracted Services (Sp Ed Students) - ESCs	775,356	800,864	623,650	1,082,346	1,097,875
Miscellaneous Purchased Services	37,998	42,877	43,421	53,620	78,500
General Supplies	488	509	522	6,000	1,500
Transportation Fleet Supplies	136,578	115,096	68,689	132,382	150,000
Other Objects	-	-	-	500	1,000
	<u>3,030,913</u>	<u>3,164,983</u>	<u>2,776,567</u>	<u>4,129,736</u>	<u>4,750,707</u>

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.

## 2022-2023 Budget

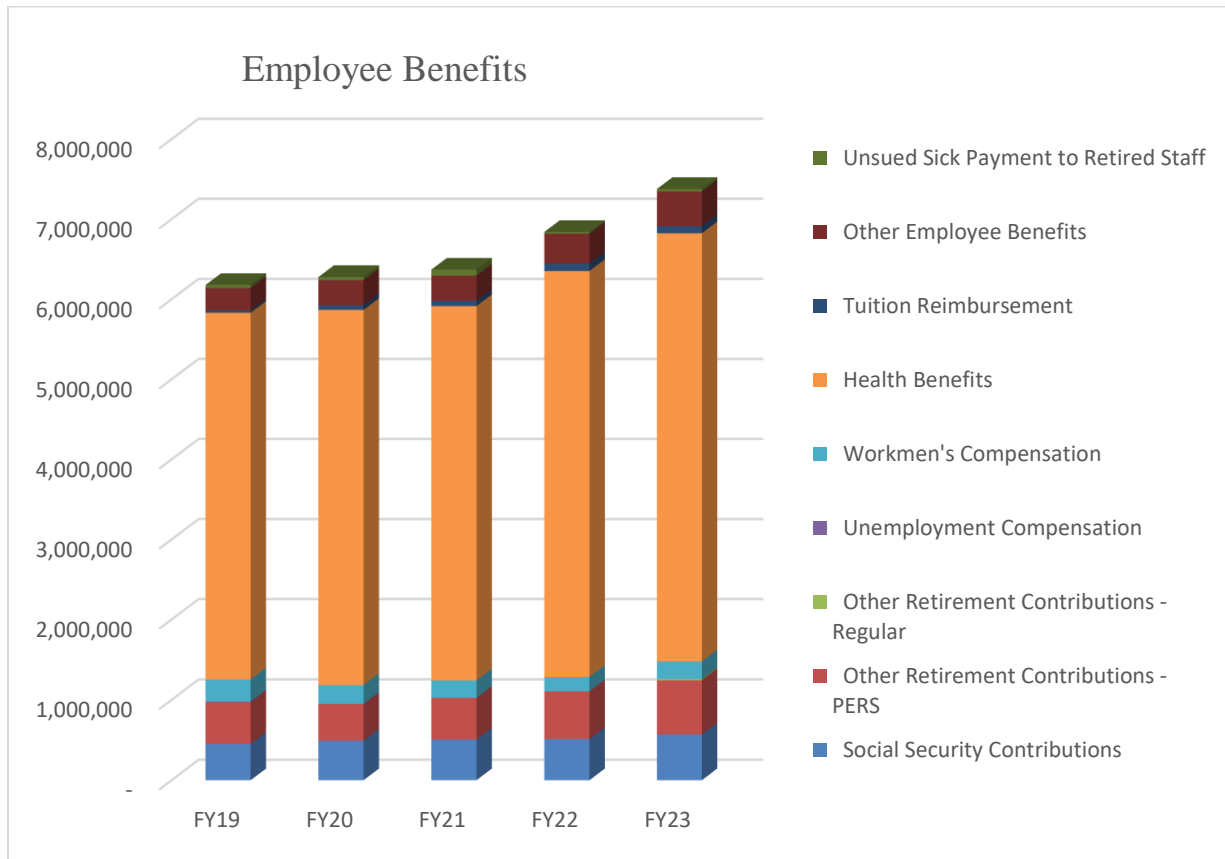


## 2022-2023 Budget

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

	Actual			Revised FY22	Proposed FY23
	FY19	FY20	FY21		
Social Security Contributions	451,175	491,718	504,327	511,828	568,265
Other Retirement Contributions - PERS	519,876	457,484	520,605	593,700	675,000
Other Retirement Contributions - Regular	-	-	-	-	15,000
Unemployment Compensation	7,500	-	-	-	-
Workmen's Compensation	275,000	234,421	216,856	178,800	219,000
Health Benefits	4,576,973	4,682,864	4,673,069	5,067,993	5,347,100
Tuition Reimbursement	30,018	57,621	66,498	94,122	90,000
Other Employee Benefits	279,821	314,172	314,440	373,129	431,730
Unsued Sick Payment to Retired Staff	37,380	39,180	73,830	20,165	31,000
	6,177,743	6,277,460	6,369,625	6,839,737	7,377,095

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.

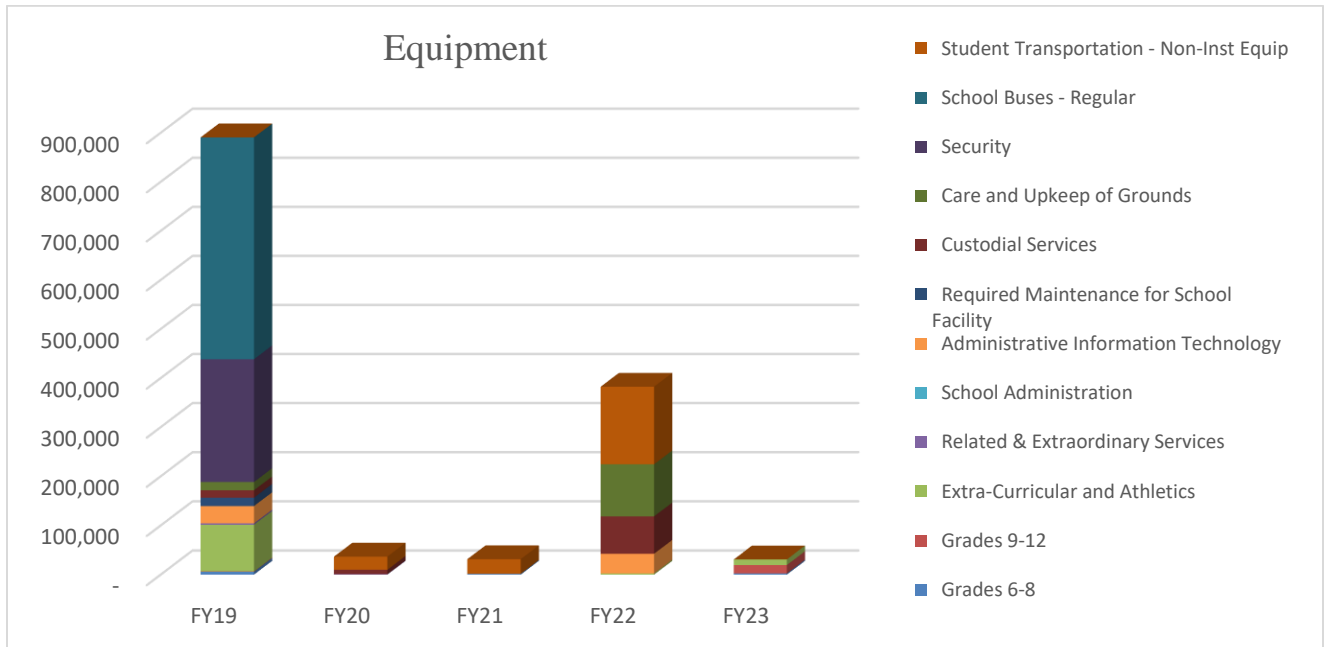


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Grades 6-8	5,862	-	1,800	-	2,415
Grades 9-12	790	-	-	-	17,200
Extra-Curricular and Athletics	94,850	-	-	2,500	11,400
Related & Extraordinary Services	2,950	1,019	-	-	-
School Administration	-	-	-	55	-
Administrative Information Technology	35,100	-	-	40,000	-
Required Maintenance for School Facility	16,950	-	-	-	-
Custodial Services	15,201	8,936	-	76,000	-
Care and Upkeep of Grounds	16,796	-	-	106,000	-
Security	250,025	-	-	-	-
School Buses - Regular	452,226	-	-	-	-
Student Transportation - Non-Inst Equip	-	26,801	29,750	158,000	-
	890,750	36,756	31,550	382,555	31,015

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.

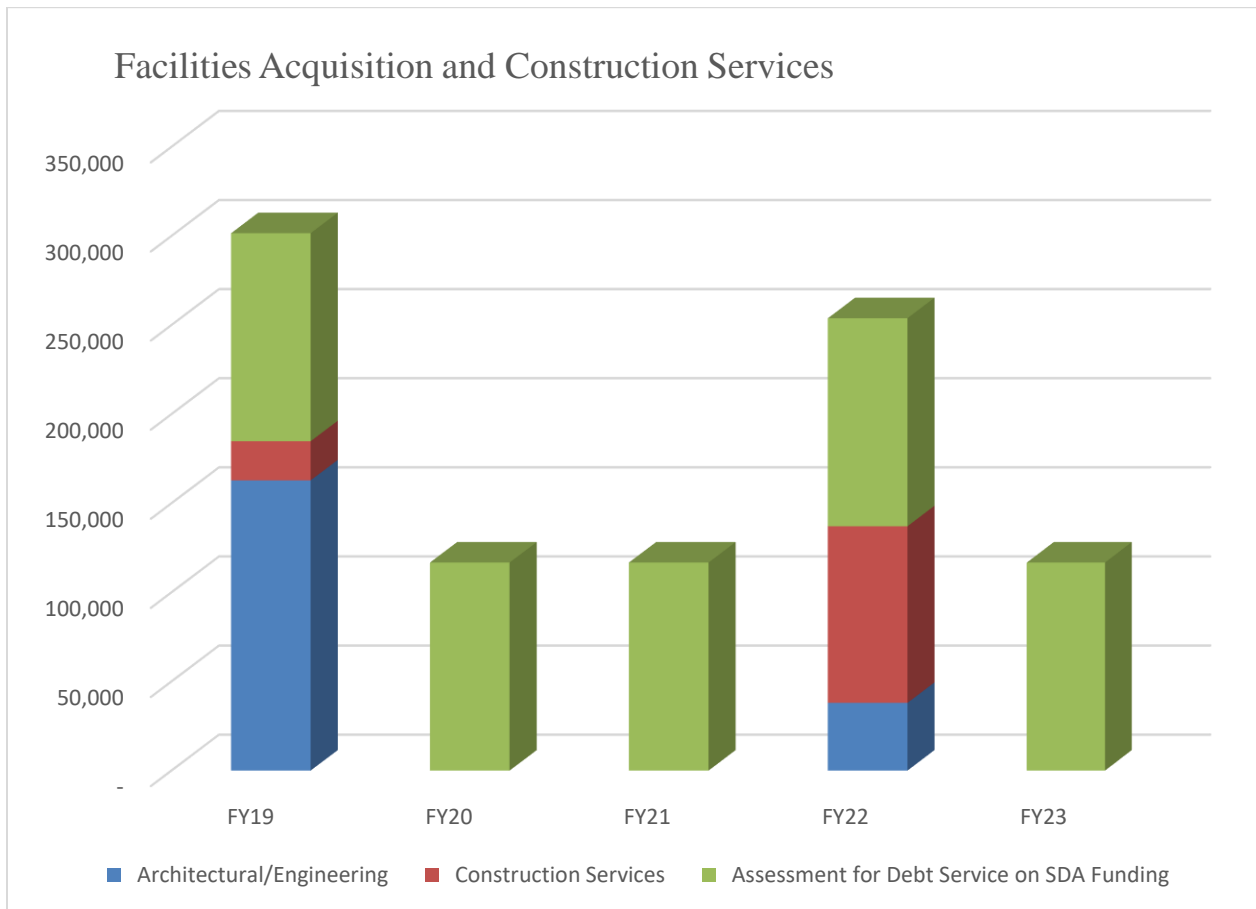


## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Architectural/Engineering	162,861	-	-	38,000	-
Construction Services	21,937	-	-	99,091	-
Assessment for Debt Service on SDA Funding	116,737	116,737	116,737	116,737	116,737
	<u>301,535</u>	<u>116,737</u>	<u>116,737</u>	<u>253,828</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.



## 2022-2023 Budget

### Capital Outlay – Increase in Capital Reserve

	Actual			Budget	Proposed
	FY19	FY20	FY21	FY22	FY23
Beginning Balance at July 1	1,794,885	1,966,049	691,049	2,812,953	3,313,453
Increase in Capital Reserve	171,164	664,960	3,000,666	500,500	1,000
Capital Reserve - Transfer to Capital Projects	-	(1,939,960)	(878,762)	-	(2,600,000)
Ending Balance at June 30	1,966,049	691,049	2,812,953	3,313,453	714,453

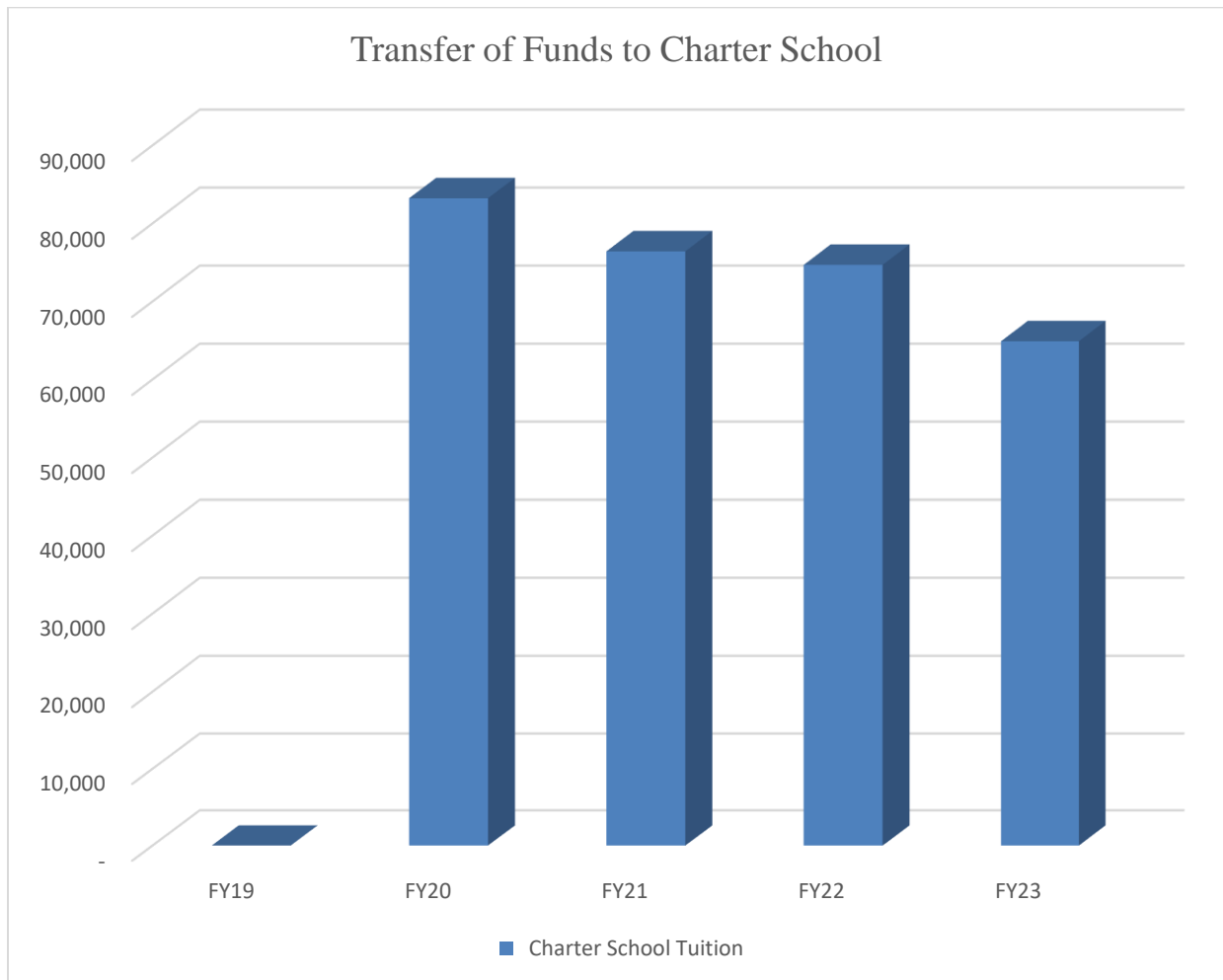
Increase in Capital Reserve (10-604) is used to record a budgeted increase in the capital reserve account to help finance the local share of the District's Long Range Facilities Plan (LRFP). Investment income is listed separately at the object level.

## 2022-2023 Budget

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

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Charter School Tuition	-	83,215	76,413	74,682	64,893
	-	83,215	76,413	74,682	64,893

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.



## 2022-2023 Budget

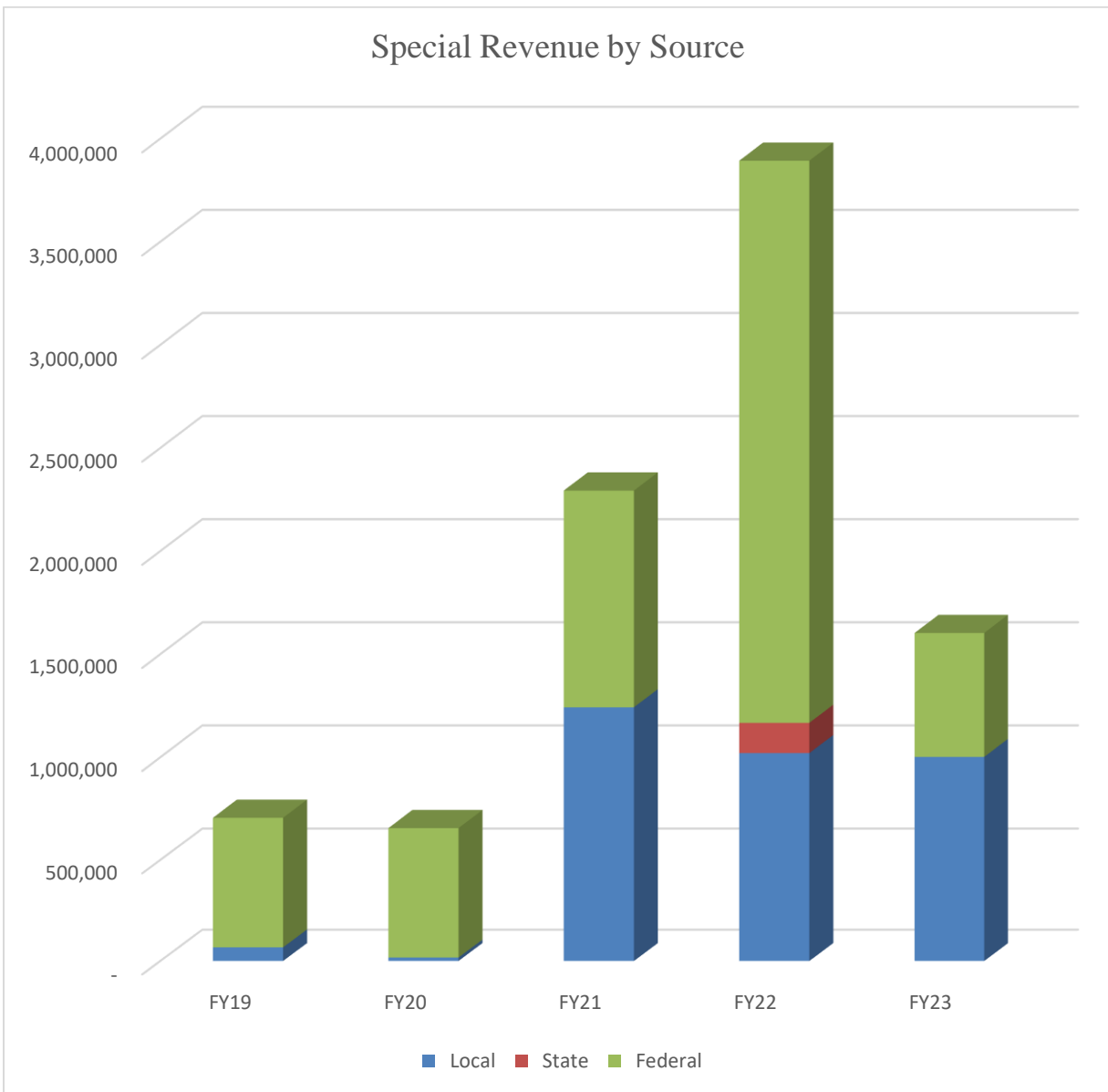
## Special Revenue Fund Appropriations by Program

Local Sources	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Student Activity Fund	-	-	1,213,400	1,000,000	1,000,000
Scholarship Fund	-	-	5,800	1,500	1,500
Safety Grant (NJSIG)	7,610	16,288	16,955	13,558	-
KEF Mini-Grants	22,119	-	-	-	-
Other	37,832	822	6,178	5,000	-
	67,561	17,110	1,242,333	1,020,058	1,001,500
State Sources	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
SDA Emergent Needs and Capital Maintenance in School Districts	-	-	-	71,822	-
Local Efficiency Achievement Program (LEAP)	-	-	-	75,000	-
	-	-	-	146,822	-
Federal Sources	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Title I	126,109	141,412	148,472	135,093	99,500
Title II	44,775	31,445	30,583	39,098	18,075
Title III	3,300	2,690	-	2,985	-
Title IV	9,365	3,250	9,750	-	8,565
CARES Act - ESF	-	-	115,026	-	-
Bridging the Digital Divide	-	-	134,507	-	-
Coronavirus Relief Fund (CRF)	-	-	107,512	-	-
CRSSA Act - ESSER II	-	-	-	452,305	-
CRSSA Act - Learning Acceleration	-	-	-	29,026	-
CRSSA Act - Mental Health	-	-	-	45,000	-
ARP ESSER	-	-	-	1,016,527	-
Accelerated Learning Coaching and Educator Support	-	-	-	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	-	-	-	88,501	-
ARP - I.D.E.A. Basic	-	-	-	125,243	-
	455,435	460,414	505,041	498,286	475,000
	638,984	639,211	1,050,891	2,725,891	601,140

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.



## 2022-2023 Budget

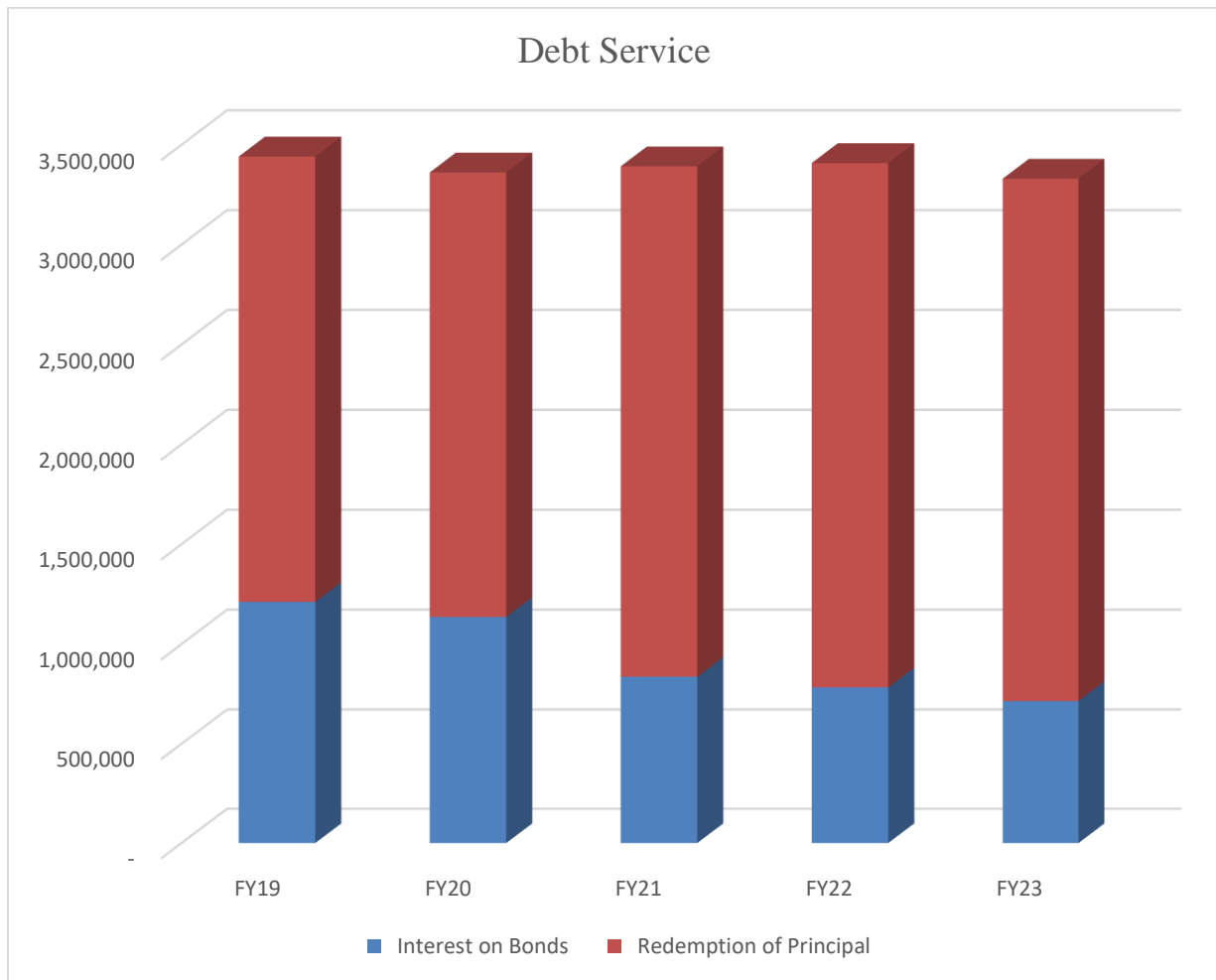


## 2022-2023 Budget

### Debt Service Fund Appropriations at Object Level

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Interest on Bonds	1,211,421	1,136,721	837,183	783,917	715,460
Redemption of Principal	2,230,000	2,225,000	2,555,000	2,625,000	2,615,000
	3,441,421	3,361,721	3,392,183	3,408,917	3,330,460

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.



# 2022-2023 Budget

---

## **Informational Section**

## 2022-2023 Budget

### State Aid Analysis

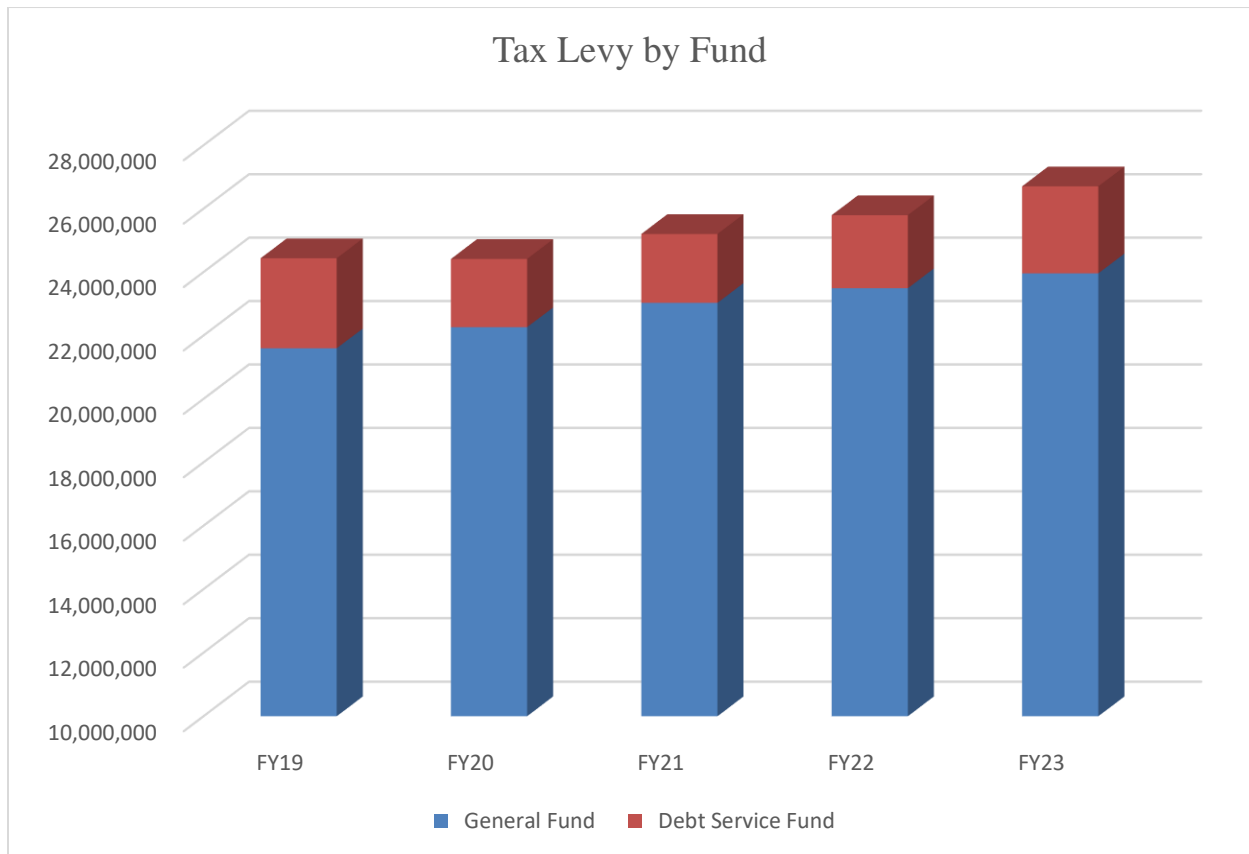
	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
Equalization Aid	7,829,675	8,981,736	9,664,908	13,051,854	16,255,105
Transportation Aid	1,518,262	1,518,262	1,518,262	1,518,262	1,518,262
Special Education Aid	2,148,364	2,148,364	2,148,364	2,148,364	2,148,364
Security Aid	232,812	232,812	232,812	232,812	232,812
<b>Total Aid</b>	<b>11,729,113</b>	<b>12,881,174</b>	<b>13,564,346</b>	<b>16,951,292</b>	<b>20,154,543</b>
One Year Aid Change	2,129,970	1,152,061	683,172	3,386,946	3,203,251
% Aid Change from Prior Year	22.2%	9.8%	5.3%	25.0%	18.9%
% Aid Change since FY09 (SFRA)	53.8%	68.9%	77.9%	122.3%	164.3%
Adequacy Budget	37,179,739	39,620,651	41,964,480	42,316,820	43,318,686
District Spending	29,427,314	31,245,473	32,695,516	36,543,074	40,216,149
Above/(Below) Adequacy	(7,752,425)	(8,375,178)	(9,268,964)	(5,773,746)	(3,102,537)
Total SFRA Due to District	20,222,609	20,591,112	22,228,060	22,718,261	22,775,388
Variance from Actual	8,493,496	7,709,938	8,663,714	5,766,969	2,620,845
% of Actual versus Due	58.0%	62.6%	61.0%	74.6%	88.5%
Local General Fund Tax Levy	21,597,639	22,263,737	23,030,608	23,491,220	23,961,044
One Year Change	967,087	666,098	766,871	460,612	469,824
% Levy Change	4.7%	3.1%	3.4%	2.0%	2.0%
Local Fair Share	20,856,568	23,210,793	24,193,008	24,117,227	25,230,674
% of Local Fair Share	103.55%	95.92%	95.20%	97.40%	94.97%
Resident Enrollment	2,486.5	2,529.0	2,624.0	2,615.5	2,618.0
One Year Cjchange	44.0	42.5	95.0	-8.5	2.5
% Change over prior year	1.8%	1.7%	3.8%	-0.3%	0.1%
% Change since FY09 (SFRA)	46.1%	48.6%	54.2%	53.7%	53.9%

## 2022-2023 Budget

### Tax Levy Analysis

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
General Fund	21,597,640	22,263,737	23,030,609	23,491,220	23,961,044
Debt Service Fund	2,839,575	2,151,832	2,171,632	2,304,529	2,744,191
<b>Total Tax Levy</b>	<b>24,437,215</b>	<b>24,415,569</b>	<b>25,202,241</b>	<b>25,795,749</b>	<b>26,705,235</b>

The district’s budget was prepared with a 2.0%, or \$469,824 increase in the general fund tax levy. The general fund tax levy for FY23 totals \$23,961,044. The district’s local fair share as calculated by the state of NJ is \$25,230,674. Therefore, the district’s proposed levy for FY23 is \$1,269,630 under its LFS. Approximately 94.9% of what the state calculates the community can contribute towards its adequacy budget.



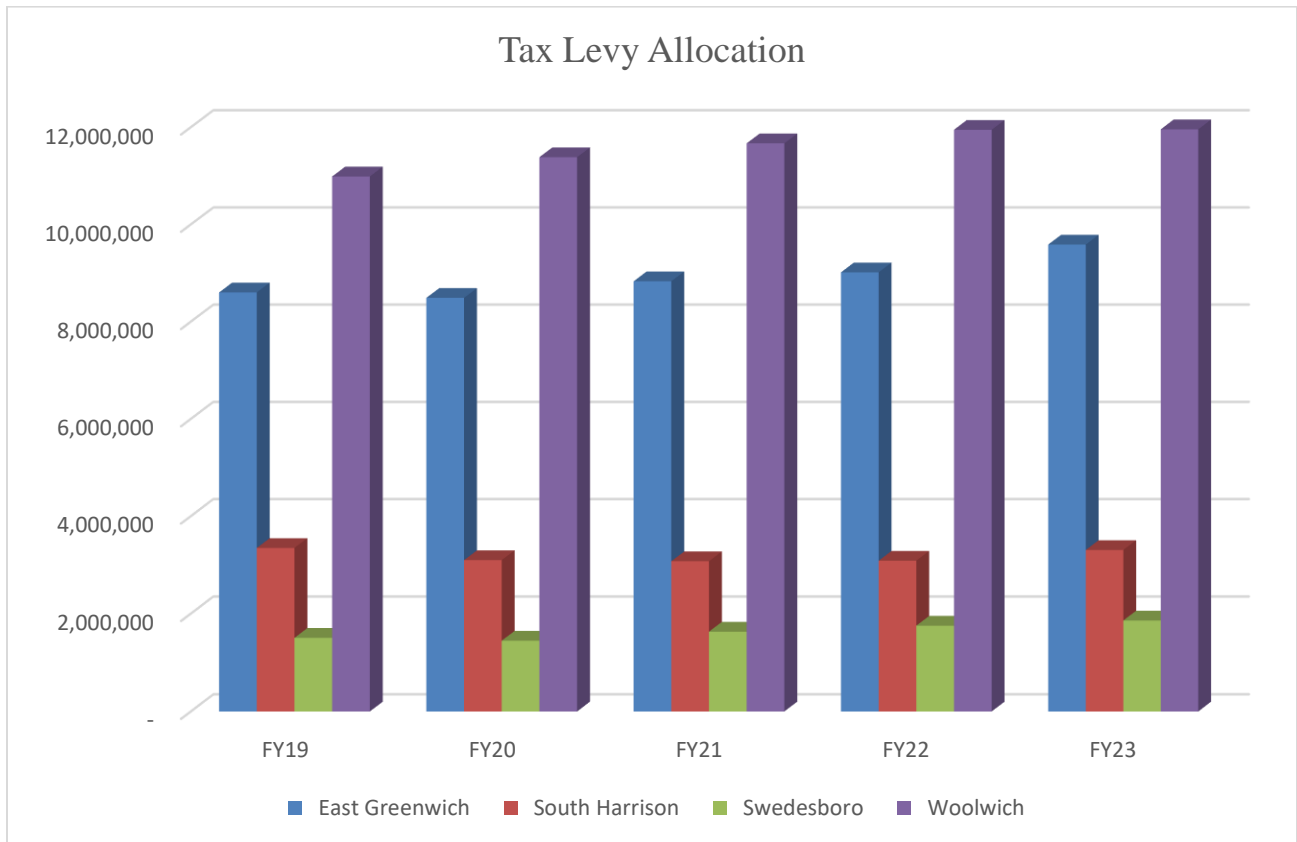
## 2022-2023 Budget

### Tax Levy Regional Allocation

	Actual			Revised	Proposed
	FY19	FY20	FY21	FY22	FY23
East Greenwich	8,601,154	8,489,945	8,830,754	9,013,024	9,585,800
South Harrison	3,344,618	3,095,128	3,072,416	3,082,302	3,303,419
Swedesboro	1,504,594	1,446,704	1,630,672	1,753,708	1,859,150
Woolwich	10,986,849	11,383,792	11,668,400	11,946,715	11,956,865
<b>Total Tax Levy</b>	<b>24,437,215</b>	<b>24,415,569</b>	<b>25,202,241</b>	<b>25,795,749</b>	<b>26,705,235</b>

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:

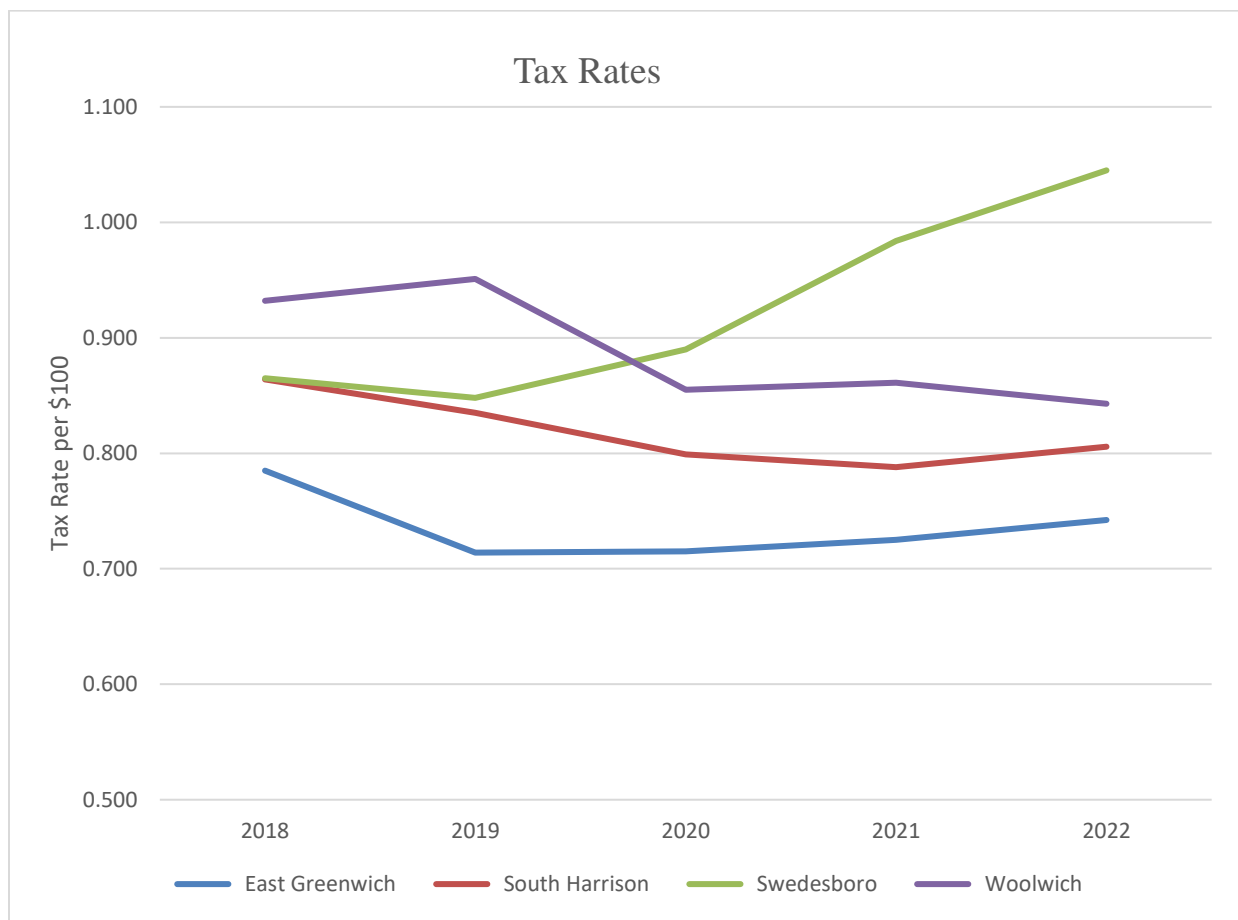
1. Equalized Value (EV) – Common basis of property valuation for comparative purposes
2. Total Enrollment – Elementary vs. regional school district enrollment by town
3. Distribution of EV – EV is split on basis of elementary and regional enrollment



## 2022-2023 Budget

### Regional School District Tax Rates

	2018	2019	2020	2021	2022
East Greenwich	0.785	0.714	0.715	0.725	0.742
South Harrison	0.864	0.835	0.799	0.788	0.806
Swedesboro	0.865	0.848	0.890	0.984	1.045
Woolwich	0.932	0.951	0.855	0.861	0.843

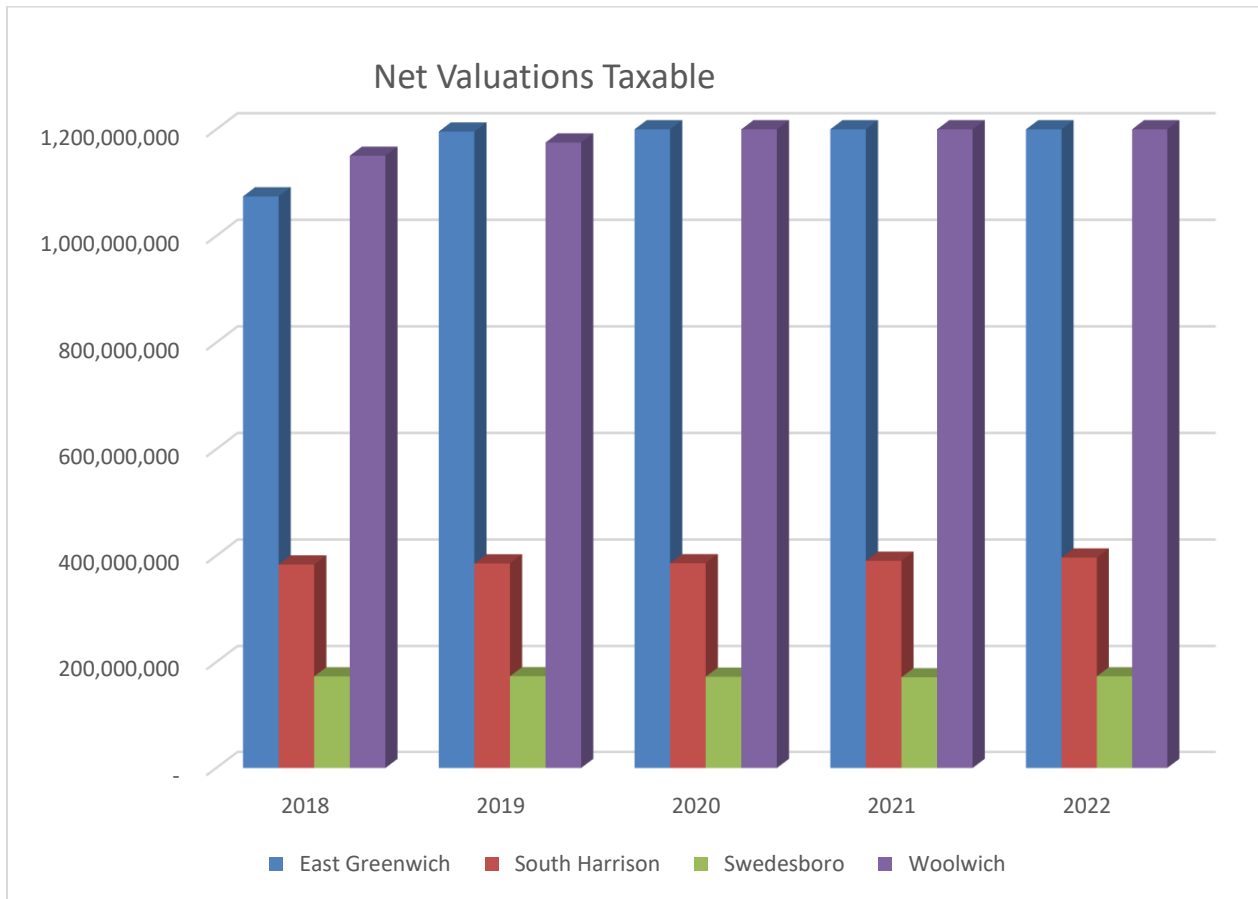


## 2022-2023 Budget

### Net Valuation Taxable by Town

	2018	2019	2020	2021	2022
East Greenwich	1,074,152,700	1,195,814,300	1,211,054,600	1,229,802,600	1,252,758,300
South Harrison	383,385,700	385,373,400	385,735,700	390,287,800	396,339,000
Swedesboro	172,856,900	173,087,400	172,167,600	171,070,300	172,863,900
Woolwich	1,150,342,410	1,175,212,910	1,347,561,510	1,370,899,410	1,417,940,910

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:



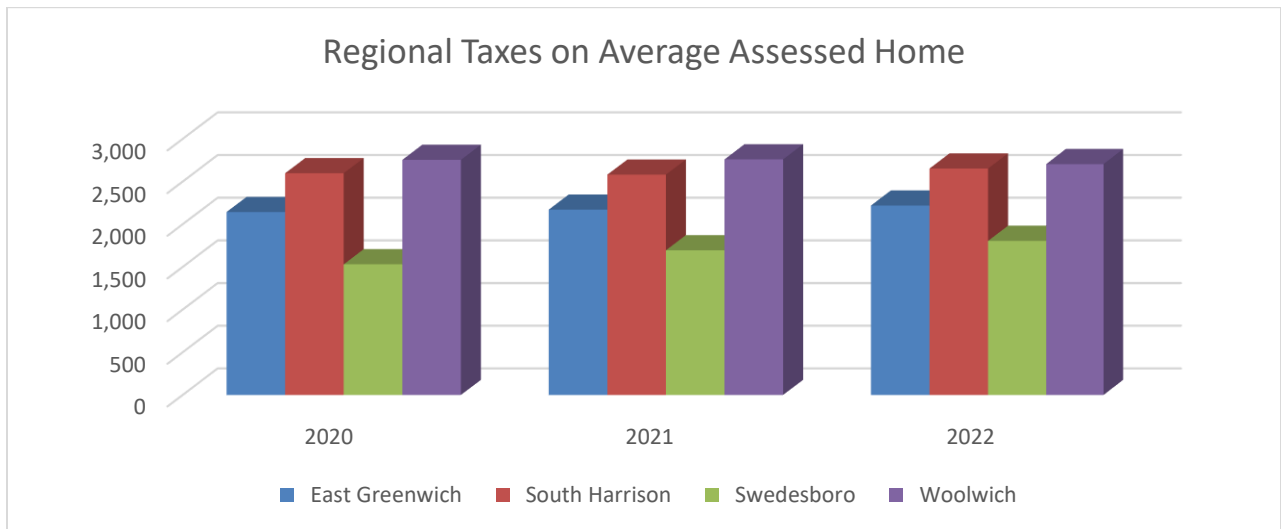


## 2022-2023 Budget

### Annual Regional School Taxes on Average Assessed Home Values

	2020	2021	2022
East Greenwich	2,143	2,171	2,219
South Harrison	2,598	2,581	2,653
Swedesboro	1,531	1,695	1,805
Woolwich	2,755	2,760	2,705

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 Home Assessments

	2020	2021	2022
East Greenwich	299,767	299,470	298,953
South Harrison	325,169	327,539	329,331
Swedesboro	172,017	172,280	172,772
Woolwich	322,180	320,589	320,872

## 2022-2023 Budget

### Staffing Levels

Full Time Equivalent Positions	Actual			Current	Proposed
	FY19	FY20	FY21	FY22	FY23
Regular Programs - Instruction	159.50	166.00	168.00	176.00	177.00
Special Education - Instruction	53.00	59.00	59.00	63.00	63.00
School-Sponsored Athletics	2.00	2.00	2.00	2.00	2.00
Attendance	3.00	3.00	3.00	3.00	3.00
Health Services	3.00	4.00	4.50	6.00	6.00
Speech/OT/PT/Related Services	1.00	1.00	1.00	1.00	1.00
Extraordinary Services	14.00	9.00	9.00	7.00	8.00
Guidance	12.50	13.00	13.00	14.00	14.00
Child Study Team	7.50	8.00	8.50	9.00	9.00
Improvement of Instruction Services	4.00	4.00	5.00	5.00	6.00
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	2.00	3.00
School Administration	16.00	16.00	16.00	16.00	17.00
Central Services	6.00	6.00	6.00	6.00	6.00
Information Technology	6.00	6.00	7.00	7.00	7.00
Required Maintenance of School Facilities	4.64	4.64	4.64	4.02	5.02
Custodial Services	25.64	25.64	27.14	29.02	29.02
Care and Upkeep of Grounds	3.72	3.72	3.72	4.96	4.96
Security	2.00	2.00	2.00	2.00	2.00
Student Transportation Services	49.00	42.00	32.00	29.84	29.84
Food Services	26.00	25.00	14.00	15.00	15.00
	<u>404.50</u>	<u>406.00</u>	<u>391.50</u>	<u>405.84</u>	<u>411.84</u>

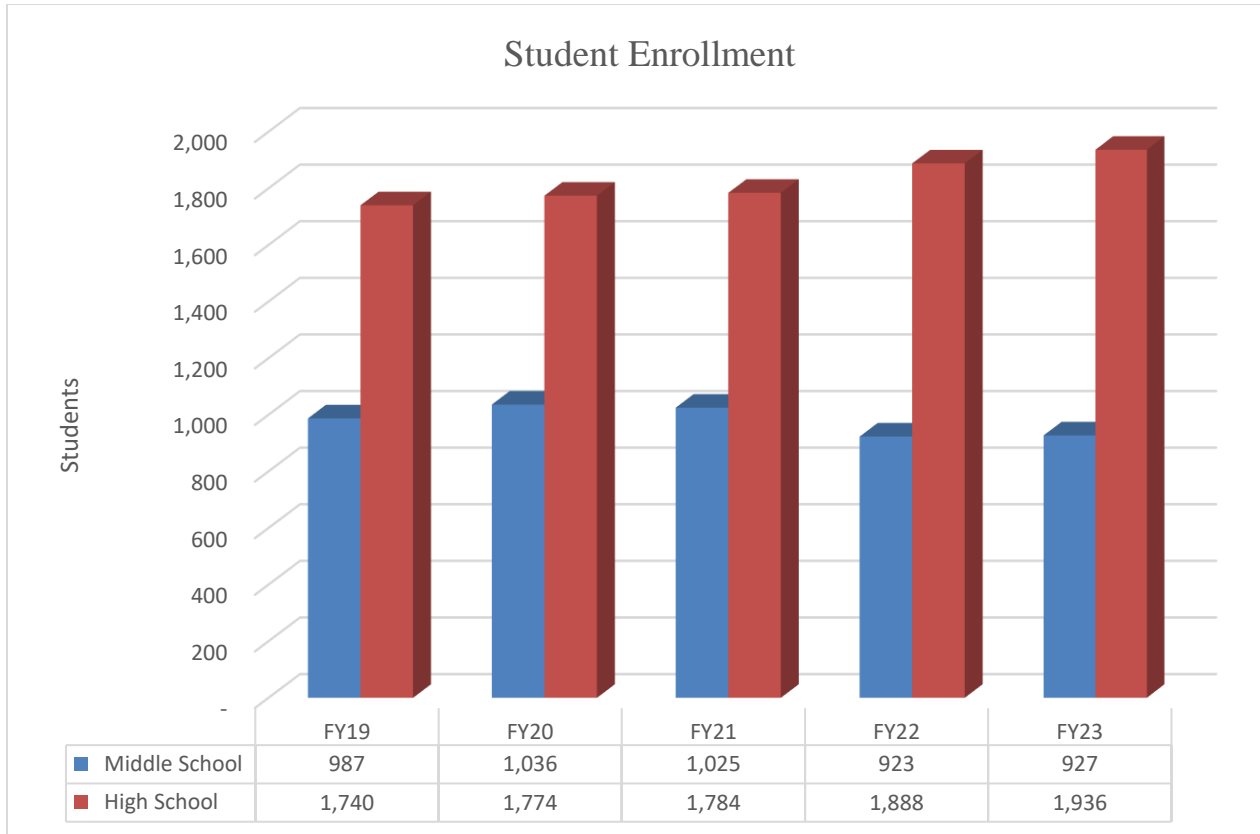
Due to the nature of our industry, more than 67% of the operating budget consists of employee compensation and benefits. Total employee compensation is projected at \$26,022,630 for FY23 with another \$7,377,095 for employee benefits. Compensation totals 52% of our total operating budget while employee benefits total 15%. The budget reflects a net increase of 6.0 FTE positions from FY22.

## 2022-2023 Budget

### Student Enrollment

	Actual			Current	Projected
	FY19	FY20	FY21	FY22	FY23
Middle School	987	1,036	1,025	923	927
High School	1,740	1,774	1,784	1,888	1,936
	<u>2,727</u>	<u>2,810</u>	<u>2,809</u>	<u>2,811</u>	<u>2,863</u>

By September of 2023, the Middle School’s enrollment is expected to remain relatively flat. The district is anticipating an increase of 2.5% to its 9<sup>th</sup> through 12<sup>th</sup> grade student population for a total of 1,936. In total, enrollment is expected to increase by 52 students to 2,863. An increase of 1.85%.



## 2022-2023 Budget

### Long-Term Debt

As of June 30,	Actual			Revised 2022	Projected 2023
	2019	2020	2021		
2012 Bonds	17,999,000	17,274,000	775,000	-	-
2012 Refunding Bonds	3,005,000	2,390,000	1,775,000	1,175,000	590,000
2014 Refunding Bonds	5,185,000	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
	34,359,000	32,134,000	30,455,000	27,830,000	25,215,000

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.

